Design In common

List of participants

Participant No *	Participant organisation name	Country
1	City of Helsinki	Finland
2	Future Everything	United Kingdom
3	European Network of Living Labs	Belgium
4	University of Dundee	United Kingdom
5	Joint Research Centre	Belgium

6	International Design Center	Germany
7	City of Eindhoven	The Netherlands

1. Excellence

1.1 Objectives

Design In common (DesignInc) has the ambitious goal to deliver step change for business, public and third sectors across the EU by evidencing the value of embedding design, and moving it into the mainstream. To achieve this DesignInc will leverage and demonstrate tried and tested design processes, methods and tools (UoD, ENOLL, HEL, FE) implement rigorous evaluation using econometrics (JRC), and set the long-term agenda for design implementation by engaging policy and decision-makers (JRC). By supporting co-creation through an active community Design in Action platform (UoD) engagement and award winning events (FE), DesignInc will enable business, public and third sectors to experience and apply design, build capacity, support sustainable innovation.

Co-creation and user-driven innovation improve both quality and efficiency of products, services and processes. The importance of applying design tools and methods in this context has been widely recognised and is also expressed in commitment 19 of the Innovation Union Flagship Initiative of the Europe 2020 strategy for growth and jobs. Further The Action Plan for Design-Driven Innovation emphasise the role of design when **involving users**, strengthening the **private sector competitiveness** and driving the **renewal of the public sector**. The benefits of design-driven innovation have been tested, developed and evaluated in several projects and studies funded both by the European Commission and globally.

This project proposes a focus on **mainstreaming design** and on **enabling user-driven innovation** as agenda setting steps for the development of design in innovation.

The objectives of the proposed European pilot project are:

- To strengthen **the mainstreaming of design by testing, validating and communicating** novel approaches to make design an integral part of efficient value creation within the public sector and SMEs.
- Through coordination and support, DesignInc will fund pilot projects emanating from the co-creation process where design is a core component, to understand and evidence the value of using a design driven approach.
- To stimulate sustainable growth by developing **concepts for applying design to utilise the value creation potential** present in the private, public and third sector.
- To use sectoral scoping to build a conceptual framework of fertile opportunities for co-creation.
- To make self-evident **how and why** the implementation of a design-enabled approach for development and sustainable innovation advances business, services, systemic transformation or organisational solutions.
- To generate and share **open-ended and easy-to-use content and deliverables** for the public sector and for SMEs encapsulating design co-creation processes for the public sector and for SMEs.

- Develop products, processes, experiences and services that support systemic transformational solutions.
- Disseminate the results, with a focus on communication and sharing metrics that identify value of the design driven co-creation process.

Project partners

1.2 Relation to the Work Programme

This proposal relates to the topic Co-CREATION-02-2016: User-driven innovation: value creation through design-enabled innovation.

Global consumer business corporations have widely capitalised on value creation through design-enabled innovation. The Europe-wide specific challenge of this topic is that **public sector organisations and SMEs still miss out on this potential.** DesignInc addresses the specific challenge by involving and drawing on the expertise of **representatives of the relevant and necessary stakeholders.** The project is based on a **multidisciplinary approach and consortium** for the Coordination and Support Action. In addition, **expert organisations** on applying design methods and tools as well as **forerunner target organisations** have been engaged for the experimentation and concept development. The project also offers open calls for funding and expert support. DesignInc will offer an unprecedented range of demonstration activities throughout Europe, sectors and scales all documented and evaluated.

Building on national and European level actions on design, incorporating a robust selection process.

DesignInc will coordinate and run a European pilot in two main stages. It will build on the user-centered and test-oriented methods of the European Network of Living Labs (ENoLL) and the University of

Dundee's Design in Action Hub (DiA) process and platform. All of these approaches has been developed by fundamental testing and experience. They have also implemented assessment of concepts and ideas, allocation of funding and providing support for embedding Design into business, public and third sector for user-driven innovation.

By adapting and scaling Design in Action processes and tools that have themselves been rigorously tested and analysed through the KE Hub Design in Action, we will not only be building on £6million of dedicated funding, but over 10 years of design focused expertise and a wealth of evidence.

This knowledge, experience and these partnerships allows for **an immediate start of implementing the testing** activities and community building and achieving rapid scale including primarily the concept development phase of the selected projects and the added value assessment.

a) gather data and metrics concerning the impact of design-related policies and programmes in terms of user benefit and business impact

b) develop a transferable methodology to evaluate the effectiveness of design in the innovation process

c) develop a methodology on how actors in different sectors can better connect with design enabled innovation to increase efficiency and competitiveness in their respective sectors as well as a common impact evaluation methodology and respective indicators, to be applied across sectors and scalable to organisational, regional, national and European level.

This proposal focuses on the application of co-creation and creating design tools and methods designed to achieve user involvement and empowerment. By scoping and articulating design calls we will provide a profound understanding of key economic, social challenges for innovation and for cascading the information to users**.** Open calls are designed to be of interest to a wide range of participants. To encourage wide take up DesignInc will distribute information beyond our key regional focus, offering funding and clear guidelines for participation. DesignInc will monitor the balance and mix of people and knowledge they will bring to events.

- Programme of events demonstrating outcomes in publicly accessible spaces, 5 UNESCO Cities of Design have stated their support for this.
- Distribution of materials, and tools.
- Establish a contractual framework that allows individual participation on equal terms irrespective of the scale of the organisation,
- Use a series of local IP shelters that facilitate knowledge exchange on equal terms, co-creation is reliant on equality of approach and opportunity
- IP shelters within a university offer to the SME community knowledge that they can consult on developments without loss of the inherent idea
- Licenses assigned back to participants who commercialise ideas at no cost?
- Offer a design experience that builds confidence in the process, providing insights into design's capacity as a business tool

Secondly user-driven innovation of the proposal emphasizes good and **attractive connections to users** through ethnographic and demographic representation, contributing to defining and building **multiple user-situations** eg: a professional context or representation of an NGO.

