Appendix 1: Understanding Design Services
UNDERSTANDING DESIGN SERVICES

Designers can place the cards which describe different design services on an SME’s needs-wheel. Here are the basic description of the design services.

COMMUNICATION DESIGN
embraces a combination of textural, figurative, formal and time-based elements to convey messages and meanings in an effective way. Closely related to graphic design and visual identity design.

CONCEPT DESIGN
is about developing ideas which test what is (presently) acceptable, culturally or technically. It may involve using various ideation methods to generate lots of ideas then develop the best ones.

DESIGN MANAGEMENT
is integrating design activities with everyday management, operations, production and service practices in an enterprise with strategic decisions for competitive advantage and improved performance.

DESIGN RESEARCH
can include any design field, discipline, activity and approach as theory, practice and/or explorations. It frequently involves collaborations with for-profit and non-profit enterprises on specific projects or challenges around new technologies, materials, markets and communities.

ECODESIGN/SUSTAINABLE DESIGN
involves developing products or services which minimise their impacts on the environment throughout their lifecycle. Sustainable design includes ecodesign but also embeds ethical, social and economic considerations.

SPATIAL DESIGN (EXHIBITION, INTERIORS, RETAIL)
is the design of specific spatial environments for exhibitions, retail outlets or any interior space where an enterprise does business.

GRAPHIC DESIGN/VISUAL IDENTITY DESIGN/
BRAND DESIGN
are inter-related design activities which organise text, images, icons, logos and illustrations to communicate specific messages and stories. Closely related to communication design.
INTERFACE DESIGN
is about improving experiences at the common boundary between an enterprise and its products or services and maximising the benefits to the user or customer by facilitating tasks.

(NEW) PRODUCT DEVELOPMENT
is about re-designing existing products or creating new products through a variety of processes where designers and others take a design brief with a defined challenge, create a solution and deliver it to the market.

PRODUCT/INDUSTRIAL DESIGN
is the conceptualisation, design and making of objects, artefacts or products which are functional and useful while meeting contemporary aesthetic needs.

SERVICE DESIGN
is the design of the functionality, form and experience of services from the perspective of the customer and through the analogue or digital interfaces they need to access to acquire the service.

STRATEGIC DESIGN
aims to improve the performance of an enterprise in the eyes of its management, designers, customers and, even, competitors.

USER-CENTRED DESIGN/USABILITY
is an approach to designing which involves the users from initial conceptualisation to testing prototypes or models and delivering them to the market.

WEB DESIGN
is about the conceptualisation of the 'look and feel' (graphic and visual design) of a web site and its integration with the underlying structure and functionality. (The aim of good web design is for users and customers to access information, products and services efficiently and that, overall, it is a satisfying experience.)

OTHER SERVICES (add other specific design services)
Designers can fill in blank Design Service Cards

See below for more comprehensive descriptions of each design service, why SMEs should use them, and what value they add. These descriptions can be modified by SMEs and designers.
Communication Design embraces a combination of textural, figurative, formal and time-based elements to convey messages and meanings in an effective way. Depending upon the chosen medium of communication, and the intended audience, it is related to graphic design, visual identity design, brand design, interface design, audiovisual design, broadcast design, game design, web design and more.

**Why use it?**
- deliver consistent, concise messages with specific meanings about the enterprise’s value proposition i.e. what benefits and value they can give to the customer
- capture new customers and/or as a means to satisfy existing customers
- help customers differentiate between different brands, products and services
- build relationships between the enterprise and its customers

**How does it add value?**
Tangible value includes: an increase in customers and sales; an increase in customer retention; an increase in brand value as seen in assets and/or share prices. Intangible value includes: differentiation in the marketplace; and improved brand reputation.
Concept Design is about developing ideas which test what is (presently) acceptable, culturally or technically. It can involve a wide range of analogue and/or digital techniques including sketching, visualising, prototyping, modelling or other means to communicate the conceptual design. It may involve using various ideation methods to generate lots of ideas then develop the best ones.

**Why use it?**
- challenge and push the boundaries of what enterprises and their customers consider feasible, acceptable and do-able
- initiate early thoughts about new product or service development, perhaps to engage an internal (enterprise) or external (supplier, customer) audience
- use it as a pilot project, experiment to try it out with different audiences to learn about the potential of the concept with users, suppliers, investors or other parties.

**How does it add value?**
Tangible value includes feedback from users, suppliers, investors or other parties which can better inform decisions in the enterprise. Intangible value includes: developing a culture of innovation within the enterprise.
Design management is integrating design activities with everyday management, operations, production and service practices in an enterprise with strategic decisions for competitive advantage for improved performance. It embraces writing proposals, developing design briefs, new product and service development, brand development, overseeing production and quality control and fulfilling business objectives at a strategic level. The latter is called strategic design.

**Why use it?**
- help improve and integrate creativity and functionality within an enterprise
- raise levels of collaboration and innovation within an enterprise
- maintain a consistent application of design thinking and doing which helps internal and external efficiency, delivery of products and services, and consistent company image

**How does it add value?**
Tangible value includes: development of new methods, practices, knowledge and Intellectual Property; contribution to more efficient production or service delivery processes and potential cost savings; better market reach and/or position. Intangible value includes: developing a culture of creativity and innovation within the enterprise; raising levels of strategic business and operational awareness.
Design research is conducted by universities, independent research institutes and non-profit organisations. It can include any design field, discipline, activity and approach as theory, practice and/or explorations. It frequently involves collaborations with for-profit and non-profit enterprises on specific projects or challenges around new technologies, materials, markets and communities. Design researchers work collaboratively in ‘open’ and ‘closed’ Intellectual Property environments, according to the needs of the enterprise. They also work closely with users, customers, suppliers and other stakeholders using participatory or open design methods, often generating special market intelligence and developing unique products and services.

Why use it?
• work in a collaborative, innovative environment
• raise expertise, skills and knowledge within the enterprise
• convert problems or challenges into solutions and opportunities

How does it add value?
Tangible value includes: Creation of Intellectual Property and the testing of new prototypes, products or services. Intangible value includes: increasing knowledge, skills and capacity within the enterprise; developing new perspectives on customers, users, market opportunities and innovation potential.
Ecodesign/sustainable design involves developing products or services which minimise their impacts on the environment throughout their lifecycle, from their creation to their production, use, and re-use or recycling at end-of-life (EoL). Sustainable design includes ecodesign but also embeds ethical, social and economic considerations in the production, use and disposal or re-use of a product or service.

Why use it?
• comply with existing environmental and trade legislation and regulations
• reduce production and take-back costs
• enter new markets for the green, circular and fair-trade economies
• improve the image of the enterprise with existing and potential customers

How does it add value?
Tangible value includes: cost reductions by avoiding waste production or pollution; increases ability to enter specialised but growing markets for green and socially-conscious consumer and B2B products and services; can enable eligibility to supply public sector organisations sourcing ‘green’ suppliers. Intangible value includes: improves brand image and reputation; reduces harm to nature and other humans.
Spatial Design (Exhibition, Interiors, Retail) is the design of specific spatial environments for exhibitions, retail outlets or any interior space where an enterprise does business, such as offices, one-off promotional events and so on. Spatial designers liaise with graphic/visual identity/brand/communication designers to ensure a consistent 'look and feel' and to deliver consistent messages and stories which reflect the enterprise’s products, services and mode of operating.

**Why use it?**
- help build a consistent reputation in the marketplace and give confidence to customers, suppliers and other stakeholders
- reach specific audiences for customer sales, investment and so on

**How does it add value?**
Tangible value includes: Strengthens physical presence and visual identity in the marketplace and protects market share. Intangible value includes: Raises confidence and builds trust in customers, suppliers and stakeholders.
Graphic design can inform, advertise and/or decorate and can be placed in forms and arrangements to constitute a consistent visual identity and/or brand for an enterprise. Visual identity design can reach across all an enterprise’s activities, for internal and external communication and management. Brand design is more closely associated with logos, marks and other specific symbols but can also embrace the whole ‘look and feel’ of products and services.

Why use it?
- maximise the efficacy and effectiveness of an enterprise’s communication with its customers, suppliers and other stakeholders
- ensure consistent ‘messaging’ of an enterprise’s products and services
- cost efficient presentation of the enterprise, internally and externally
- protect market share or to enter new markets

How does it add value?
Tangible value includes: increased recognition and retention of customers; and/or increase in customers by entering new markets by offering more consumer or B2B choice and a different ‘image’. Intangible value includes: increased awareness of the brand and its potential value in the market.
Interface design is about improving experiences at the common boundary between an enterprise and its products or services and maximising the benefits to the user or customer by facilitating tasks. This might involve attention to ergonomics and ease of use for all types of users/customers with different abilities (sometimes called inclusive design or universal design), allowing the customisation and personalisation of interfaces, integrating complex systems and data, and human-computer interaction (HCT) especially in enterprises using digital technologies involving service design, screen design, web design and games design.

Why use it?
- facilitate and increase usability of analogue/digital or digital technologies
- improve experiences when using products, services or product-service-systems (PSS)

How does it add value?
Tangible value includes: increase in brand reputation; increased market reach or share; increase in proportion of satisfied users or customers; improved efficiency for users or customers. Intangible value includes: better perceptions of the product or service and/or brand experience; increased user or customer trust in the enterprise.
(New) Product development is about re-designing existing products or creating new products through a variety of processes where designers and others (other professionals, users, suppliers) take a design brief with a defined challenge, create a solution and deliver it to market. Product development involves many phases from research, ideation, concept design, prototyping and testing, brand design, packaging design, product design, service design, design management of the production, and communicating about the (new) product to the market. These days products may also be developed in participatory and open processes, involving co-design and open design approaches where knowledge and Intellectual Property (IP) are shared.

Why use it?
• create new products and services to enter new markets or to strengthen an existing position in a market
• attract new customers
• meet targets and the ambitions of a strategic business plan and/or obtain returns on financial investment
• be competitive and innovative

How does it add value?
Tangible value includes: retaining existing customers and/or attracting new customers; getting good ROI, return on investment; by meeting the strategic objectives of an enterprise. Intangible value includes: increasing the skills and competences in the enterprise;
Product/Industrial Design is the conceptualisation, design and making of objects, artifacts or products which are functional and useful while meeting contemporary aesthetic needs. The fields of ‘product’ and ‘industrial’ design blend and merge according to whether the object is for business to business (B2B) or business to consumer (B2C) markets and the specific materials, engineering and/or digital expertise needed to create a functioning object. Objects can be utilitarian and ubiquitous, luxurious and rare, or specialist depending upon their purpose and can be existing objects re-designed or be new objects (often referred to as ‘new product development’, NPD).

**Why use it?**
- take advantage of over 200 years of professional experience in conceiving, testing and making products over
- ensure that new technologies can be adapted and successfully incorporated in existing and new products
- to reduce the risk and costs of failure of introducing re-designed or new products to the market

**How does it add value?**
Tangible value includes: re-designed products can help retain existing customers; new products can attract new customers and help develop new markets; well designed products are recognised in the marketplace by the media and citizens; studies show that Return on Investment in product design can be high, up to 200% of the original investment. Intangible value includes: helps create visibility in the marketplace; reinforces and builds brand value.
Service Design is the design of the functionality, form and experience of services from the perspective of the customer and through the analogue or digital interfaces they need to access to acquire the service. Service designers aim to understand the customer journey and their ‘touch-points’ with the service at the same time as understanding the service provider’s requirements. This is a complex environment so usually involves developing a service ‘blueprint’ and testing it with the enterprise and its customers or users. Service design can better help meet current needs and/or help develop and evaluate new services in private, public and social sectors.

**Why use it?**
- maximise customer or user or client satisfaction
- ensure good ‘back office’ and ‘front office’ communication and delivery to the customer/user/client
- understand behavioural patterns and to predict future service needs
- explore if existing products and be converted into ‘product-service-systems’ where product ownership is replaced by various service options

**How does it add value?**
Tangible value includes: increased existing customer satisfaction; increased penetration of existing markets or development of new markets with new services; increased efficiencies for the enterprise and for the customers. Intangible value includes: increases in brand visibility and reputation.
Strategic design aims to improve the performance of an enterprise in the eyes of its management, designers, customers and, even, competitors. It does this by applying design processes and thinking to improve organisational communication, knowledge and understanding within the enterprise and to promote consistent brand identity and communication design in the marketplace. Strategic design also helps an enterprise to improve their competences to work with market trends and develop future scenarios to assist with short- and long-term planning of the business.

**Why use it?**
- help the enterprise plan effectively for the future and, thereby, reduce unforeseen risks
- ensure integration of the enterprise’s internal operations with its external operations, messages and brand image and value

**How does it add value?**
Tangible value includes: reduction of risk, through foresighting and scenario planning, coupled with improved capacity to see market and other opportunities; increased market profile and sales. Intangible value includes: integration of internal elements of an enterprise; adds to perceived brand value.
User-centred design/Usability is an approach to designing which involves the users from initial conceptualisation to testing prototypes or models and delivering them to the market. Users test the functions of products and services to ensure they are ‘usable’ and exhibit ‘usability’. It embraces the notion of inclusive design, universal design and ergonomics to ensure that all types of users, of different abilities, can use the product/service.

Why use it?
• reduce the risk of product or service failure in the market
• apply the collective intelligence of users from target audiences to improve the customer experience

How does it add value?
Tangible value includes: reducing the risk of failure in the market and its potential financial losses; gathers market intelligence which is specific to the enterprise. Intangible value includes: builds expertise within the enterprise about users’ needs; can stimulate ideas for new products and services.
Web design is about the conceptualisation of the ‘look and feel’ (graphic and visual design) of a web site and its integration with the underlying structure and functionality through the graphic user interface (GUI) of multiple digital devices (computers, laptops, pads, phones and others) using different operating systems and web browser applications. The aim of good web design is for users and customers to access information, products and services efficiently and that, overall, it is a satisfying experience.

Why use it?
- reach 4 billion internet users via the World Wide Web. Having a web site has become an essential tool for enterprises to communicate with existing customers and to advertise or market to potential customers.
- ensure that there is a coherent and consistent presentation of the enterprise to external audiences, including customers, suppliers and other stakeholders.

How does it add value?
Tangible value includes: increase in traffic of existing and potential customers; conversion of potential customers into actual customers; increased sales; increased operational efficiency of the enterprise; provides a ‘one-stop’ point of contact. Intangible value includes: develops a consistent brand message which helps build brand value and reputation.
Appendix 2: Objects of Design in 2013
### Appendix 2 - Objects of Design in 2013.
(Source: Ministry of Employment & the Economy, 2013)

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<th>OBJECTS OF DESIGN IN 2013</th>
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<td><strong>Industrial design, such as</strong></td>
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<tr>
<td>Electronics, domestic appliances and equipment</td>
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<td>Vehicles, boats, bicycles, cars</td>
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<tr>
<td>Furniture, lighting fixtures</td>
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<tr>
<td>Interior design / place setting elements and materials</td>
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<tr>
<td>Clothes</td>
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<tr>
<td>Textiles</td>
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<tr>
<td><strong>Profession and work environment</strong></td>
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<tr>
<td>Tools</td>
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<tr>
<td>Machinery and equipment</td>
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<td>Medical treatment and healthcare</td>
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<tr>
<td>System design</td>
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<td><strong>Service design</strong></td>
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<tr>
<td>Private / public producers and users,</td>
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<tr>
<td>Tangible / intangible products</td>
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<td>Service experience and process</td>
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<td>Service systems, well-being, and commerce</td>
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<td>Service facilities</td>
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<tr>
<td><strong>Design of identity and communication</strong></td>
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<tr>
<td>Graphic design, typography</td>
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<tr>
<td>Company image, visual identifiers, symbols</td>
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<tr>
<td>Communication, information, web</td>
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<tr>
<td>Advertising</td>
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<td>Packaging</td>
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<tr>
<td><strong>Digital design</strong></td>
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<tr>
<td>Gaming</td>
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<td>Software</td>
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<td>Animation</td>
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<td>Modeling</td>
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<tr>
<td>Web design</td>
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</tbody>
</table>

- **Interactive design**
  - Social media
  - Operating systems
  - User interfaces
  - Spatial and interior design
  - Indoor spaces
  - Temporary spaces (pop-ups)
  - Elements, surfaces, colours and materials of architecture
  - Lighting
  - Exhibitions, fairs, events
- **Design of public environments: spaces, objects, equipment**
  - Means of public transport
  - Information and guidance
  - Lighting and atmosphere
  - Spaces and furnishings of urban environment
  - Natural elements
- **Community design**
  - Events, art, entertainment
  - Social networking
- **Crafts and art**
  - Works of art, objects made of wood, glass, ceramics, etc.
  - Unique art, installations, events
  - Studio crafts
  - Craft production
  - Illustrations, comics
- **Knowledge base in design/Theory and research**
  - Disciplines applied
  - Social sciences, technology, sociology, art history, aesthetics, psychology, ecology, economics, behavioral sciences, etc.
  - Values and attitudes, trends, quality
  - Technology and equipment used in design work
- **Design Leadership, Design Management**
  - Strategy, processes, competences, design thinking, creative leadership
Appendix 3: Case study initiatives in worldwide demonstrating local/regional/national design support programmes
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<th>Keywords</th>
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<td>LightRail Toward 2020</td>
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<td>exhibitions, support, companies, graduate designers</td>
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<td>The Service Design Programme: Moving from products to services</td>
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<td>Trend, Style &amp; Colour Event</td>
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<td>fashion, design, trends, colour</td>
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<td>WINNOVATE Programme</td>
<td>United Kingdom</td>
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<td>Opower - Sacramento Municipal Utility District</td>
<td>United States of America</td>
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</table>
Appendix 4: Questionnaire to CfSD, SDN and EDC
Appendix 4: Questionnaire to CfSD, SDN and EDC

INTERVIEW QUESTIONS for Professor Martin Charter, CfSD; Professor Tracy Bhamra, SDN; and Dr Philip Harfield, EDC.

Introduction

The project SHIFT – Support System for Sustainable Entrepreneurship and Transformation, is being carried out in the timeframe 2013-2016. The goal of the project is to analyse how public, and private support systems for entrepreneurship might have to be improved in order to systematically boost the development and implementation of eco-innovation and sustainable entrepreneurship in eco-start-ups as well as eco- Micro and Small Medium Enterprises (MSMEs), and make realistic recommendations for policy makers and important actors of the support system on how to initiate a paradigm change in their supporting schemes.

For more information see: http://www.shift-project.eu

Some working definitions we have adopted in the SHIFT project. We hope these will assist with understanding the interview questions:

Design

‘Design’ is perceived...as a broadly-defined activity of user-centred innovation that focuses on people in the process of defining new products and services; as a sector in its own right of specialised professional economic activity by trained and qualified practitioners and as a tool for business and organisational growth at the highest strategic level.’ (Thompson & Koskinen, EDLB, 2012).

Eco-design/ecodesign

Ecodesign is environmentally conscious product development which explores how reductions of negative environmental impacts can be achieved by considering design options throughout the life cycle of the product or service, from design concept to manufacturing, distribution, the use phase and end-of-life phase (SHIFT, WP1: 144).

Sustainable Design

‘Sustainable design’ as ‘any design activity such as ecodesign, Design for the Environment (DfE), Design for Sustainability (DfS), sustainable product design (SPD), sustainable service design (SSD), or sustainable Product Service System (PSS), whose main priority is to reduce environmental impacts and improve resource efficiency while giving simultaneous attention to ethical, social and economic considerations.’ (SHIFT; Nodus, working definition – a composite definition compiled from Tischer, 2001 and Fuad-Luke, 2002).

start-ups

Start-ups are young, not yet established enterprises, which are founded to implement an innovative business idea, usually working with a low starting capital. They often seek to grow their capital by receiving, for example, venture capital, seed capital, crowdfunding or by the help of business angels. (modified from the definition at: Springer Gabler Verlag, Gabler Wirtschaftslexikon, Author: Prof. Dr. Dr. Ann-Kristin Achleitner, http://wirtschaftslexikon.gabler.de/Archiv/427/start-up-unternehmen-v7.html, retrieved: 30.10.2014

SMEs
Based on the European Commission's new definition a SME is defined according to the number of employees and the yearly turnover of the enterprise.

“Small enterprises are defined as enterprises which employ fewer than 50 persons and whose annual turnover or annual balance sheet total does not exceed 10 million euro.”

“Medium-sized enterprises are defined as enterprises which employ fewer than 250 persons and whose annual turnover or annual balance sheet total does not exceed 43 million euro.”

“Micro enterprises are defined as enterprises which employ fewer than 10 persons and whose annual turnover or annual balance sheet total does not exceed 2 million euro.”


eco-start-up

Eco-start-ups are companies which are in their early stage of the life-cycle and are founded on the basis of implementing an eco-innovative concept as the core of their company processes. They are established with a rather low entry capital, and are therefore relying on a fast collaboration to grow their capital. (SHIFT, Nodus, working definition).

eco-SMEs

We define eco-SMEs as small or medium size enterprises, which are implementing eco-design and eco-innovative strategies within their product- and/or service development (SHIFT, Nodus, working definition).

greening enterprises

Existing enterprises which are trying to become greener. Green enterprises are already established enterprises which are aiming or trying to implement eco- and/or design strategies within their current processes to become greener, usually by developing more eco-efficient/ eco-effective products and/or implementing environmental management practices across their operations (SHIFT, Nodus, working definition). This can be in correlation with improving the brand name towards greener working practices (Karlsson & Luttropp, 2006).

eco-enterprises

Enterprises which were started with an eco-purpose, or are already focused upon eco-activities, that want to be even greener. These eco-enterprises already work with eco- and/or eco-design strategies, but want to improve their performance to become front-runners in developing eco-innovative products and services. (see e.g. Bocken, Farracho, Bosworth, & Kemp, 2014, 44; Shift WP1, 143).

QUESTIONS

SECTION A

1. Could you briefly introduce yourself and your organisation?
2. Could you describe your involvement and role within the Loughborough University and the Sustainable Design Network?
3. Can you define the key goals of the Sustainable Design Network?

SECTION B

1. Are you personally involved through your organisation with providing SMEs with design support services? If 'yes', what kind of services?
2. From your perspective what are the most important trends in the development of eco-design and/or sustainable design support and/or policy in the EU?
3. What are the key eco-design and/or sustainable design support services you offer?
4. Which services are seen by the SMEs and start-ups as most beneficial to them?

SECTION C

1. From your perspective how do you see ‘eco-design’ and/or ‘sustainable design’ as part of EU design policy?
2. Do you see any barriers or obstacles to the development and integration of eco-design and/or sustainable design within EU design policy?
3. From your perspective how do you see EU design policy is addressing the needs of SMEs and/or start-ups?
4. Do you see any barriers or obstacles to the development and integration of policy to address the design needs of SMEs and start-ups.

SECTION D

1. Our current analysis in the SHIFT project indicates that the needs of SMEs and/or start-ups, in relation to design support services, are given little attention and priority in current EU policy developments. Is this your experience in the Sustainable Design Network and/or in other projects you have worked on?
2. Our analysis indicates that current innovation policy initiatives in the EU are embedding design, but that eco-design and sustainable design are not being addressed as specific design approaches for innovation and/or eco-innovation. What are your thoughts?
3. Which EU member state and/or organisations, in your view, provide the best support systems for eco-design and/or sustainable design?
4. ...and where do you see best practice in the EU member states for providing SMEs and/or start-ups with design support services?
5. Do you see a demand from SMEs for eco-design and/or sustainable design services in the UK? If yes, what is the most sought after service?
6. Who, aside from the Sustainable Design Network is providing eco-design and/or sustainable design support services in the UK?
7. It seems that the development of expertise in eco-design and sustainable design has been driven by the EU environmental policy instruments over the last 15 years, including the latest Ecodesign Directive 2009. This expertise appears to be concentrated in specialist university research centres and a few design consultancies rather than the wider design industry. What is your view and how do you think the current situation can be improved?
8. From your perspective where are the best leverage points to improve the eco-design and sustainable design support system in the EU for (eco-) SMEs and (eco-) start-ups?
9. Do you have any further comments or observations?
Appendix 5: Questionnaire to SEE Platform and DfE
Appendix 5: Questionnaire for experts in the DfE (formerly EDIP) and SEE Platform projects (both meso level actors)

**INTERVIEW QUESTIONS for Annabella Coldrick & Claire Fennelow of the UK Design Council, managers for the DfE project.**

**Introduction**

The project SHIFT – Support System for Sustainable Entrepreneurship and Transformation, is being carried out in the timeframe 2013-2016. The goal of the project is to analyse how public, and private support systems for entrepreneurship might have to be improved in order to systematically boost the development and implementation of eco-innovation and sustainable entrepreneurship in eco-start-ups as well as eco- Micro and Small Medium Enterprises (MSMEs), and make realistic recommendations for policy makers and important actors of the support system on how to initiate a paradigm change in their supporting schemes.