As a result of the mainstreaming of design, comprehensive data will be collected in order to understand and produce evidence of the impact of utilising design processes. The data quality will allow the

development of transferable and scalable methods and tools to verify the **effectiveness of design-enabled innovation** generating overall impact and indicators.

At the projects conclusion a toolkit will be developed, **"Design In common"**: to get designing and co-creating the future. A methodology on how to access design-enabled user-driven innovation.

1.3 Concept and methodology, quality of the coordination and support measures

'Design is no longer strictly limited to the designing and appearance of graphics and objects, the understanding of design has expanded to design thinking and methodologies as excellent tools for innovation and applicable in the development of products and services, processes, systems and business models. Similarly, the impact of design has evolved, from one of styling to an approach to bettering process, from strategic thinking (c.f. the Design Ladder) to being key to business innovation. Moreover, design is being recognised as strategic tool for public sector innovation (c.f. Design for Public Good[1] and Designing Democracy[2]). Addressing its wide potential, Innovate UK's recent 'Design in Innovation Strategy 2015-2019' promises to '[a]dvocate the use of excellent, early-stage design, and raise awareness of the value of design in innovation'.[3]

1.3.1 Concept

DesignInc proposes to go beyond awareness raising for innovation methodologies, beyond a bettering of process, to applying and evidencing the value of design through practical experiments and evaluation of user-driven co-creation and methods. DesignInc will coordinate and support a series of pilots for widespread testing of the pilot concept, as well as support and produce evidence on a **European scale solution and impact pathway for innovative societies and sustainable growth**, enabled by design and sustaining user-driven innovation.

By practical experimentations including design-enabled user-driven methods for co-creation this project offers functional incentives and fuel for **shifts in the operational culture** and achieves this as a collaborative effort of all sectors. The *socio-technical landscape* calls for user-driven innovation; the test projects represent *niche innovations* and the coordinated combination of these two enable a shift in the operational cultural or in the *socio-technical regime*, bringing on the expected impact.

Our vision is that design provides the strategic position and the operational tools for all creating value. Experienced leaders, design professionals, procurement experts and users share this vision, however, barriers remain. Although advances have been made the word design is not yet explicitly understood, its value and benefits are not transparent and it has not entered mainstream adoption as a business tool.

The framework of the project is based on the Typology of sociotechnical transition pathways (Figure 1) defined by Frank W. Geels and Johan Schot in 2007. The transition framework brings together and

[1] https://www.designcouncil.org.uk/sites/default/files/asset/document/Design%20for%20Public%20Good.pdf
[2] http://www.policyconnect.org.uk/apdig/sites/site_apdig/files/report/497/fieldreportdownload/designingdemocracyinquiry.pdf
[3] Woods, M, Marra, M & Coulson, S 2015 'Design in Action Knowledge Exchange Process Model: Design-led Knowledge Exchange for Business Innovation' University of Dundee. Presented at Scottish Parilament. Dec 2015

connects the test project activities regardless of sector or local context and present an up-to-date view of design-enabled development and sustained innovation in the European Union.

The project proposes to use of a model of design-enabled **user-driven co-creation teams and work methods**. A user-driven approach is beneficial for both the public sector and for SMEs. As competitiveness is being increasingly based on intangibles and on combinations of products and services it is vital that the value creation is carried out by multidisciplinary teams collaborating with users and customers.

Figure 1: Framework for transition and systemic change.

The main ideas of DesignInc are:

- We need a sound European concept on how user-driven co-creation teams and methods can be an integral strategic and operational part of innovation in any organisation regardless of sector.

- We need European pathway built on practical experiments providing application of all the relevant and contemporary design tools and methods as well as the needs for new ways applying design. There is no need for a significant investment in design methodology, the call is for a application methodology.

- We need tests and practical experimentations that try to improve organisational processes, services and products as well as solid ways to guarantee that the test experiences produce knowledge to be communicated. Robust mechanisms exist how potential projects and necessary resources and support measures for experimentation will be identified. There are two main Work Packages of testing and support.

DesignInc lead will focus on guaranteeing the coordination and the running of the European pilot. The pilot project will implement two main stages of practical co-creation experimentations in run from 12 locations over Europe, one focus on gathering evidence, and one focus on communication and dissemination.

The Strategic co-creation concepts: the funding and support for these measures goes to organisations with a long experience of the relevant topic. The DesignInc activities will be a part of a long-term commitment to and implementation of embedding design. These projects are defined and outlined in this proposal. These partners will offer support and design expertise to local stakeholders for key challenges. The target groups for support represent various sectors and an adequate combination of organisations is ensured. The start of these projects is one of the first tasks in implementing the pilot project. These partners will also communicate the possibilities DesignInc is about to provide as well as disseminate results for the duration of the pilot and beyond.

The open co-creation support and call: the targets for funding and support for these experimentations are not predefined at all. No design anything is demanded for participation. The activities will take place in five European cities but will be open for all. The key areas of interest of these projects will be co-created in the beginning of the pilot project through a scoping stage. The interested can be from any sector and an adequate combination of organisations will be ensured. The open call for funding for test projects will take place **after the start of the strategic co-creation concepts**, and the open call will benefit and learn from the finding of the first stage and vice versa.