For more information see: http://www.shift-project.eu

**Expert source:** European Design Innovation Platform (EDIP) – Design for Europe (DfE), co-ordinated by the Design Council, UK

**Focus of interview:** SHIFT Work Package 5, in particular how EDIP will encourage design support systems for (micro-)SMEs in relation to eco-innovation and sustainable entrepreneurship. The focus is the private sector, commercial companies.

**Working definitions:** SHIFT has developed some working definitions to help interviewees prepare for interviews. Here are some terms we think are important:

**Design**

‘Design’ is perceived...as a broadly-defined activity of user-centred innovation that focuses on people in the process of defining new products and services; as a sector in its own right of specialised professional economic activity by trained and qualified practitioners and as a tool for business and organisational growth at the highest strategic level.’ (Thompson & Koskinen, EDLB, 2012).

**Eco-design/ecodesign**

Ecodesign is environmentally conscious product development which explores how reductions of negative environmental impacts can be achieved by considering design options throughout the life cycle of the product or service, from design concept to manufacturing, distribution, the use phase and end-of-life phase (SHIFT, WP1: 144).

**Sustainable Design**

‘Sustainable design’ as ‘any design activity such as ecodesign, Design for the Environment (DfE), Design for Sustainability (DfS), sustainable product design (SPD), sustainable service design (SSD), or sustainable Product Service System (PSS), whose main priority is to reduce environmental impacts and improve resource efficiency while giving simultaneous attention to ethical, social and economic considerations.’ (SHIFT, Nodus, working definition – a composite definition compiled from Tischer, 2001 and Fuad-Luke, 2002).
**start-ups**

Start-ups are young, not yet established enterprises, which are founded to implement an innovative business idea, usually working with a low starting capital. They often seek to grow their capital by receiving, for example, venture capital, seed capital, crowdfunding or by the help of business angels. (modified from the definition at: Springer Gabler Verlag, Gabler Wirtschaftslexikon, Author: Prof. Dr. Dr. Ann-Kristin Achleitner, [http://wirtschaftslexikon.gabler.de/Archiv/427/start-up-unternehmen-v7.html](http://wirtschaftslexikon.gabler.de/Archiv/427/start-up-unternehmen-v7.html), retrieved: 30.10.2014)

**SMEs**

Based on the European Commission's new definition a SME is defined according to the number of employees and the yearly turnover of the enterprise.

"Small enterprises are defined as enterprises which employ fewer than 50 persons and whose annual turnover or annual balance sheet total does not exceed 10 million euro."

"Medium-sized enterprises are defined as enterprises which employ fewer than 250 persons and whose annual turnover or annual balance sheet total does not exceed 43 million euro."

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**eco-start-up**

Eco-start-ups are companies which are in their early stage of the life-cycle and are founded on the basis of implementing an eco-innovative concept as the core of their company processes. They are established with a rather low entry capital, and are therefore relying on a fast collaboration to grow their capital. (SHIFT, Nodus, working definition).

**eco-SMEs**

We define eco-SMEs as small or medium size enterprises, which are implementing eco-design and eco-innovative strategies within their product- and/or service development (SHIFT, Nodus, working definition).

**sustainable entrepreneurship**

"A [...] market-oriented and personality driven form of creating economic and societal value by means of [...] environmentally or socially beneficial [...] innovations" (Schaltegger & Wagner 2011: 226) (see Shift, 2013, 147).

**eco-innovation**

An eco-innovation is a product or process innovation that causes a significant decrease in environmental impact, while remaining economically feasible (i.e. financially viable) and being in harmony with social sustainability (see SHIFT, 2013, 144; for more definitions, see. e.g. Carrillo-Hermosilla et al. 2009, 6-27).

**support systems**

Support systems comprise all actors, institutional settings and resources that help entrepreneurs in successfully generating and implementing innovation (see SHIFT, 2013, 147).

**THE INTERVIEW**
We expect the interview to take about one hour. Preferred mode is face-to-face, but Skype or telephone interviews are also possible.

The interview is arranged in five sections to help us develop a Multi-Level Perspective (MLP, after Geels, Loorbach, Kemp and et al) overview of existing support systems.

SECTION 0

Please introduce yourselves and your role with the Design for Europe (DfE) initiative in the Design Council, UK.

SECTION 1 GENERAL questions about your organisation and its purpose

1. What is the main aim of the EDIP/Design for Europe initiative?
2. What are the primary, secondary and tertiary audiences for EDIP/Design for Europe?
3. How are/will you engage SMEs and/or micro-SMEs?
4. What is the position of EDIP/Design for Europe about eco-innovation, given that the Action Plan Design-driven innovation focuses on user-centred/market-driven/business-model/organisational/non-technological innovation?

SECTION 2 NICHE level – demand side

1. Recommendation 14 of the Growth & Prosperity report by the European Design Leadership Board, EDLB (Thompson and Koskinen, 2012) calls for a strengthening of design innovation in SMEs in Europe. How is the EDIP approaching this challenge?
2. How does the EDIP currently understand the design needs of SMEs (also mentioned in Recommendation 14 above)?
3. Who do you think, at this stage in the EDIP project, should SMEs contact first to discuss their design needs?

SECTION 3 NICHE level – supply side

1. Do you have a typology or classification of Design Service Providers (DSPs) for supporting design-driven innovation?
2. Do you know which type of DSPs best support user-driven innovation, market-driven innovation, business-model innovation, organisational innovation and non-technological innovation?
3. Do you know which type of DSPs best support design thinking, user-centred design, design management, co-design, design leadership and strategic design?
4. Do you differentiate between design detail/content, design operations/management and design strategy/vision? If yes, how do you see the best way of supporting these?
5. Do you differentiate between supporting design and supporting sustainable design?
6. Do you focus on design for eco-innovation in any way? If yes, how?
7. Do you focus on design for social innovation in any way? If yes, how?

SECTION 3 REGIME level – support systems
1. Under the Action Plan for Design Driven Innovation (EC Enterprise & Industry, 23.09.2013) section 3.2.1. is an action to improve design competences in Business Development Organisations (BDOs), incubators and other intermediaries to provide design-based training and mentoring programme for SMEs and of design-led incubators. Why have these actors been chosen in the support system over other actors? What kind or type of DSPs do you see providing these services?

2. In the same AP above, section 3.2.3. see design as a key driver in creating new products and services but that lack of design management skills is a significant barrier in companies. What kind or type of DSPs do you see providing these services?

3. How are you working with national design centres?

4. How are you working with the DSP industry, for example the Bureau of European Design Associations (BEDA) and European based organisations representing Design Management?

SECTION 5 REGIME level – EU policy

1. How do you see the EDIP/Design for Europe project integrating with the Action Plan for Eco-innovation (ECO-AP, EC Environment DG, 15.12.2011)?

2. How do you see the EDIP/Design for Europe project integrating with the Sustainable Consumption and Production and Sustainable Industrial Policy Action Plan (EC Enterprise and Industry, 16.07.2008)?

3. How does the EDIP/Design for Europe project relate to European Union initiatives on eco-innovation?

4. How does the EDIP/Design for Europe project relate to European Union initiatives on environmental resource efficiency?

INTERVIEW QUESTIONS for Anna Whicher, SEE Platform and Cardiff Metropolitan University, Wales, UK

Introduction

The project SHIFT – Support System for Sustainable Entrepreneurship and Transformation, is being carried out in the timeframe 2013-2016. The goal of the project is to analyse how public, and private support systems for entrepreneurship might have to be improved in order to systematically boost the development and implementation of eco-innovation and sustainable entrepreneurship in eco-start-ups as well as eco- Micro and Small Medium Enterprises (MSMEs), and make realistic recommendations for policy makers and important actors of the support system on how to initiate a paradigm change in their supporting schemes.

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QUESTIONS

SECTION A

1. Could you briefly introduce yourself and your organisation?
2. Could you describe your involvement with the SEE Platform project?
3. Can you define the key goals of the SEE Platform project?

SECTION B

1. Are you personally involved through your organisation with providing SMEs with design support services?
2. From your perspective what are the most important trends in the development of design policy in the EU?

SECTION C

1. From your perspective how do you see ‘ecodesign’ and/or ‘sustainable design’ as part of EU design policy?
2. Do you see any barriers or obstacles to the development and integration of ecodesign and/or sustainable design within EU design policy?
3. From your perspective how do you see EU design policy is addressing the needs of SMEs and/or start-ups?
4. Do you see any barriers or obstacles to the development and integration of policy to address the design needs of SMEs and start-ups.

SECTION D

1. Our current analysis in the SHIFT project indicates that the needs of SMEs and/or start-ups, in relation to design support services, are given little attention
and priority in current EU policy developments. Is this your experience (in the SEE Platform and/or other projects)?

2. Our analysis indicates that current innovation policy initiatives in the EU are embedding design, but that ecodesign and sustainable design are not being addressed as specific design approaches for innovation and/or eco-innovation. What are your thoughts?

3. The SEE platform differentiates between EU member states’ design promotion, support and policy, and the presence/absence of national design centres. Which country and/or organisations, in your view, provide the best support systems for eco-design and/or sustainable design?

4. ...and where to you see best practice in the EU member states for providing SMEs and/or start-ups with design support services?

5. It seems that the development of expertise in ecodesign and sustainable design has been driven by the EU environmental policy instruments over the last 15 years, including the latest Ecodesign Directive 2009. This expertise appears to be concentrated in specialist university research centres and a few design consultancies rather than the wider design industry. What is your view and how do you think the current situation can be improved?

6. From your perspective where are the best leverage points to improve the design support system in the EU for eco-SMEs and eco-start-ups?

7. Do you have any further comments or observations?
Appendix 6: Interviews with experts
Appendix 6. Interviews with experts. Respondents’ answers and key insights at micro-, meso- and macro-levels.

<table>
<thead>
<tr>
<th>Location of activity of the organisation</th>
<th>Micro-Meso levels in a specific regional location</th>
<th>Meso-Macro levels across the EU</th>
<th>KEY INSIGHTS</th>
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<tr>
<td>Interviewee</td>
<td></td>
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<td>Multi-Level Perspective</td>
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<tr>
<td>Prof. Martin Charter, Centre for Sustainable Design, University of Creative Arts, UK.</td>
<td>Prof. Tracy Bhamra, Dept. of Design, Loughborough University, UK.</td>
<td>Phil Harfield, Senior Project Officer, Ecodesign Centre, PDR, Cardiff Metropolitan University, Wales, UK.</td>
<td>Anna Whicher, leader SEE Platform, PDR, Cardiff Metropolitan University, Wales, UK.</td>
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<th>Survey Questions</th>
<th>Summary of respondent’s answers</th>
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<tr>
<td><strong>SECTION A</strong></td>
<td></td>
</tr>
<tr>
<td>A1 Could you briefly introduce yourself and your organisation?</td>
<td>Founding director of CfSD and director of innovation and sustainability at UCA</td>
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<tr>
<td></td>
<td>Professor of Sustainable Design and dean of the Design School with 15 academic staff, 75 PhD students and 35 research staff.</td>
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<td></td>
<td>Senior Project Officer at the Ecodesign Centre based in Cardiff, Wales. The centre was established in 2006 and is now incorporated within PDR.</td>
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<td></td>
<td>I lead the SEE Platform which is a network of eleven design centres in Europe. We are based in the National centre for Product Development and Design Research (PDR) which is an applied research centre.</td>
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<td></td>
<td>AC – I am the coordinator on the DFE programme which is a consortium of 14 partners across 10 countries.</td>
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<td></td>
<td>CF – I am programme lead and head of the dissemination package for the DFE project.</td>
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<td></td>
<td>PDR and the Design Council UK have project units focusing on co-ordinating intermediary organisations who represent the design industry or interact with their potential clients.</td>
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<tr>
<td></td>
<td>Predominantly project–based research work.</td>
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<th>A2 Could you describe your involvement and</th>
<th>I have been in a lead role since the beginning</th>
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<td></td>
<td>In the Sustainable Design Research group there are 7</td>
</tr>
<tr>
<td></td>
<td>We don’t do commercial work, it’s all project based. For</td>
</tr>
<tr>
<td></td>
<td>I lead and co-ordinate the SEE Platform.</td>
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<td></td>
<td>see above.</td>
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<table>
<thead>
<tr>
<th>MACRO level</th>
<th>MESO level</th>
<th>MICRO level</th>
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<tbody>
<tr>
<td>PDR and the Design Council UK have project units focusing on co-ordinating intermediary organisations who represent the design industry or interact with their potential clients.</td>
<td>Predominantly project–based research work.</td>
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<tr>
<td>Question</td>
<td>(1995) keeping CFS&amp;D on track and pulling in external funding.</td>
<td>academic staff and 12-15 PhD students. We support companies wanting to make a move to think about sustainability in their designing.</td>
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<tr>
<td>A3 Can you define the key goals of your organisation?</td>
<td>Shift from focus on 'product sustainability' to integrating design in taking ideas to the market</td>
<td>We started a Sustainable Design Network in 2002. It attracted researchers and companies but lost momentum around the financial crisis (2008). People seem to focus on survival not sustainability. Goals are based on our values of openness, honesty and integrity. We aim to provide inspiration, case studies, best practices, networks, partnerships etc reflected in the projects. We aim to see increasing application of eco-design in industry and help companies be more eco-friendly, more in touch with their customers and more socially beneficial.</td>
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</table>