Test project focus is on SMEs, the public sector and the third sector. Preliminary outlined contexts with high potential for impact by testing and concept development on embedding design are:

- Large public or private sector organisation and SME collaboration
- Innovation policy and funding and support mechanisms in all sectors
- Collaborative stakeholder networks and value chains
- Adressing economical, social or ecological structural change
- Private, public and third sector balance in collaboration in answering to the same need

We need evidence produce based on the experimentation results and analysis to evaluate the **impact regardless of sector**, both quantitative and qualitative.

There are several projects aiming to establish methods and bring understanding and numerical data on how user driven and co-creative teams can contribute to investments and earnings in an organisation. DesignInc will build on the existing body of work, namely €Design (Barcelona Design Centre), Design ROI (Aalto University), Value of Design study (DesignSingapore Council).

Models propose that direct impact can be calculated. For instance, Design ROI project has ways to show: Increase of cashflow, Decrease of outgoing cashflow, Increase of the speed of cashflow, Decreasing the volatility of cashflow. Design ROI indirect impact: Illustrates how investment in design affects to the organisations intangible assets e.g. brand equity investments. Intangible assets make it possible to earn more from other investments such as organisational development, sales, communications, marketing as well as R&D.

On the other hand, design approaches and using design methods have agreeable to add value through defining, involving and activating key user and focus groups that are difficult to reach with the usual ways. In the same way design also adds value by working for democracy and justifying public authorities. Experiences also indicate that participatory processes often enlarge the scale, amount and quality of the alternative solutions developed. Expressive values such as spiritual value, deriving from shared meaning,

understanding and awareness or social value based on forging new ties between otherwise separated individuals.

We need a mutual agreement of the wide range of the added value in order to support all sectors to utilise and to benefit from design-enabled co-creation methods for user-driven innovation. Easy-to-use knowledge and guidance. Understanding by doing, or by hearing about it.

1.3.2 Linked innovation activities

This proposal for H2020 CO-CREATION-02-2016 topic is a continuum of design activities that have been funded by European Union, member states and proactive cities.

Project partners have an enviable track record in the domain of embedding design for innovation, efficiency and added value. The experience range from design as a business, public service, strategy and policy development tool to design metrics. All reflected by their participation in existing projects and innovation activities. Furthermore, all partners are strategically and operationally focused on innovation and users. The consortium holds experience and methodologies covering the private, public and third sectors and together with engaged third parties and organisations offering assets for support DesignInc will be very well connected to research and innovation activities and projects. (Table 1)

Project	Link to DesignInc	Related WP and partnership
Finnish Government Experimental Office 2016	The government of Finland (Prime Ministries office) has established an office and a network of innovators that are pushing forward user driven experiments in the Finnish Municipalities. DesignInc will collaborate with the Experimental Office to attract targets for embedding design on a national level.	WP1 Partnership will be formed between the City of Helsinki and the Prime Ministries Office.
Finnish National Design Programme 2013	The programme will help those cities/countries that do not yet have a design policy and will joint the DesignInc to both do practical work and develop the policies. DesignInc will collaborate with the programme in order to have an impact also on national level public authorities and policy makers.	WP1 City of Helsinki's International Design Foundation is one of the organisations behind the programme.
Association of Finnish	This organisation is representing all municipalities of Finland. They have done on-line promotional material "Public Sector	WP1 City of Helsinki is a

Authorities	Toolbox for Co-Creation". They will be a channel for larger audiences (city developers) that could validate and test the methods and results of DesignInc.	member of the association.
The Finnish Association of Designers ORNAMO	Project and a study to develop public procurement methods. This will provide DesignInc input for developing scalable and transferable solutions for the public sector.	City of Helsinki is a member of the advisory board of the project.
Design Forum Finland	Finnish National Design Forum Finland has a network of Finnish designers. This will provide DesignInc direct channel to the design professional and business.	WP1 Partnership will be formed between City of Helsinki and Design Forum Finland.
Design ROI 2012	Continuing work with Aalto University on metrics development that was started through Design ROI project.	WP1 City of Helsinki has a strategic partnership with Aalto University.
Design-led Innovations for Active Ageing (DAA) (2012-2014) Involved partners: City of Helsinki, IDZ	The DAA project set out to rethink and redefine senior care by using innovative processes and design methods; by adopting a 360-degree approach by searching for systemic solutions in different areas and by involving all kinds of stakeholders. To reach the project aim, co-creation workshops in the eight partner cities have been realised. http://daaproject.eu Keywords: Co-Creation and User centric methods	WP2
Berlin-Wielkopolska 2011-2012 / Berlin-Poland 2013-2015 Involved partners: IDZ	Network building project, linking Berlin based design consultancies and Polish businesses. Project activities included co-creation workshops (based on design thinking methods) between designers and corporate representatives from both nations. The project yielded valuable insights into matching corporate requirements and creative services across European markets. http://berlinpoland.eu/ (German/Polish) Keywords: Co-Creation Workshops, design and SMEs	WP4 embedding design methods and tools, design focusing on SMEs
Design & Company	The project aimed at improving design business and professional capacities of design entrepreneurs. Activities included solution-finding and co-creation workshops based on design thinking and	WP4, WP2