The university based research units have a regional focus on micro- to SMEs in particular sectors which reflect the composition of the local business environment.
We wish to introduce them to the value of a design-led approach. We've influenced 16 policies and over 40 programmes in design.

design in Europe by creating a platform, a place where you can go and see best practice, toolkits, case studies from the ‘design-advanced’ parts of Europe showcasing how they are using design innovation in business and public sector and to influence policy makers.

DfE is a process of sharing, promoting and bringing forums of people together, who are interested in how design driven innovation can help them.

<table>
<thead>
<tr>
<th>SECTION B</th>
<th>B1 Are you personally involved through</th>
<th>Don’t provide design services but diverse</th>
<th>Don’t see them as ‘design support services’ – we are</th>
<th>We provide help with Product Service System (PSS), Business</th>
<th>No, because the project, the SEE Platform, is</th>
<th>No, the primary audiences are business,</th>
<th>At the strategic level the focus is not on the SMEs but on the</th>
<th>Approaches tend to be more project/SME</th>
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<td>At the strategic level the focus is not on the SMEs but on the</td>
<td>Approaches tend to be more project/SME</td>
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</table>
| **your organisation**
| **with providing**
| SMEs with design support services?**
| If 'yes', what kind of services? |
| support through funded projects to providers of eco-innovative products, services and technologies. |
| SMEs need bespoke support. We bring people together – SMEs meet other SMEs. We generate new ideas for products and business models. SMEs needs, especially entrepreneurial ones, change over time. |
| involved with SMEs through research. Ecodesign Wales offer more of a design support service because they target improving design in SMEs. Design support used to be delivered through Business Link. |
| Model intervention and DfE interventions with companies that have no knowledge of eco-design. We provide tailored services through the research projects through knowledge transfer. |
| focused on strategy but the people at PDR do deliver support services to SMEs – a service design and design management programmes. We are primarily a knowledge transfer institution. Through a design management programme called ISD we enable SMEs to write design briefs, commission a designer and manage the process. |
| including SMEs, public sector and the policy makers and around that the relevant networks for design businesses, the intermediaries and people who are the glue between these organisations. However, the platform might not directly help SMEs themselves, nor does it take a judgement about whether design driven innovation should be ‘eco’. It is not a formal part of the platform. We are not a platform to talk to the design industry, nor do we create any design support mechanisms, but it acts as a platform for those who are. |
| intermediaries and on the successful programme initiatives at a regional or national level. |
| focused to help deliver new ideas for product development and therefore support is bespoke and happens through knowledge transfer [by default this means relatively small numbers of companies are involved]. |
| B2 What are the key ecodesign and/or sustainable design support services you offer? | Eco-design training programmes for, generally, bigger companies, eco-design as part of eco-innovation | See above. Support through design research [projects] can focus on developing tools and methods for companies, to get them to think about offering services to replace products. Target a company once with | We offer project based services bringing together education, industry and academic research. We offer facilitation and translation. | The Commission hasn’t given us a specific focus on ecodesign. We could have cases on eco-innovation but it’s not a principle part of the program. | Facilitation, translation, training, thinking about developing services to replace products, all through project-based research. |
### B3 How do you assess the needs of SMEs and start-ups?


- **One-to-one support; open workshops; development of an action plan**

- **n/a see B4 below**

- **When a customer comes through the door you quickly have to assess what they get, what they don’t get, what they need, what they don’t need.**

- **This goes back to the [Danish] design ladder – [Stage 1 No design; Stage 2 Design as Styling; Stage 3 Design as Process; Stage 4 Design as Strategy] – what are their needs around styling and branding, product development and business strategy? This will depend upon what stage they are in developing their business.**

Need a way to diagnose the needs of SMEs but often they need one-to-one support and practical things, like a development plan. The key question is where are they in their own development cycle and what are their design needs in relation to the point they are in the cycle.

DESIGN NEEDS ARE DYNAMIC

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| B3a | Recommendation 14 of the Growth & Prosperity report by the European Design Leadership Board (Thompson and Koskinen, 2013) calls for a strengthening of design innovation | - | - | - | - | There are two ways: Firstly by showing examples of how SMEs have approached and benefited from design innovation, by company to company or by company to |
in SMEs in Europe. How is the DfE/EDIP approaching this challenge?

| B4 Which services are seen by the SMEs and start-ups as most beneficial to them? |
| Networking; updating on new trends, issues and business models which bring new value or ideas | There are many reports in the UK (from the Design Council) about the benefits of design but the only way to convince an SME is to demonstrate them. It needs strong case studies of SMEs that have integrated design and seen business benefits. SMEs are interested in solving problems quickly and cheaply. They worry when we tell them it is more | I believe most companies position themselves through having a novel product that they put high up [in their strategy]. If it is not embedded in a strategy it never gets on the design brief. I see these technological and organisational thresholds. Are they [can they] take the radical step? | Networking face to face, Updating on trends, Strong case studies, Quick problem solving, Cheap problem solving, Understanding of the technological and organisational thresholds, Startups are often more motivated and want to take their ideas to the |
Startups (that we are aware of) tend to be more design-led. They want to take their ideas to the next level and address sustainability issues.

| B5 Do you see any differences in the design support services required by 'greening enterprises' compared with 'eco enterprises' (as defined by SHIFT)? | Working mainly with 'greening enterprises'. Very few SMEs have innovative green business models. Young start-ups are highly motivated, often beyond profit maximisation, towards sustainable or social goals |
| B6 From your perspective what are the most important macro trends in the development of ecodesign and/or sustainable design support in the EU? | The material aspect, not just energy reduction, in product development geared to the 'circular economy' as a focus for resource efficiency. There’s a gap between EU policy and legislation and its effective implementation, especially from SMEs, many of which have little awareness of both. SMEs make up much of industry across Europe but I see the circular economy discussion rising. Recent projects have been based on issues of resource scarcity, population growth and classic global issues. |
| Material efficiency | Energy efficiency | Resource scarcity | Climate change being pushed down the supply chain |
| Circular economy | Re-manufacturing and repair | Policy/legislation and implementation gap | Smart specialisation strategies |
| Gap about communicating the benefits of design | Very few SMEs have innovative green business models. Startups can be highly motivated towards sustainable/social goals and profit. |
Climate change issues being pushed down the supply chain.

Less on eco-design and more on re-manufacturing and repair i.e. waste prevention.

The green business model perspective is emerging in Scandinavia.

There is a real gap in how to address their needs and communicate the benefits of design.

There’s a disconnect between design and eco-design/sustainable design – they need to be integrated and seen as good design.


Gap across Europe to really meet SMEs' needs

A disconnect between design and eco/sustainable design

<table>
<thead>
<tr>
<th>B7 From your perspective what are the most important trends in the development of ecodesign and/or sustainable policy in the EU?</th>
<th>n/a</th>
<th>n/a</th>
<th>n/a</th>
</tr>
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<tbody>
<tr>
<td>B8 Do you see any trends in how SMEs and start-ups are applying ecodesign and/or sustainable design?</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
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<tr>
<td>SECTION C</td>
<td></td>
<td></td>
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<tr>
<td>C1 From your perspective how The design policy in Europe n/a this section as not a design policy It is visible. Ecodesign ranks in the standards Design policy in the EU is being Design policy, per se, has been Eco-design is visible as a</td>
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</table>
| **C2 Do you see any barriers or obstacles to the development and integration of ecodesign and/or sustainable design within EU design policy?** | n/a | Design consultancies don’t mention the word ‘environment’ or ‘design’ when they meet SMEs because there is a barrier of language there. SMEs don’t understand the value of design or where being environmentally responsible can add value.

I see that the barrier conversation always comes before the opportunity one. The opportunities are in showing new markets driven through the six European Design Initiative. It includes the SEE Platform and Design for Europe.

I think it needs demonstrating that design and eco-design are actually one agenda and not separate from design-driven innovation. | Lack of integration in the EC DGs to integrate design and ecodesign. There is still a negative perception about eco-markets and making money from environmentally responsible products. | response to the energy and resource efficiency agendas but this policy mainly impacts through design engineers at the micro level. | Eligibility criteria for funding can restrict SME participation. | Eco-innovation is about upstream processes, so there is a need for awareness raising with SMEs about these processes. |
<table>
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<th>C3 From your perspective how do you see EU design policy is addressing the needs of SMEs and/or start-ups?</th>
<th>n/a</th>
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<tr>
<td>or proving to them the commercial benefits. Eco-innovation is different as it is about the upstream processes. We offer free workshops for awareness raising or one-to-one sessions for companies but they need to have the “environmental/social tag” to address the funding stream.</td>
<td>the DG Enterprise and Industry.</td>
</tr>
<tr>
<td>I guess the notion of an embedded eco-designer in companies, however that could be played out, is an attractive one. Companies adopting environmental management systems (EMS) needed someone [specific] to manage it.</td>
<td>The Action-plans recognise the fundamental relevance of design in SMEs but they haven’t really put in place an implementation plan how to do that. Only one or two of the seven projects under the Design-Driven Innovation Action Plan actually interface with SMEs. The emphasis is on advocacy more than working</td>
</tr>
<tr>
<td>The first step of policy implementation at EU level (the Actions Plans) focus on advocacy at the meso level do not guarantee implementation at the micro level.</td>
<td>It is not sufficiently recognised that SMEs need specifically trained people dedicated to implement organisational change.</td>
</tr>
</tbody>
</table>
**C4** Do you see any barriers or obstacles to the development and integration of policy to address the design needs of SMEs and start-ups.

| Sustainability is moving up the agenda with SME support agencies but they lack enough knowledge and don’t have their own training programmes. Most designers have a relatively zero awareness of sustainability. | A unique regional mix needs to be addressed by government. Like the old Regional Development Authorities [in the UK] who were more in touch with the local environment. We need longevity within policy, more than 4-5 years, and a bit of foresight. | There’s a lack of co-ordination between parts of the Commission. A really good way of getting design embedded in SMEs is to explicitly mention design in the Horizon 2020 calls. And that hasn’t happened. | There is a lack of infrastructure at a regional level that has appropriate knowledge to address the design needs of SMEs. |

**SECTION D**

| We focus on the business side more than the design side. Across Europe there are specific regional based design or business support agencies that have a design programme. We tend to offer SMEs what we think they need, rather than having a good understanding of what they [actually] need because often the services are offered ‘top-down’. When we work with SMEs we tend to see them and their needs differently. Having a way to diagnose their needs. | The companies we work with want flexible, adaptable support because eco-innovation isn’t ‘one size fits all’. One issue might be the structures of support. If we ask them to join our workshops, you automatically restrict them to that fit, rather than visiting them and trying to understand and design something to fit their needs. Yes, that is probably the case but it is not just in the area of design. Governments everywhere at national and EU level struggle to provide acceptable support to SMEs. Design support services across Europe vary regionally but tend to have a top-down view of what they think businesses need. | Design support services across Europe vary regionally but tend to have a top-down view of what they think businesses need. More work with businesses in their locations and understanding their needs in their context might better meet their needs. Diagnostic tools to determine SMEs’ needs would be helpful. |
D2 Our analysis indicates that current innovation policy initiatives in the EU are embedding design, but that ecodesign and sustainable design are not being addressed as specific design approaches for innovation and/or eco-innovation. What are your thoughts?

Present evidence suggests that neither eco-design nor eco-innovation are within mainstream innovation policy.

There seems to be a lack of recognition that eco-design and sustainable design can improve innovation generally.

The EU should give the lead from policy downwards that what we define as good design is financially and sustainably good for the EU. The EU is not linking this to new markets, although there is still a negative perception of ‘eco-markets’. Perhaps the message that you won’t have markets in the future unless you address business and environmental benefits is better.

From a research project point of view...SMEs need writing into the funding and the barriers to their motivation to be involved in complex projects with many partners need to be understood.

There’s a lot of work being done on eco-design but it is a separate agenda from design-driven innovation happening in parallel and in total isolation to each other.

Eco-design and eco-innovation are marginalised within mainstream innovation policy.

D3 Which EU member state and/or organisations, in your view, provide the best support

Sweden, Scandinavia, northern Europe, the Netherlands – countries with a

My impression is the Netherlands, Wales (UK) and Denmark.

Belgium and the Netherlands, as you’d expect, have quite a high profile. Germany is very technical, very engineering. The UK is

Countries have to have a design support programme to really embed design in their

the Netherlands
Belgium
Sweden
| systems for eco-design and/or sustainable design? | high environmental awareness. In the UK there is a lack of consistency in addressing the issue. | healthy at the discussion level. | country or region. The UK is doing well with strong representation in Wales (PDR), Scotland (Scottish Enterprise) and Northern Ireland (Invest Northern Ireland). Recently new design policies have been developed in Denmark, Finland, Latvia and France, but these need to become programmes and actions to be translated into something real. | UK (Wales) Denmark Germany |

| D4 ...and where do you see best practice in the EU member states for providing SMEs and/or start-ups with design support services? | No comment. No expertise here except to comment on the SEE Platform and Ecodesign Wales – there is a lot of activity because of a lot of support from the Welsh government but the support is often built | Good support for start-ups is coming out of universities and institutions in London and Loughborough. Industry associations seem to be enablers or barriers. | Flanders, Belgium with their SME Wallet programme of 50% subsidy to SMEs for design expertise; Design Feelings in Finland by the Ministry of Employment and the Economy. There are | There is not a shared perception as to best practice and it is not consistent across Europe (see also above). Best practice might occur as: mentoring subsidy or innovation vouchers |
| D5 Do you see a demand from SMEs for ecodesign and/or sustainable design services in UK? If yes, what is the most sought after service? | n/a | n/a | n/a |
| D6 Who, aside from your organisation is providing ecodesign and/or sustainable design support services in the UK? | n/a | n/a | n/a |
| D7 It seems that the development of expertise in ecodesign and sustainable design has been driven primarily by EU | It is not legislation that drives new businesses but business opportunities. It is certainly in | There are a lack of skills in design graduates in sustainable design and then for those that are skilled a lack of | I suppose that [it] goes back to whether [the] language has changed. People don’t label it as ecodesign or sustainable design; what’s innovation, | Eco-design is just good design. However, to improve the situation more courses are needed on | Business opportunities in the marketplace can be a more important driver than national or EU policy | Expertise in ecodesign and sustainable design is not widely distributed in design educational or industry |
| | around key individuals. If they leave there is a vulnerability to the support system. | basically three different kinds of programmes: mentoring, subsidy or innovation vouchers , and tax credit schemes. Subsidies is best because it forces the SME to invest in design. | tax credit schemes | | | |

- Basically three different kinds of programmes: mentoring, subsidy or innovation vouchers, and tax credit schemes.
- Subsidies is best because it forces the SME to invest in design.
| Environmental policy instruments over the last 15 years, including the latest initiative, the Ecodesign Directive 2009. This expertise appears to be concentrated in specialist university research centres and a few design consultancies rather than the wider design industry. What is your view and how do you think the current situation can be improved? | Start-ups, especially where sustainability values are just integrated. Yes, expertise is concentrated rather than across the design industry and research centres. There are limited knowledge nodes. Opportunities to apply them in industry. It seems from a study we are doing (Richard Mawle) that very few small design consultancies in the UK feel they have the expertise in eco-/sustainable design. They are confident with new technologies but not eco-/sustainable design as it is [still] seen as woolly and fuzzy. What’s design; one has to look at the content to know what they mean. When I started out ecodesign was purley about material and lifecycle assessment, a very limited scope. We know now that it involves the business model and how you drive value from it in the long run. The activities of ecodesign and sustainable design can be hidden. Ecodesign in industrial product design degrees and Continuous Professional Development (CPD) courses for design agencies to integrate ecodesign into their broader design service offering. Environmental instruments or legislation. | Instruments or legislation. | Environments and the knowledge is even more concentrated. However it might be that the knowledge is hidden as the focus has changed to developing greener business models and the designing happens within these new models. |
| D8 From your perspective where are the best leverage points to improve the design, ecodesign and/or sustainable design support system in the EU for (eco-)SMEs and (eco-)start-ups? | n/a | Which are the points at which SMEs need help? If you can identify when they have concerns then go in and talk to them at this point. It might be a short-term problem, but it might be a longer-term one. The service provider is the intermediary but it also depends upon the agenda to be delivered. The agenda in Wales, which is always been funded quite strongly, is in service providers for design, innovation and business advice for start-ups. Money, always! Also, a general information day on business, intellectual property (IP) and tax should also include design/eco-design. Service provision is driven by higher level agendas and intermediaries. | Service provision is driven by higher level agendas and intermediaries. | The best leverage point is when the SME needs help at a specific moment. Often the need is money but also mixing design with other general business information would help. |
| D9 Do you have any further comments or interested? | Interested in results of the SHIFT project and possible | More needs to come from government because there is a I’d make a note about capacity, awareness and motivation. The question is, what has The fact that the SHIFT project is trying to connect to a broader There is a disconnect between the design agenda and the ecodesign/sustainable | |
| observations? | future project collaborations. | disconnect between design and eco-/sustainable design. They need integrating. | to come first? | innovation and design agenda is very interesting because I see fragmentation at every level of government. There are more cross-boundary groups between the DGs but you’ve got to have the right people involved. | design agenda and a further disconnect between the design agenda and the innovation agenda. These agendas need to be integrated to avoid fragmentation and reduced efficacy. Do we start with awareness, capacity or motivation? Probably motivation! |
Appendix 7: Detailed analyse of demand side survey with SY
The survey was made in collaboration with the Federation of Finnish Enterprises in Finland, Suomen Yrittäjät: www.yritta-jat.fi in December 2014.

The key aim of this survey was to gain an understanding of demand – what are (M)SMEs and start-ups' (eco- and 'non-eco') needs in relation to 'design' and 'sustainable design' in Finland.

Total number of respondents: 75, among these 15 were Design Service Providers, these were analysed separately.

1. Basic information from the respondents.
(Respondents remain anonymous)

Section A: Type of enterprise

2. What size is your company?

Number of respondents: 60

Micro SME (less than 10 employees): 57 (95%)
Small SME (less than 50 employees): 3 (5%)
3. How long has your company been operating?

Number of respondents: 60

0-3 years: 43 (71.67%)
3-5 years: 16 (26.67%)
>10 years: 1 (1.67%)

4. What is the sector of your company?

Number of respondents: 60

P = Professional, Scientific and Technical Activities: 18 (30%)
H = Human Health and Social Work Activities: 7 (11.67%)
I = Information and Communication: 7 (11.67%)
M = Manufacturing: 7 (11.67%)
C = Construction: 4 (6.67%)
OS = Other Service Activities: 4 (6.67%)
O = Other: 13 (21.67%)
5. Do you provide products services or both?

Number of respondents: 60

Products: 9 (15 %)
Services: 34 (56,7 %)
Both: 17 (28,3 %)

6. Is your enterprise mainly B2B, B2C or Other?

Answers: 60

B2B: 34 (56,7 %)
B2C: 23 (38,3 %)
Other: 3 (5 %)
7. Do you offer services or products that help other companies reduce their environmental impact?

Number of respondents: 60

Yes: 20 (33.3 %)
No: 40 (66.7 %)

8. If yes, please specify:

Number of respondents: 18

8.1 Digitalisation / Electronic services (5)
8.2 Consulting / Expert services (5)
8.3 Reduction of emissions (5)
8.4 Energy saving / Resource efficiency (3)
9. Do you offer products or services that help consumers reduce their environmental impact?

Answers: 60

Yes: 20 (33,3%)
No: 40 (66,7%)

10. If yes, please specify:

Number of respondents: 19

10.1 Reduction of Emissions (7)
10.2 Energy / Resource efficiency (5)
10.3 Consultation / Experts services (4)
10.4 Digitalisation / Electronic services (2)
10.5 Other (1)
11. Do you see yourself as an enterprise, greening enterprise or eco-enterprise?

Number of respondents: 60

Enterprise: 34 (56.67 %)
Greening enterprise: 22 (36.67 %)
Eco-enterprise: 4 (6.67 %)

DEFINITIONS:

**Enterprise**: An enterprise is a business organisation directed towards profits.

**Greening Enterprises**: Existing enterprises that are trying to become greener. Greening enterprises are enterprises which are aiming or trying to implement eco- and/or design strategies within their current processes to become greener, usually by developing more eco-efficient / eco-effective products and/or implementing environmental management practices across their operations. This can be in correlation with improving the brand name towards greener working practices.

**Eco-enterprises**: Enterprises that were started with an eco-purpose, or are already focused upon eco-activities, that want to be even greener. These eco-enterprises already work with eco- and/or eco-design strategies, but want to improve their performance to become front-runners in developing eco-innovative products and services.
B. What design services have you used to support your enterprise and when?

12. Tell us briefly how design has been used in your company.

Number of respondents: 60

12.1 Visual Communication / Graphic Design / Webpages / Marketing (17)

12.2 Other (12)

12.3 Service Design (10)

12.4 Product Design (9)

12.5 Have not used (12) (5/12 have stated that they have used some of the DS in Q13)

Among the 12 respondents who stated that they had not used design in their company in Q12, chose one or several design services in Q13.

13. Look at the development steps of the company and list of design services in these diagrams. Please indicate which service you have used in what innovation phase.

The respondents were given a table with a list of design services and were asked to note if they had used the service, and if, at what stage in the company’s development.
C. Needs, Opportunities and Challenges

14. How do you think design can best benefit your company?

Number of respondents: 60

14.1 Do not know / No answer/ Have not used (10)

14.2 Not in any way (1)

14.3 Examples of how design can benefit the company (42)

14.4 Design is part of the business activities (5)

14.5 Other (2)

A majority of the respondents had a clear idea of how design can benefit their company. Among the examples most of the respondents mentioned aspects related to the amelioration of their products and services. They thought that design can make their products and services more attractive and also brought forth the importance of usability and user experience. Respondents also pointed out differentiation, visibility and marketing. Many of the respondents directly or indirectly mentioned that using design can grow the sales.

15. What support do you need to find the right design services?

Number of respondents: 60

15.1 Needs and solutions (24)

15.2 Do not need help / I know how to find the right DSPs (17)

15.3 Do not know / no answer (15)

15.4 Other (4)

40% of the respondents articulated clear needs and/or possible solutions to meet their needs. The biggest group among these were respondents who wanted support and advice about the design services and the design service providers available. The respondents articulated a need for a service that would help to find suitable design service providers, and where it would be possible to get clear and easily understandable information about what the different design service providers offer. Networks, platforms, advice, catalogues and references were mentioned among the examples. About 28% of the respondents said they do not need support in finding the DSPs, while 25% of the respondents were not able to say what kind of support they would need or did not give any answer.
16. How can collaboration with design service providers in your opinion, bring increased value to your company?

Number of respondents: 60

16.1 Examples (40)
16.2 No answer / do not know / not applicable (12)
16.3 We do not need collaboration yet (1)
16.4 Other (7)

A clear majority (66, 7%) of the respondents thought that collaboration with DSPs can bring increased value to their company. The examples given were similar as in Q14, they mentioned aspects such as better (quality of) services and products, support of visual identity and branding, differentiation, new ideas and viewpoints in addition to increased growth.