2010-2015 Involved partners: IDZ	service design workshops (methodology training). Keywords: Co-Creation and User centric methods, design methods	
Usability Park 2009-2013 Usability Awards 2014 UX Design Awards 2015-ongoing Involved partners: IDZ	Usability Park: The annual IDZ product exhibitions in Germany's largest consumer electronic fair IFA invited fair visitors to test selected products based on usability testing criteria. Usability Award / UX Design Awards: The annual IDZ competition for user centered design at IFA highlight the ROI of a successful user centered design approach in electronic and digital product solutions. With the awards IDZ aims at maximizing public, press and industry attention on the importance of user centered design methods. http://ux-design-awards.com/en Keywords: User centered design, design ROI, design promotion	WP2
Design for Europe 2014 - 2016	DesignInc has close relationship with Design for Europe via ENoLL as a partner and also several ambassadors and contributors. DesignInc will be able to use the results and continue the work utilising the awareness raising that has been done previously.	WP3 ENoLL is a partner.
CODEC 2015 - 2017	Codec, the Contemporary Design Centre is an initiative to build a network of design professionals in the CEE (Slovenia, Bulgaria, Poland, Czech Republic, Serbia, Hungary, Slovakia, Romania). The current state of the design ecosystem and the use of the design tools by business and the public sector in the region is lagging behind the most EU countries. The aim of the CODEC is to connect this initiatives and even more the people behind this organizations in order to combine resources for a more effective operation. DesignInc will reach CEE countries through CODEC.	WP1 The partnership is formed through UNESCO City of Design Budapest that joins DesignInc with Letter of Support.
Value of Design study 2016	DesignSingapore Council has conducted a study to be published 2016. They have a keen interest to share the findings between other UNESCO design cities. The study vill provide DesignInc benchmark information on measuring the design impact.	WP1 Partnership is between UNESCO City of Design Helsinki and UNESCO City of Design Singapore
Living+	Living+ is a strategic multi-disciplinary research programme in Aalto University that focuses on human centered living environment. Through joint platform Urban Academy this can provide student resources to DesignInc.	WP1 City of Helsinki has a strategic partnership with Aalto

		University.
INNECOS 2016-2018, New business models enabled by innovation	Multidisciplinary and international INNECOS –project combines three relevant research paradigms to tackle the challenging topic: Innovation management (Aalto University), Design thinking (Stanford University), and Information management (University of St. Gallen). This project will provide DesignInc tools for the mainstreaming of design.	WP1 City of Helsinki has a strategic partnership with Aalto University.
Making Sense (H2020) Involved partners: UoD, JRC	Design led co-creation to build an EU community around Collective sensemaking for sustainable social action, supporting development of the futures scoping and challenge identification implemented in DesignInc. Keywords: Co-Creation and User centric methods, Policies & Strategies	WP4
GROW (H2020) Involved partners: UoD, FE	Citizen Observatory to empower citizens to better understand their environments and address land degradation and other pressing environmental problems in land cover and land use. Using Co-creation, scoping, design methods and network building. Keywords: Co-Creation and User centric methods,	WP4, WP2
IDEALL (EC Enterprise & Industry) Involved partners: ENOLL,	Bringing user-centered innovation, designers and Living Labs together. Sharing methodologies and experience between these two groups, designers and innovative eco-systems are defining a joint approach to user-centered innovation through design. http://usercentredbusiness.net/ Keywords: Co-Creation and User centric methods	WP3
Mindlab JRC	MindLab is a cross-governmental innovation unit which involves citizens and businesses in creating new solutions for society. We are also a physical space – a neutral zone for inspiring creativity, innovation and collaboration. Keywords: Policies & Strategies	WP5
Design in Action (AHRC KE HUB) Involved partners: UoD	Design thinking and knowledge exchange at the heart of business innovation. Co-creation methods for futures scoping sectors for innovation. Design Methods Library, Community Portal, Facilitated Ideation events, IP Shelter, Funding Distribution platform. http://www.designinaction.com Keywords: Design as a business development tool, Network Building, Co-creation	WP4, WP2

Table 1. National and International Research projects linked to DesignInc

1.3.3 DesignInc methodology

The most advanced design utilisation experience suggests and provides evidence that design thinking and tools readily embedded offers a strategic point of view and operational solutions for **all activities** of an any organisation. A greater impact is achieved only through an open collaboration between all organisational levels and **users with different roles**: citizens, officials, policy makers, businesses and NGO-organisations. The main principles of the overall methodology is to accessible to all, to consist of visible and open action and to be based on experience. Motivation for mainstreaming and renewal along with target organisation knowledge and channels are essential.

The DesignInc overall methodology

- Produces scalable and transferable guidelines for embedding design
- Illustrates how to connect to design-enabled innovation
- Gathers metrics and evaluates impact on value creation

Our methodology is simple, strategic and easy to communicate. Organisational strategy, design expertise, challenges and users will collide. The running of the European pilot and mainstreaming design includes following:

- Test projects and support measures will be executed in two stages. In the first stage the topics of test projects are more defined. In the second stage key areas of interest are generated through open co-creation.

- All organisations participating in DesignInc are provided with needed coordination and support starting with identifying high impact focus areas and relevant resources. Collaboration includes consultancy and management support to execute test projects within the framework.

- Work for solutions and offer support. Each selected test project will receive consultative support: collaboration, local networks, materials, methods and analysis. Support for understanding critical design factors and actions including funding possibilities that are needed to create desired renewal and impact.

- Guaranteeing impact. The qualitative & quantitative impact for the test projects will be evaluated. Design can provide highest impact when it is strategically used. Therefore focus is also on evaluating how test projects together and in the long run can bring on operational culture development.

- Communicating results. DesignInc intermediary findings and results will be communicated to foster value creation through design-enabled innovation. Community building and promotion is a well integrated part of the pilot. The sense of belonging, sharing and co-creating has influenced the project preparation work since day one.

The specific methodologies are described in the Work Package description.

1.3.4 The project overall methodology for embedding design

Based on the “Design in Action ‘The Double V’ Description” by Woods, M., Marra, M. & Coulson, S., 2015 and on the “Helsinki Design Impact Ladder” defined in “Design Driven City”, report. 2016.