17. What are the perceived challenges when working with design service providers?

Number of respondents: 60

17.1 Challenges (40)
17.2 No Challenges (5)
17.3 Do not know / no answer (15)

A clear majority (66, 7%) of the respondents stated that they experience challenges when working with DSPs.

The challenges mentioned were:
- Financial (mentioned by 13)
- Communication (mentioned by 9)
- Not enough understanding of one’s filed among DSPs (mentioned by 8)
- Finding the right DSP (mentioned by 6)
- Uncertain result (mentioned by 4)
- Time (mentioned by 3)
Appendix 8: Detailed analyse of supply side survey with Ornamo
Analyse of Questionnaire done in collaboration with Ornamo

Needs of Design Service Providers in their collaboration with SMEs
SHIFT: Analyse of Questionnaire done in collaboration with Ornamo

Needs of Design Service Providers in their collaboration with SMEs

The results of an online survey initiated by NODUS, the Sustainable Design Research Group, Aalto ARTS (School of Arts, Design and Architecture, Aalto University) with the co-operation of Ornamo - The Finnish Association of Designers.

The survey was conducted twice, first 11.12-22.12.2014 and, due to the low number of participants, again between 29.1. – 15.2.2015. An invitation to participate in the survey was included with a link to the online webropol-survey page in Ornamo’s newsletter.

Number of respondents: 10

2. Type of company (employer)

Private Company: 9
Other: Cooperative: 1

3. Sector of employer

In-house designers: 5
Design service provider: 4
Other sector (conglomerate): 1

4. What kind of general design services does your company provide?

Clothing and Textile Design: 0
Communication Design: 6
Concept Design Ideation: 4
Design Management: 4
Design Research: 3
Ecodesign: 3
Exhibition Design: 2
Graphic Design: 7
Interface Design: 5
Interior Design: 2
Landscape Design: 0
Model Construction / Prototypes: 5
Package Design: 6
Product Development: 8
Product / Industrial Design: 9
Service Design: 6
Strategic Design: 3  
Sustainable Design: 4  
Usability Studies: 2  
Visual Identity Design: 6  
Web Design: 4  
Other: 1

Note: The highest scoring services indicate three key areas of activity:  
- brand/communications/identity/packaging design  
- product development and design  
- service design

5. Does your company offer services focused on Sustainable design?

Yes: 3  
No: 7

Note: This is a high percentage, so probably indicates these respondents already have an interest in eco-design/sustainable design.

6. If yes, what of the following?

Number of respondents: 3

Ecodesign: 2  
Life cycle thinking, LCT: 2  
Life cycle assessment LCA: 0  
Waste management: 0  
Sustainable product design, SPD: 2  
Sustainable Product Service System: 1  
Training & coaching: 0  
Materials sourcing and management: 0  
Materials innovation: 2  
Cleaner production: 1  
Resource efficiency management: 0  
Supply chain management: 0  
Design for the Environment: 2  
Other: 0

7. How do you estimate the sustainable design knowledge in your company?

No knowledge: 1  
Average: 4  
Good: 4  
Excellent: 1
Note: 90% of respondents are already aware of and offering eco-design/sustainable design services, so perhaps these respondents have a vested interest in the topic and are therefore ‘self-selecting’ and might therefore not be representative of the wider Ornamo membership.

8. Do you see a need for sustainable design among SMEs?

Yes: 7
No: 3

9. If yes, how does the need occur?

Number of respondents: 7

-Answers related to production process and materials used.

10. What size are the companies of your clients usually?

Micro: 2
Small: 6
Medium: 2

11. How long have the enterprises of your clients usually been operating?

3-5 years: 2
> 10 years: 6
Cannot say: 2

Note: the majority of the designers’ clients are not start-ups.

12. What is the most common sector among your clients?
- No clear majority among the sectors noted by respondents.

13. Look at the development stages of the companies and the list of the design services below. Mark what design services your clients have used at what stage in the company’s development. (You can choose more than one alternative for each service)
- No clear outstanding numbers in the use of services.

14. How do potential clients find your company?

Network: 5
Recommendation / Contacts: 6
WEB: 4
Sales: 2
15. How do you usually advertise your design services?

WEB: 5
Sales/Marketing: 4
Seminars/Events: 3
Network: 3

16. Do you advertise your services especially to environmental friendly SMEs?

No: 10

17. How can collaboration with design service providers add value to the SMEs?

Better products & increased sales: 8
Differentiation: 3
Reduced production costs: 2

18. What challenges do you experience when working with SMEs?

Lack of Knowledge in Design: 5
Attitudes/Communication: 4
Financial: 3

19. What support do you as Design Service Provider need to find the suitable SME clients?

Networking: 6
Marketing support/Financial support: 6
Other relevant: 2 (Spokesperson for the DSPs & explaining the concept of design in an easy way)

20. Do you have other observations or comments?

- There might be coming a neutral marketing portal from Ornamo, also for small DSPs
- Meetings regionally
- A need for agents
- Project-bank-system
- Buying and selling design is still the activity of the bigger companies. Smaller actors could also benefit from concept design and developing visual elements.
Appendix 9: 2\textsuperscript{nd} Demand side survey questionnaire
Appendix 9: Detailed analyse of demand side surveys in Sweden

Eco SME survey, Sweden

May-June 2015 with Sustainable Business Hub & Malmö Cleantech Inn

Number of respondents: 10 (6 SBH+4 MCI)

Overview

The respondents mainly represent micro and small enterprises that has been operating 3-10 years. Most of the respondents operate in the sectors IT & Automation (4) and lightning (2). 5 of the 10 respondents (50%) see their enterprise as an eco-enterprise, while 4 of 10 describe themselves as ordinary enterprises.

50% think that design has added value to their business, mostly by creating more attractive products and services (5) and by ameliorating the identity and visibility in the marketplace (4). 3/10 of the respondents see that design has helped them in becoming greener or has supported eco-innovation in their company to a great extent, while 5 (50%) say design has not helped in these matters.

None of the respondents has participated in a formal design support system. Most of them see challenges and barriers related to finances when collaborating with DSPs, they also mention lack of knowledge and/or understanding about our business (3) and difficulties to find the right DSP (2). 2 of the respondents say they do not experience challenges or barriers when collaborating with DSPs.

When asked how they would like to see the design support system improved 3 respondents mention aspects related to financial support. 1 person mentions matchmaking between supply and demand.

Survey questions and answers

2. What size of company?

Micro (less than 10 employees): 4
Small (less than 50 employees): 5
Medium (less than 250 employees): 1

3. How long has your company been operating?

0-2 years: 1
3-5 years: 4
6-10 years: 3
>10 years: 2

4. What is the sector of your company?

Energy: 1
IT & Automation: 4
Devices & Processes: 1
Material & Products: 1
Water & wastewater management: 1
Other (lightning): 2

5. Do you see yourself as an enterprise, greening enterprise or eco-enterprise?

Enterprise: 4
Greening enterprise: 1
Eco-enterprise: 5 (50%)

6. Look at the development stages of the companies and the list of the design services below. Mark what design services your clients have used at what stage in the company’s development. (You can choose more than one alternative for each service)
- No clear outstanding numbers in the use of services.

7. Has design added value to your business?

Yes: 5 (50%)
No: 5

8. If yes, in what way?

More attractive products and services: 5
Better identity and visibility in the marketplace: 4
Better differentiation of products/services in the marketplace: 3
A better user/customer experience: 2

9. Have DSPs helped you in becoming more green or support eco-innovation in your company?

To great extent: 3
To some extent: 1
To little extent: 1
Not at all: 5 (50%)

10. Has your company participated in a formal design support system?

Yes: 0
No: 10 (100%)

(11. If yes, what of the following?)

12. What barriers or challenges do you experience when collaborating with design service providers (DSPs)?

Financial: 7
13. How would you like to see the design support system improved?

(Please give specific examples)

- Financial help also when one has advanced a bit already
- I do not know but projects like SHIFT might help to understand design services and the benefits they can bring.
- Some kind of platform for match-making between demand and supply
- There are barriers for the company to apply for financial support (my turnover etc.)
- Easier to finance
- More usage of 3D printing can help the understanding of design proposals
- More special competence

Summary:
- Do not know: 3
- Related to finance: 3

Interesting examples:
- Increase understanding about design services
- Match-making between demand and supply

14. Do you have any other observations or comments?

- For us this seems most important within R&D projects in relation to new products.
- For us the most important has been to get the first customers. Design services could help to increase the understanding between customer needs and our product solutions.
- A ‘stupid’ questionnaire about aspects that for a normal entrepreneur are too abstract and not enough established. It is possible that the questions are of relevance but this has not been explained enough in order to answer the questionnaire.
Appendix 10: E-mail Survey A
Appendix 10: E-mail Survey A: to designers, design agencies and design consultants (Design Service Providers, DSPs) offering services to MSMEs:

Personal Information: Name, Email, Position, Organisation

**YOUR COMPANY:**

1) What size is your business/company (Number of employees)?
2) When was your business/company founded?

**YOUR SERVICES:**

3) What design services do you offer to SMEs?
4) Which of your services focus especially on ecodesign/sustainable design?
5) How did you develop your expertise in ecodesign/sustainable design?

**THE CURRENT MARKET FOR DESIGN AND ECO-INNOVATION:**

6) Approximately, what percentage of your SME clients are:
   - non-green enterprises – have no green products or services in their portfolio?
   - greening enterprises – are trying to green their existing business and portfolio?
   - eco-enterprises - are businesses which started with a green/eco-idea, product or service?

7) How do you currently see the need for eco-design/sustainable design expressed by SMEs?

8) Do you think there is a viable market for providing eco-design/sustainable design services? Yes/Maybe/No. Please comment.

9) In this market, do Design Service Providers (DSPs) face competition from other professional services?

10) What challenges do you experience when working with SMEs?

11) Do you face special challenges when working with eco-enterprises?

**PROMOTING YOUR SERVICES:**

12) How do potential SME clients find your company?

13) How do you usually promote your design services to SMEs?

14) Have you ever provided design support services to eco-SMEs and eco-startups through a government subsidized scheme?

**FINAL THOUGHTS:**

15) Do you have other observations or comments?
Appendix 11: E-mail Survey B
Appendix 11: E-mail Survey B: to organisations which represent the design industry and/or have knowledge about the design industry e.g. national design centres:

Personal Information: Name, Email, Position, Organisation

YOUR ORGANISATION:

1) Please describe the role of your organization in the design industry.

SERVICES TO SMES:

2) In your experience, approximately what percentage of designers/design agencies/design consultancies (Design Service Providers, DSPs) offer services for ecodesign/sustainable design?

3) Are you aware of any government funded design support services which offer ecodesign/sustainable design? If yes, please specify.

4) Are you aware of any design support services especially for eco-SMEs and eco-startups? If yes, please specify.

THE CURRENT MARKET FOR DESIGN AND ECO-INNOVATION:

5) How do you currently see the need for eco-design/sustainable design expressed by SMEs?

6) Do you think there is a viable market for providing eco-design/sustainable design services? Yes/Maybe/No. Please comment.

7) Where do you see the biggest market for DSPs and why?

- non-green enterprises – have no green products or services in their portfolio?
- greening enterprises – are trying to green their existing business and portfolio?
- eco-enterprises - are businesses which started with a green/eco- idea, product or service)?

8) In this market, do Design Service Providers (DSPs) face competition from other professional services??

9) What challenges do you think DSPs experience when working with SMEs?

10) Do they face special challenges when working with eco-enterprises (the eco-SMEs and eco-startups)?

FINAL THOUGHTS:

11) Do you have other observations or comments?
Appendix 12: Survey: Existing Design Support Systems

1. Basic information of respondent *

Your name
Email
Name of the organisation you represent
Your role in the organisation
Name of the design support programme
Country

2. Please describe your design support programme shortly. *


3. Please define the percentage or numbers of micro- to large sized companies which accessed your design support services in 2014: *

Micro (less than 10 employees)
Small (less than 50 employees)
Medium (less than 250 employees)
Large (more than 250 employees)

4. Please define the percentage or numbers of each of these types of enterprises which have received design support through your programme: *

Enterprises
Greening entreprises
Eco-entreprises

DEFINITIONS:

Enterprise: An enterprise is a business organisation directed towards profits.

Greening Enterprises: Existing enterprises which are trying to become greener. Greening enterprises are enterprises which are aiming or trying to implement eco- and/or design strategies within their current processes to become greener, usually by developing more eco-efficient / eco-effective products and/ or implementing environmental management practices across their operations. This can be in correlation with improving the brand name towards greener working practices.

Eco-enterprises: Enterprises which were started with an eco- purpose, or are already focused upon eco- activities, that want to be even greener. These eco-enterprises already work with eco- and/or eco-design strategies, but want to improve their performance to become front-runners in developing eco-innovative products and services.
5. Please define the percentage or numbers of enterprises according to how long they have been operating: *

0-3 years

3-10 years

longer than 10 years

6. Can you identify the typical design services which your SMEs access from the list below? *

- Communication Design
- Concept Design / Ideation
- Design Management
- Design Research
- Ecodesign
- Exhibition Design
- Graphic Design
- Interface Design
- Interior Design
- Model Construction / Prototypes
- Package Design
- Product Development
- Product / Industrial Design
- Service Design
- Strategic Design
- Sustainable Design
- Usability Studies
- Visual Identity Design
- Web Design
- Other (please specify)

7. Can you identify an enterprise which is a best practice case study for eco-innovation through your design support programme? *

8. Do you have any other comments or observations?
Appendix 13: Design Acupuncture Game
Finding the right designers for YOUR SME!


www.shift-project.eu
This booklet is an alpha version, a prototype created as part of the European research project **SHIFT** - Support Systems for Sustainable Entrepreneurship and Transformation.

For more information please see: www.shift-project.eu

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**INTRODUCTION**

This booklet accompanies a “needs-wheel” for SMEs and “design service cards” for designers. These constitute a game which serves as a tool for designers/design agencies and SMEs to collaboratively find design services for the needs of the enterprises. Through the game, the participants are encouraged to discuss needs and design support options.

The essential of the game is a needs-wheel and design service cards, where SMEs can identify their needs and find a suitable design service together with designers.

Designers and SMEs are encouraged to use the game-platform to explore which design services can satisfy an SME’s needs. This provides a common ground for discussion and helps to overcome misunderstandings and other barriers through an open and playful approach to create mutual understanding and support.

The game is developed as a part of the European research project SHiFT-Support Systems for Sustainable Entrepreneurship and Transformation.
WHAT ARE THE (DESIGN) NEEDS OF SMES?

The SHIFT-project aims to find ways to improve the support system for eco-innovation and has therefore looked into the needs of SMEs and especially eco-SMEs. It seems that when it comes to design support, general SMEs experience similar difficulties and challenges as eco-SMEs.

For the purpose of helping SMEs and designers to discuss how design services can support the enterprises, a list of needs has been identified: Product & service development, Strategic Process Development, Help with prototyping, Making products more attractive, Increase usability of products, Increased product visibility on the market, Growing sales, Market: support in penetration or initiation, Online representation.

These needs are identified through literature about SMEs generic and specific needs; through a survey done in collaboration with Suomen Yrittäjät for the SHIFT-project in 2014 where the respondents were asked about their collaboration with design service providers; and, through an exercise about current and future needs of SMEs done with local Finnish SME partners of the SHIFT-project.

SMEs write their needs onto the needs-wheel. This serves as a starting point for discussion among the designers and the SMEs and aims to help the SMEs to clarify and find appropriate design services to meet these needs. SMEs can add any of their specific needs to the wheel. The SMEs and designers then agree the next actions.
UNDERSTANDING DESIGN SERVICES

Designers can place the cards which describe different design services on an SME’s needs-wheel. Here are the basic description of the design services.

COMMUNICATION DESIGN
embraces a combination of textural, figurative, formal and time-based elements to convey messages and meanings in an effective way. Closely related to graphic design and visual identity design.

CONCEPT DESIGN
is about developing ideas which test what is (presently) acceptable, culturally or technically. It may involve using various ideation methods to generate lots of ideas then develop the best ones.

DESIGN MANAGEMENT
is integrating design activities with everyday management, operations, production and service practices in an enterprise with strategic decisions for competitive advantage and improved performance.

DESIGN RESEARCH
can include any design field, discipline, activity and approach as theory, practice and/or explorations. It frequently involves collaborations with for-profit and non-profit enterprises on specific projects or challenges around new technologies, materials, markets and communities.

ECODESIGN/SUSTAINABLE DESIGN
involves developing products or services which minimise their impacts on the environment throughout their lifecycle. Sustainable design includes ecodesign but also embeds ethical, social and economic considerations.

SPATIAL DESIGN (EXHIBITION, INTERIORS, RETAIL)
is the design of specific spatial environments for exhibitions, retail outlets or any interior space where an enterprise does business.

GRAPHIC DESIGN/VISUAL IDENTITY DESIGN/BRAND DESIGN
are inter-related design activities which organise text, images, icons, logos and illustrations to communicate specific messages and stories. Closely related to communication design.
INTERFACE DESIGN
is about improving experiences at the common boundary between an enterprise and its products or services and maximising the benefits to the user or customer by facilitating tasks.

(NEW) PRODUCT DEVELOPMENT
is about re-designing existing products or creating new products through a variety of processes where designers and others take a design brief with a defined challenge, create a solution and deliver it to the market.

PRODUCT/INDUSTRIAL DESIGN
is the conceptualisation, design and making of objects, artefacts or products which are functional and useful while meeting contemporary aesthetic needs.

SERVICE DESIGN
is the design of the functionality, form and experience of services from the perspective of the customer and through the analogue or digital interfaces they need to access to acquire the service.

STRATEGIC DESIGN
aims to improve the performance of an enterprise in the eyes of its management, designers, customers and, even, competitors.

USER-CENTRED DESIGN/USABILITY
is an approach to designing which involves the users from initial conceptualisation to testing prototypes or models and delivering them to the market.

WEB DESIGN
is about the conceptualisation of the 'look and feel' (graphic and visual design) of a web site and its integration with the underlying structure and functionality. (The aim of good web design is for users and customers to access information, products and services efficiently and that, overall, it is a satisfying experience.)

OTHER SERVICES (add other specific design services)
Designers can fill in blank Design Service Cards

See below for more comprehensive descriptions of each design service, why SMEs should use them, and what value they add. These descriptions can be modified by SMEs and designers.
Communication Design embraces a combination of textural, figurative, formal and time-based elements to convey messages and meanings in an effective way. Depending upon the chosen medium of communication, and the intended audience, it is related to graphic design, visual identity design, brand design, interface design, audiovisual design, broadcast design, game design, web design and more.

Why use it?
• deliver consistent, concise messages with specific meanings about the enterprise’s value proposition i.e. what benefits and value they can give to the customer
• capture new customers and/or as a means to satisfy existing customers
• help customers differentiate between different brands, products and services
• build relationships between the enterprise and its customers

How does it add value?
Tangible value includes: an increase in customers and sales; an increase in customer retention; an increase in brand value as seen in assets and/or share prices. Intangible value includes: differentiation in the marketplace; and improved brand reputation.

Designer’s further comments:

SME’s further comments:
CONCEPT DESIGN

Concept Design is about developing ideas which test what is (presently) acceptable, culturally or technically. It can involve a wide range of analogue and/or digital techniques including sketching, visualising, prototyping, modelling or other means to communicate the conceptual design. It may involve using various ideation methods to generate lots of ideas then develop the best ones.

Why use it?
• challenge and push the boundaries of what enterprises and their customers consider feasible, acceptable and do-able
• initiate early thoughts about new product or service development, perhaps to engage an internal (enterprise) or external (supplier, customer) audience
• use it as a pilot project, experiment to try it out with different audiences to learn about the potential of the concept with users, suppliers, investors or other parties.

How does it add value?
Tangible value includes feedback from users, suppliers, investors or other parties which can better inform decisions in the enterprise. Intangible value includes: developing a culture of innovation within the enterprise.

Designer’s further comments:

SME’s further comments:
Design management is integrating design activities with everyday management, operations, production and service practices in an enterprise with strategic decisions for competitive advantage for improved performance. It embraces writing proposals, developing design briefs, new product and service development, brand development, overseeing production and quality control and fulfilling business objectives at a strategic level. The latter is called strategic design.

Why use it?
• help improve and integrate creativity and functionality within an enterprise
• raise levels of collaboration and innovation within an enterprise
• maintain a consistent application of design thinking and doing which helps internal and external efficiency, delivery of products and services, and consistent company image

How does it add value?
Tangible value includes: development of new methods, practices, knowledge and Intellectual Property; contribution to more efficient production or service delivery processes and potential cost savings; better market reach and/or position. Intangible value includes: developing a culture of creativity and innovation within the enterprise; raising levels of strategic business and operational awareness.

Designer’s further comments:

SME’s further comments:
Design research is conducted by universities, independent research institutes and non-profit organisations. It can include any design field, discipline, activity and approach as theory, practice and/or explorations. It frequently involves collaborations with for-profit and non-profit enterprises on specific projects or challenges around new technologies, materials, markets and communities. Design researchers work collaboratively in ‘open’ and ‘closed’ Intellectual Property environments, according to the needs of the enterprise. They also work closely with users, customers, suppliers and other stakeholders using participatory or open design methods, often generating special market intelligence and developing unique products and services.

**Why use it?**
- work in a collaborative, innovative environment
- raise expertise, skills and knowledge within the enterprise
- convert problems or challenges into solutions and opportunities

**How does it add value?**
Tangible value includes: Creation of Intellectual Property and the testing of new prototypes, products or services. Intangible value includes: increasing knowledge, skills and capacity within the enterprise; developing new perspectives on customers, users, market opportunities and innovation potential.

**Designer’s further comments:**

**SME’s further comments:**
Ecodesign/sustainable design involves developing products or services which minimise their impacts on the environment throughout their lifecycle, from their creation to their production, use, and re-use or recycling at end-of-life (EoL). Sustainable design includes ecodesign but also embeds ethical, social and economic considerations in the production, use and disposal or re-use of a product or service.

**Why use it?**
- comply with existing environmental and trade legislation and regulations
- reduce production and take-back costs
- enter new markets for the green, circular and fair-trade economies
- improve the image of the enterprise with existing and potential customers

**How does it add value?**
Tangible value includes: cost reductions by avoiding waste production or pollution; increases ability to enter specialised but growing markets for green and socially-conscious consumer and B2B products and services; can enable eligibility to supply public sector organisations sourcing ‘green’ suppliers. Intangible value includes: improves brand image and reputation; reduces harm to nature and other humans.

**Designer’s further comments:**

**SME’s further comments:**
Spatial Design (Exhibition, Interiors, Retail) is the design of specific spatial environments for exhibitions, retail outlets or any interior space where an enterprise does business, such as offices, one-off promotional events and so on. Spatial designers liaise with graphic/visual identity/brand/communication designers to ensure a consistent ‘look and feel’ and to deliver consistent messages and stories which reflect the enterprise’s products, services and mode of operating.

**Why use it?**
- help build a consistent reputation in the marketplace and give confidence to customers, suppliers and other stakeholders
- reach specific audiences for customer sales, investment and so on

**How does it add value?**
Tangible value includes: Strengthens physical presence and visual identity in the marketplace and protects market share. Intangible value includes: Raises confidence and builds trust in customers, suppliers and stakeholders.

**Designer’s further comments:**

**SME’s further comments:**
Graphic design can inform, advertise and/or decorate and can be placed in forms and arrangements to constitute a consistent visual identity and/or brand for an enterprise. Visual identity design can reach across all an enterprise’s activities, for internal and external communication and management. Brand design is more closely associated with logos, marks and other specific symbols but can also embrace the whole ‘look and feel’ of products and services.

Why use it?
- maximise the efficacy and effectiveness of an enterprise’s communication with its customers, suppliers and other stakeholders
- ensure consistent ‘messaging’ of an enterprise’s products and services
- cost efficient presentation of the enterprise, internally and externally
- protect market share or to enter new markets

How does it add value?
Tangible value includes: increased recognition and retention of customers; and/or increase in customers by entering new markets by offering more consumer or B2B choice and a different ‘image’. Intangible value includes: increased awareness of the brand and its potential value in the market.