The Design in Action process model for Knowledge Exchange (DiA KE) is applied to illustrate the role of consortium and third party activities in **facilitating and supporting design-enabled innovation**. It does this by demonstrating the full, staged, process of new business development and public sector renewal delivered within an academic context. The DiA KE process is not prescriptive but is a concept to discuss and test future iterations of KE across user, academic, public sector and industry contexts.

Figure 2: DIa KE Model for embedding design

The model illustrates **5 key stages** of KE, brought about by both *external* and *internal* participation. The boundary between these different modes of KE is represented by the KE Horizon line. Above the horizon are the activities mediated through, broadly, processes of external engagement with an open uptake of communities, academics and businesses. Below the horizon are the internal activities which mobilise innovation through self-selected teams, and nominated individuals who contribute additional knowledge and expertise. Here, the model demonstrates that KE crosses back and forth across the horizon, in order to maximise the potential of these varying, but equally important, types of KE.

The participants will receive **coordination and support for the all 5 stages** of the process model and **funding for independent work in selected stages**.

The The Design in Action process model for Knowledge Exchange (DiA KE) combined with the Helsinki Design Impact Ladder to provide necessary width to the overall methodology on embedding design regardless of sector. Both has been developed by testing and evaluating however the Design in Action process model for Knowledge Exchange with focus on SMEs and the Helsinki Design Impact Ladder with focus on the public sector.

The City of Helsinki has developed Helsinki Design Impact Ladder. The ladder describes four levels on how to increase the impact of applying different methods for embedding design in the public sector. The City of Helsinki has gradually tested and developed new concepts to achieve maximum impact by applying design on all levels.

Figure 3. The Helsinki Design Impact Ladder

The overall methodology on embedding design is described below in more detail for each of the five Dia KE stages:

1. **Scoping – Discovery, Concept Development**

This stage is a participatory scoping exercise which aims at identifying critical challenges and the key stakeholders that may contribute to near future innovation opportunities in specific sectors. More than a traditional review, Scoping is an active and open process of discovery using methods of co- inquiry to collectively question and position the key challenges. Participants include academics, businesses, communities, NGO's, and Government.

For the public sector this phase also includes investigating the awareness level of the civil servants on how they understand the tools and knowhow that design can offer. Equally important is to ensure that the designers involved understand the decision-making and operational processes of the public sector. If needed there will be training of staff and designers on the nature of the demand and supply in the context of the public sector. To ensure the sustainability of the concept for further development and implementation it essential to start defining relevant ownership dimensions of the challenges and focusing challenges with a clear strategy for future ownership development and sharing. Participants include also single citizens and civil servants.

2. **Interpretation – Framing, Editorial**

Driven by academics and peer reviewed by invited external experts, this is the stage where material gathered during Scoping is synthesised with existing literature. The aim is to highlight and frame three or four key challenge areas for an industry sector and support a 'story' and innovation call. This stage includes and creation of appropriate design methods and tools to support ideation with potential participants and identifies a more extensive network of potential participants to ensure that certain skills and knowledge are brought to the ideation phase. Participants include academics and invited external experts.

In case of the public sector the user is quite often already known and there is some sort of service available for the users. The user's needs and the real life situations are something that the designers need to be able to find out, by using empathy and observations of circumstances and behavior. Equally important is to use these methods to find out the situations where the service providers do their work. This information is crucial data to be provided for the ideation phase.
Participants also include users, civil servants and decision makers.

3. Ideation – Inspiring, Generating

Ideation begins with an open 'innovation call' for applications, and the selected participants are invited to attend a collaborative event. Here, design thinking and strategy underpin processes that facilitate and support ideation. The event is structured to enable collaboration between the assorted group of participants (e.g. academics and entrepreneurs, as well as expert contributors and designers). This structure of KE encourages ideation, which enables the inception of novel concepts for new businesses. Participants include academics, businesses, designers, and wild cards.

In case of the public sector, in this phase design's role needs to be defined more specifically. This phase can provide possibilities for an early stage market dialogue to create financial plan options for the novel concepts eg. providing the service with present resources, hiring new staff or through procurement.
Based on Helsinki's experience the greatest impact will be achieved when concepts are created and communicated through the main design assets. These assets are: 1) Empathy and user focus, 2) Experiments, 3) Co-design and co-creation and 4) Visualization and tangible outputs. The relevant of these assets need to be found within the core ideation team. This is the phase where the public sector organisation usually needs to hire or procure the relevant knowhow and experience.
Participants also include users, civil servants and decision makers as well as stakeholders interested in the selected key challenge areas.

4. Formation – Business Modelling, Prototyping

Taking the ideas from the previous stage, teams move into a phase of research and development to form a business model that meets, or creates, a need and tends to an innovation challenge. Design-led prototyping, feedback, iteration and refinement prepares the product or service, supported through funding and design expertise. Teams work within a primarily internal network, with information coming from selected experts as facilitated by business support staff based within the academic environment. Participants include business teams, academics, designers, external experts and users.

In the public sector this is the phase where different concepts and societal value need to be calculated and validated in order to justify the usage of public resources. Tangible concepts and outputs are used in order to help the stakeholders in the development work and decision making. The necessary decisions need to be made in order to move to the next phase.
Participants also include civil servants and decision makers.

5. **Evolution – Commercialisation, Market Feedback**

The final stage of the DiA Process Model is when the product or service is launched into the market, this externally facing phase once again allows the business to evolve. The business does so by evaluating targets and gathering insight on general success and from customers to evolve and move forward. The new business does this independently, but still receives support (i.e mentoring and showcasing opportunities) on critical business issues from the KE hub. Participation is wide open.

For the public sector the final stage is implementing the product or service. In case an old service needs to be replaced this phase may need to be done gradually. The shift from the old process is backed up by communications. The added value perceived by the user's as well as staff needs to be articulated though various channels.