Designer’s further comments:

SME’s further comments:
Interface design is about improving experiences at the common boundary between an enterprise and its products or services and maximising the benefits to the user or customer by facilitating tasks. This might involve attention to ergonomics and ease of use for all types of users/customers with different abilities (sometimes called inclusive design or universal design), allowing the customisation and personalisation of interfaces, integrating complex systems and data, and human-computer interaction (HCT) especially in enterprises using digital technologies involving service design, screen design, web design and games design.

**Why use it?**
- facilitate and increase usability of analogue/digital or digital technologies
- improve experiences when using products, services or product-service-systems (PSS)

**How does it add value?**
Tangible value includes: increase in brand reputation; increased market reach or share; increase in proportion of satisfied users or customers; improved efficiency for users or customers. Intangible value includes: better perceptions of the product or service and/or brand experience; increased user or customer trust in the enterprise.

**Designer’s further comments:**

**SME’s further comments:**
(New) Product development is about re-designing existing products or creating new products through a variety of processes where designers and others (other professionals, users, suppliers) take a design brief with a defined challenge, create a solution and deliver it to market. Product development involves many phases from research, ideation, concept design, prototyping and testing, brand design, packaging design, product design, service design, design management of the production, and communicating about the (new) product to the market. These days products may also be developed in participatory and open processes, involving co-design and open design approaches where knowledge and Intellectual Property (IP) are shared.

Why use it?
• create new products and services to enter new markets or to strengthen an existing position in a market
• attract new customers
• meet targets and the ambitions of a strategic business plan and/or obtain returns on financial investment
• be competitive and innovative

How does it add value?
Tangible value includes: retaining existing customers and/or attracting new customers; getting good ROI, return on investment; by meeting the strategic objectives of an enterprise. Intangible value includes: increasing the skills and competences in the enterprise;

Designer’s further comments:

SME’s further comments:
Product/Industrial Design is the conceptualisation, design and making of objects, artifacts or products which are functional and useful while meeting contemporary aesthetic needs. The fields of ‘product’ and ‘industrial’ design blend and merge according to whether the object is for business to business (B2B) or business to consumer (B2C) markets and the specific materials, engineering and/or digital expertise needed to create a functioning object. Objects can be utilitarian and ubiquitous, luxurious and rare, or specialist depending upon their purpose and can be existing objects re-designed or be new objects (often referred to as ‘new product development’, NPD).

Why use it?
- take advantage of over 200 years of professional experience in conceiving, testing and making products over
- ensure that new technologies can be adapted and successfully incorporated in existing and new products
- to reduce the risk and costs of failure of introducing re-designed or new products to the market

How does it add value?
Tangible value includes: re-designed products can help retain existing customers; new products can attract new customers and help develop new markets; well designed products are recognised in the marketplace by the media and citizens; studies show that Return on Investment in product design can be high, up to 200% of the original investment. Intangible value includes: helps create visibility in the marketplace; reinforces and builds brand value.

Designer’s further comments:

SME’s further comments:
Service Design is the design of the functionality, form and experience of services from the perspective of the customer and through the analogue or digital interfaces they need to access to acquire the service. Service designers aim to understand the customer journey and their ‘touch-points’ with the service at the same time as understanding the service provider’s requirements. This is a complex environment so usually involves developing a service ‘blueprint’ and testing it with the enterprise and its customers or users. Service design can better help meet current needs and/or help develop and evaluate new services in private, public and social sectors.

**Why use it?**
- maximise customer or user or client satisfaction
- ensure good ‘back office’ and ‘front office’ communication and delivery to the customer/user/client
- understand behavioural patterns and to predict future service needs
- explore if existing products and be converted into ‘product-service-systems’ where product ownership is replaced by various service options

**How does it add value?**
Tangible value includes: increased existing customer satisfaction; increased penetration of existing markets or development of new markets with new services; increased efficiencies for the enterprise and for the customers. Intangible value includes: increases in brand visibility and reputation.

**Designer’s further comments:**

**SME’s further comments:**
Strategic design aims to improve the performance of an enterprise in the eyes of its management, designers, customers and, even, competitors. It does this by applying design processes and thinking to improve organisational communication, knowledge and understanding within the enterprise and to promote consistent brand identity and communication design in the marketplace. Strategic design also helps an enterprise to improve their competences to work with market trends and develop future scenarios to assist with short- and long-term planning of the business.

Why use it?
• help the enterprise plan effectively for the future and, thereby, reduce unforeseen risks
• ensure integration of the enterprise’s internal operations with its external operations, messages and brand image and value

How does it add value?
Tangible value includes: reduction of risk, through foresighting and scenario planning, coupled with improved capacity to see market and other opportunities; increased market profile and sales. Intangible value includes: integration of internal elements of an enterprise; adds to perceived brand value.

Designer’s further comments:

SME’s further comments:
User-centred design/Usability is an approach to design- ing which involves the users from initial conceptualis- ation to testing prototypes or models and delivering them to the market. Users test the functions of products and services to ensure they are ‘usable’ and exhibit ‘us- ability’. It embraces the notion of inclusive design, uni- versal design and ergonomics to ensure that all types of users, of different abilities, can use the product/service.

Why use it?
- reduce the risk of product or service failure in the market
- apply the collective intelligence of users from target audiences to improve the customer experience

How does it add value?
Tangible value includes: reducing the risk of failure in the market and its potential financial losses; gathers market intelligence which is specific to the enterprise. Intangible value includes: builds expertise within the enterprise about users’ needs; can stimulate ideas for new products and services.

Designer’s further comments:

SME’s further comments:
WEB DESIGN

Web design is about the conceptualisation of the ‘look and feel’ (graphic and visual design) of a web site and its integration with the underlying structure and functionality through the graphic user interface (GUI) of multiple digital devices (computers, laptops, pads, phones and others) using different operating systems and web browser applications. The aim of good web design is for users and customers to access information, products and services efficiently and that, overall, it is a satisfying experience.

Why use it?
- reach 4 billion internet users via the World Wide Web. Having a web site has become an essential tool for enterprises to communicate with existing customers and to advertise or market to potential customers.
- ensure that there is a coherent and consistent presentation of the enterprise to external audiences, including customers, suppliers and other stakeholders.

How does it add value?
Tangible value includes: increase in traffic of existing and potential customers; conversion of potential customers into actual customers; increased sales; increased operational efficiency of the enterprise; provides a ‘one-stop’ point of contact. Intangible value includes: develops a consistent brand message which helps build brand value and reputation.

Designer’s further comments:

SME’s further comments:
OTHER TYPES OF DESIGN (PLEASE SPECIFY):

Description:

Why use it?
- 
- 
- 

How does it add value?

Designer’s further comments:

SME’s further comments:
SHiFT - www.shift-project.eu
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<table>
<thead>
<tr>
<th>COMMUNICATION DESIGN</th>
<th>SPATIAL DESIGN</th>
<th>SERVICE DESIGN</th>
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<tbody>
<tr>
<td>CONCEPT DESIGN / IDEATION</td>
<td>GRAPHIC DESIGN / VISUAL IDENTITY DESIGN</td>
<td>STRATEGIC DESIGN</td>
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<tr>
<td>DESIGN MANAGEMENT</td>
<td>INTERFACE DESIGN</td>
<td>USER-CENTERED DESIGN</td>
</tr>
<tr>
<td>DESIGN RESEARCH</td>
<td>(NEW) PRODUCT DEVELOPMENT</td>
<td>WEB DESIGN</td>
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<td>ECODESIGN / SUSTAINABLE DESIGN</td>
<td>PRODUCT/INDUSTRIAL DESIGN</td>
<td>OTHER</td>
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</table>
Spatial Design (Exhibition, Interiors, Retail) is the design of specific spatial environments for exhibitions, retail outlets or any interior space where an enterprise does business.

Graphic Design/Visual Identity Design/Brand Design are inter-related design activities which organise text, images, icons, logos and illustrations to communicate specific messages and stories. Closely related to communication design.

Interface design is about improving experiences at the common boundary between an enterprise and its products or services and maximising the benefits to the user or customer by facilitating tasks.

User-centred design/Usability is an approach to designing which involves the users from initial conceptualisation to testing prototypes or models and delivering them to the market.

Service Design is the design of the functionality, form and experience of services from the perspective of the customer and through the analogue or digital interfaces they need to access to acquire the service.

Communication Design embraces a combination of textural, figurative, formal and time-based elements to convey messages and meanings in an effective way. Closely related to graphic design and visual identity design.

Concept Design is about developing ideas which test what is (presently) acceptable, culturally or technically. It may involve using various ideation methods to generate lots of ideas then develop the best ones.

Design management is integrating design activities with everyday management, operations, production and service practices in an enterprise with strategic decisions for competitive advantage and improved performance.

Design research can include any design field, discipline, activity and approach as theory, practice and/or explorations. It frequently involves collaborations with for-profit and non-profit enterprises on specific projects or challenges around new technologies, materials, markets and communities.

Ecodesign/sustainable design involves developing products or services which minimise their impacts on the environment throughout their lifecycle. Sustainable design includes ecodesign but also embeds ethical, social and economic considerations.

(New) Product development is about redesigning existing products or creating new products through a variety of processes where designers and others take a design brief with a defined challenge, create a solution and deliver it to the market.

Product/Industrial Design is the conceptualisation, design and making of objects, artefacts or products which are functional and useful while meeting contemporary aesthetic needs.

Strategic design aims to improve the performance of an enterprise in the eyes of its management, designers, customers and, even, competitors.

Web design is about the conceptualisation of the 'look and feel' (visual design) of a website and its integration with the underlying structure and functionality. (The aim of good web design is for users and customers to access information, products and services efficiently and that, overall, it is a satisfying experience.)
Appendix 14: Design Acupuncture event feedback forms – Q&A
Feedback from the Design Acupuncture event 8.9.2015 at HUB 13, Helsinki

SMEs:

Did this exercise help you to better understand how design can benefit your company?

Summary: All SME participants thought that the exercise helped them to understand how design can benefit their company.

-Yes
-Yes, thank you.
-Yes
-Yes, I learn what designers interested to hear
-Yes it gave some new details to existing thoughts.

Did the game help you understand what design services would best fit your company's design needs?

Summary: All SME participants said that the game did help them to understand what design services would best fit their company.

-Definetly. It helped to take a broader look on the way to collaborate with designers.
-Yes, thank you.
-Didn’t expect, but YES! 😊
-Yes, I could narrow my needs.
-Yes, targeting market needs.

Did this event help you find suitable design service providers for possible future collaboration?

Summary: ¾ said they think some form of collaboration might emerge as an effect of the event.

-It was not a goal.
-I hope it will.
-Yes, I try to talk with two possible collaboration.
-Probably.

Any other comments?

Summary: Positive & Thankful

-Thank you very much for your advices, comments and desire to help & to explain.
-Thanks for new experience.
-I like the event and hopefully can be repeated.
-Thank you for organising!

Designers

Did this exercise help you to better understand what the needs of the SMEs are, and how design can help meet those needs?

Summary: All designers who participated in the event thought that the exercise helped them to better understand what the needs of the SMEs are and how design can help meet those needs.
-Yes, thanks.
-Yes.
-Yes, especially what needs to “be done” before a client can give a brief. Usually this creates problems if things aren't thought through. (for example strategic plans before graphic design)
-Yes, the game put focus on the exact needs and I could easily solve them.

Did this game help you to explain to the SMEs in what way the different design services can benefit their enterprise?

**Summary:** Almost all of the designers said that the game helped them to explain to the SMEs in what way the different design services can benefit their enterprise.

One participant said that the SMEs were too design-oriented, not representing an enough broad variety of SMEs. One designer stressed the importance of explaining, since one cannot assume that the SMEs speak the same mind-set and that it is important for designers to understand their mind-set.

-Explanation part is very important. We cannot assume that SMEs speak the same language, we should learn to understand their mind-set.
-Yes, thanks.
-Yes. Very Well.
-hmm maybe not so much. The SMEs were too design-oriented, not presenting the all SMEs
-Yes, the game lead the needed details and discussions.

Did this event help you find suitable future SME-clients?

**Summary:** Maybe

-It was not the goal.
-Maybe.
-don’t know yet.
-Maybe.

Any other comments?

-We participated in game as SMEs, but listening to other SMEs participants was very interesting.
-Would be nice for SME have a better preparing to introduce themselves.
-It’s soo important to have “true” SMEs at these events, please make more effort to get them aboard. Designers together with designers is just a club of designers.