1.3.5 Sex and gender analysis

The Design For ALL method respects human diversity. This aspect works for a world where everyone - regardless of age, gender, nationality, ethnicity, culture, customs, or other factors - can live comfortably and enjoy equal opportunities for personal development.

The proposal and framework takes sex and gender differences into account through user-centered approach which is comparable to the participatory design, that is vital part of the design for ALL method.

2. Impact

2.1 Expected impacts

Quantified indicators and targets.

The new approach for integrating design into public sector and SMEs through practical experiments is based on the proposed framework by using contemporary design tools and methodologies. Such straightforward and self-sustaining model increase effectiveness, competitiveness and innovation capabilities through user driven development approach for organizations.

Over 20 well-executed **practical experimentations** according proposed framework provide a source for measureable impacts especially in WP 3 and WP4. Six experiments already outlined in the proposals are conducted by third parties and the others are realized as an outcome of five open calls. The outcomes of experimentations are both exploratory and strategic. They will generate **data and robust evidence** on barries and enablers of embedding design in value creation both in public sector and SMEs.

The impacts are measured by the following metrics

1. Practical experimentations
2. Innovation platforms for development
3. Quantified data about efficiency and effectiveness of experimentations
4. Trainings
5. Deliverables

The quantified impacts are based on collaboration processes among diverse stakeholders. The following Table x indicates the targets of the metrics to be achieved within the pilot project.

Impacts	Target
Practical experimentations	
Between public sector and designers	15 experimentations
Between SMEs and designers.	10 experimentations
Representation of diverse stakeholders in experimentations	Max. 3 diverse stakeholders
Number of procurement processes	10
Innovation platforms for development	
Number of new financial instruments	3
Resources used for support, distributed for experimentations	600 000 euros
Quantified data about efficiency and effectiveness of experimentations	
Amount of product innovations concepts tested	10
Amount of service innovations concepts tested	10
Amount of process innovations concepts tested	10
Amount of open innovations concepts tested	10
Satisfaction of process participants	80 % of participants are satisfied or very satisfied
Training	
Amount of training products	40
Number of trained designers	200
Number of trained change agents	500
Deliverables	
Amount of publications (including printed and digital publications, articles, handbooks, www-pages)	50

Table 2 Targeted impacts

Practical experimentations
The project and its experimentations are targeted for public sector and SMEs. The collaboration is one measureable object. By integrating contemporary design thinking into these organizations the project mainstreams the use of design. One impact factor within experimentations is procurement methods for SMEs and public sector.

Innovation platforms for development

The instruments for development are the calls and funding which is supporting the experimentations. The targeted number of calls are three.

Quantified data about efficiency and effectiveness of experimentations.
The proposed framework incorporates value of design metrics that are used to assess each experiment. Through the metrics it is easy to understand how design can contribute to financial earnings and savings in any public or private organisation regardless of sector. Furthermore, the same evaluation methodology illustrates indirect impact e.g. on how investment in design affects the organisations other intangible assets. The verification of results pinpoints the increase of efficiency and effectiveness through the systemic use of design tools and methods. Especially this topic demands both quantitative and qualitative impacts to describe the success.

Trainings
The consortium is formed by experienced design thinkers and promoters. They all share the quest for open-ended and easy-to-use content for developing organizational design thinking and management education. Furthermore, after experimentations and trainings there will be more design experts who understand the unique challenges and constraints of public sector and SMEs. Total number of 200 designers are expected to contribute to the test projects. The amount of network stakeholders and change agents in general is 500.

Deliverables
The experiments will generate deliverables that document the processes and outcomes as well as support strategic change processes based on user driven methodologies. Deliverables aer experimental based printed material, articles, visualizations, blog and social media entries, white papers, audio and video documentation as well as periscope-streams.

The impacts indicate to the capability and competences of the consortium to envision necessary European scale pathway solutions toward efficiency and growth. This can be e.g. a proposal for European Union for a financial instrument that encourage cities to build up value creation networks and use design together for sustainable growth.

Figure 4: DesignInc impact in a nutshell.

Impact barriers

The expected impact will be achieved through practical experimentations. The framework of conditions considering each experimentation will be assessed during the funding process. The consortium recognizes that there are some known challenges, which may decrease, expected impacts both within SMEs and public sector. There will be necessary actions to manage funded test projects in order to diminish possible barriers or obstacles. The consortium have identified challenges e.g.:

- Design and the utilization of design are not the goal in themselves. Design thinking is needed to drive change in cities. This always requires us to bring together planning and action. However, these functions are often separated in cities: city officers make plans and acquire the implementation from somewhere. The world has become increasingly complicated, and matters are difficult to foresee before going to work. If we want better cities, we must again integrate planning and action in cities and do it better and in new ways. Successful businesses have already understood this. Operations and services must be organized so that they help people in their everyday needs. Cities, too, realize this, but in practice the routines of planning, decision-making and structures fail to support the realization. DesignInc need to address this issue in supporting the test projects.
- Design has spread to new areas of application at a fast pace. This means that we need different types of design expertise. Design does not mean the same for large and small enterprises, in the public sector and in solving major social problems. We need various types of design professionals who know the contexts in which they work. Design in the public sector requires designers to understand how the public sector operates. How city decisions are prepared, how decision-making proceeds, what are the

structures, stakeholders and current operating models, and what legislation is relevant to the matter in question. It is particularly important in city design to understand the role of political decision-making. Design always involves value choices in the public sector. Choices for some values are always choices against other values. City design requires a sense of justice – understanding the meaning and consequences of value choices. DesignInc need to address this issue in supporting the test projects.

- Cities need teams with diverse expertise to support their change, because design alone is not enough. The critical question is, how are such teams built? There are two routes to build development teams with diverse expertise. Cities can hire professionals with comprehensive design thinking expertise for their organizations. Such professionals have the ability and vision to recognize the role of design thinking and the differentiation and added value provided by design, and they can build multidisciplinary teams around such factors as understanding user needs, user-oriented development, digitalization, service development, communication, interaction and procurement skills. The second route is to outsource. This means buying design services from design and consulting firms. SMEs are usually straightforward in the ownership of a design development project, however, in public sector it is vital to have solid ownership and management for a test project to succeed. The ownership may be hard to define in a multidisciplinary experimentations. Also a lack experience in procuring design can be a barrier. DesignInc need to address this issue in supporting the test projects.

- Like the Figure 3. The Helsinki Design Impact Ladder well illustrates there are several different types of action and design professionals that are needed in cities. We must recognize the various levels where design is applied and the entire scale from small to large. We must recognize the places where design could be of significant benefit. We must also recognize where we can have an effect with design, where we should use design, and where we should not get stuck. We must know the framework of strategic city development, in order that small circumstances can be linked to larger entities. The barrier is that the test projects do not realise what level of actions they are actually doing and expected impact may be not achieved. Participating managers, city officials and policy makes may have traditional image of design. DesignInc needs to provide clear guidelines to support the test projects.

- Strategic change through design enabled innovation requires truthful open communication as well as trust among experienced people whom are participating an experiment. The test projects may be too short to establish the trust. Also a keen interest to use design may not necessarily mean that there is a true willingness to change the development culture towards more open co-creation. DesignInc needs to make sure that that the level of commitment is sufficient in the test projects.

2.2 Measures to maximise impact

Dissemination and exploitations of results

Dissemination includes activities in three stages:

1. Focus on engaging relevant target groups and stakeholders by engaging them to project and its supportive resources.
2. Focus on the firs results from work package three and marketing upcoming open calls of work package four.
3. Focus on delivering final integrative results and sharing open-ended deliverables

The main objective of these three stages of dissemination is to attract multiple networks and channels to activities and sharing the experiences. Co-creation provide possibilities for ongoing dissemination sprawl during the project.

The conducted experimentation are integrative and innovative by their nature. The steering group of the project ensure that NDA information will not be disclosed. The typical approach is based on encouraging participants to openness and sharing.

Plan for the dissemination and exploitation of results

Figure 5: Design In common dissemination plan idea

Dissemination plan is based on open sharing of experiences and results by using various dissemination channels. Consortium and participating organizations will be engaged to act for dissemination and exploitation of results through their own resources and networks across Europe.

The experimentations include plans for sharing results, findings and deliverables by utilizing networks of their organizations as well as the consortium as an important stakeholder group. Conferences are required to create organised and unofficial networks between people & think tanks across Europe. Meeting of people are beneficial as they bring participating SMEs, cities and city users - citizens, officials, policy makers, businesses and NGO-organisations - together. It is an experience that a person wants to share by telling verbally or posting to facebook, twitter, instagram. The case studies of design and user driven innovation provide material for e.g management education.

An open participation and co-working as well as co-creation is enabled with digital tools e.g. periscope application. Through this media stakeholders can participate and learn from projects while they are proceeding.

All in all dissemination and exploitation design and management has three different levels:
As project is closing to an end the exit each individual city project is analysed and an impact path will be drafted. The impact path includes all relevant actions that an individual city project should prepare to do

before closing. The intergrative roadmap raises the impact path to strategic roadmap which has importance in European level.

Communication plan

A specific community building and promotion task force will be established for the project. It uses contemporary digital communications tools for speed, spread and transparency. It partners with participating organizations resources in order to boost the expected impact. On top of that we have European networks that have a keen interest to collaborate within the subject.

The project will develop a novel concept to tell about a new development culture where co-creation and use of design is a mainstream and an integral part of the development of new products and services. This calls for a mainstreamed tone of voice. The messages are communicated via users and developers that tell themselves about the value they themselves perceive in their daily life.

We propose a style of communication by which we speak about the meaning of design for the development of cities with the help of examples. We look for new, easily understood ways to speak about city design. We rely on the power of examples and people's personal experience. We engage users to create a style of speaking in plain language. What does design mean in practice? How does design differ from other disciplines? What do design strategists do for work in cities?

One answer to the question about comprehensible communication is successful examples and the concrete benefits of design. When we speak about design to the general public, we can speak about the smoothness of services, human-oriented products and services, or how the needs of users are prioritized. Everybody has experienced situations where some service does not work. Examples from the everyday life often do the job. We also need to simplify concepts. This also means that we must give a context to design, that is, what we are talking about.

Another answer is the importance of visual communication, that is, making change visible and the ability to summarize and to simplify what we are doing. Experimentation and tolerance for incompleteness are parts of the process of design. Therefore it is also important to speak about things that are not quite complete yet. This is a particularly important lesson for cities, and it promotes interaction with residents and other partners. This is also important in that the manner of producing services is changing radically. In a way, the users and producers of services have moved to the same side of the table, to solve problems together, and the users' own, active role is emphasized. At its best, design generates shared understanding and a shared direction for a community. It binds us together around a shared story and identity.

The project produces various media material to be used and distributed via different networks and channels described below. Media include: printed material, articles, visualizations, blog and social media entries, white papers, audio & video documentation, periscope-streams.

The communication expertise will be a part of every test so that the developers and test owners realize what kind of concrete outputs and experiences are needed to articulate and visualize the value perceived by users and the processes behind it. Also expertise is needed in finding the relevant channels to distribute the messages and to empower developers to let go of the control of the content. If there is a real value to the users, the stories will arise from the users themselves. The main media to tell the stories is video material where the users share their experiences. Also a lot of pictures and visualizations are used.

The following communication measures will promote the project and its' findings and moreover, create and strengthen the community of developers and businesses interested in co-creation and provide the possibilities for mainstreaming co-creation:

1. Target group:
European design professionals and students, service design agencies, design consultants, organisations promoting design

Network and its channels:

Design for Europe, http://www.designforeurope.eu/

Design for Europe is a programme to support design-driven innovation across Europe. It is co-funded by the European Union as part of the EU's Action Plan for Design-Driven Innovation. Design for Europe is being delivered between January 2014 and December 2016 by a consortium of design organisations, universities and business support organisations from across the EU. This project's partner EnoLL is part of the consortium and therefore enables this project to build upon the work of the programme.

Design for Europe has a web channels and newsletter. It also acts via various kinds of events. Design In common will continue to serve the same audience.

BEDA (The Bureau of European Design Associations), http://beda.org

BEDA boasts 46 members from 25 member states in Europe. Members can be design promotion centers and other publicly funded organisations that promote design nationally or regionally as well as professional and trade associations for designers from across Europe. Those professional associations represent some 400,000 designers from across Europe in every discipline of work from industrial design and interiors to digital design and branding. As a BEDA member, IDZ may disseminate Design In common information and findings throughout the BEDA member network.

BEDA has a web channel and newsletter reaching all member organizations and interested professionals. BEDA also offers a broad variety of resources for use by its members and the general public – from research and position papers to work tools and analysis. Through the BEDA resource area, findings and results of Design In common will be made directly available to the European design community.

The Service Design Network (through SDN Finland), http://www.service-design-network.org/

The Service Design Network is the leading institution for expertise in service design. SDN is a partnership of professionals and an open-minded, knowledge-sharing network. Through national and international events, online and print publications and coordination with academic institutions, the network connects multiple roles within agencies, business, and government to strengthen the impact of service design, both in the public and private sector.

SDN has members and followers in various social media channels. It has a publication, a quarterly journal, Touchpoint. They organize the global Service Design Conference that takes place every year in Autumn. In Europe they have local groups Service Design Network Chapters that organize events such as meet-ups. The European are SDN Austria, SDN Denmark, SDN Finland, SDN France, SDN Germany, SDN Netherlands, SDN Norway, SDN Sweden and SDN UK.

International Design Center Berlin (IDZ), http://www.idz.de

The IDZ professional association comprises more than 200 members (designers, design consultancies, design oriented SMEs and corporations from all over Germany). Besides IDZ reaches 950 German and international design associations, multipliers, trade associations and chambers. Through the IDZ network Design In common can directly reach economic and trade stakeholders and multipliers.

The IDZ publishes professional and member newsletters to more than 6,000 design oriented readers and operates own social media channels.

World Design Weeks

Over 30 international design weeks are forming a consortium 2016. Helsinki Design Week is the European Coordinator and a founding member of the consortium. These design weeks can provide a platform for co-creation and dissemination for DesignInc. These design weeks all have their channels to each public sector and SME's.

2. Target group:

Employees and other stakeholders of participating organizations, European living lab developers, smart city developers, design city developers (such as UNESCO City of Design), ENoLL networks and members

Network and its channels:

Professional networks and media of participating organisations

These channels are typically newsletters, tweets, social media, websites, happenings, fairs, organizations, etc. For instance, City of Helsinki has exceptionally high number of foreign followers in its World Design Capital 2012 Helsinki Facebook group founded as the World Design Capital Helsinki 2012. Approximately half of its 19 760 followers are international people interested in the design driven city topic. The profile of the group is to bring forth the various different ways design can be embedded in business and in the public sector.

Participating organisations networks and networks' events

For instance, City of Helsinki is a member of ERRIN, a Brussels-based platform of Research and Innovation Organisations and Stakeholders in Regions. ERRIN aims to strengthen regional Research and Innovation capacities by exchanging information, sharing best practice, supporting European project development, policy shaping and profile raising by working together with a partnership approach. ERRIN organizes every year EU Design Days event in Brussels. Another similar and relevant network is EUROCITIES, a network of major European cities.

3. Target group:

European researchers and research institutions' staff.

Network and its channels:

Joint Research Centre (JRC)

The European Commission's in-house science service employs more than 3000 scientists from all EU countries and has implemented multiple online and offline communication and dissemination channels. It has its own internal social media platform and counts with a YouTube video channel

and a twitter account (@EU_ScienceHub) with more than 3300 followers. It is also responsible for the organization of numerous scientific events.

Dundee networks and partners

University of Dundee will start the international establishment of a new Design in Action network both physically in the UNESCO Cities of Design but also physically by lead the project network building and virtual platform development.

4. Target group:

Users, people living in cities

Network and its channels:

Cities and living labs channels and co-creation spaces

Cities and living labs are the front offices for citizens. The channels to reach users are tweets, social media, websites and events. More and more cities invite citizens openly to development processes via innovation labs and co-creation spaces. The physical spaces are also channels to reach the target group.

Partners City of Helsinki and City of Eindhoven will be supported by UNESCO City of Design cities Dundee, Budapest, Graz and St. Etienne. Altogether 22 cities hold the designation UNESCO City of Design. The network will be used as a dissemination channel.

ENoLL networks and channels

The participating network members in addition with the world-wide established network will provide excellent channels for activating participation and long-term dissemination after the end of the pilot project.

On-line media

The users are also reach via news media channels. Publications such as The Guardian Cities cover a wide range of topics of the transformation of the cities. Innovative new content video and clips on "how co-creation can affect the everyday life of users" are provided to these publications and social media channels.

3. Implementation

3.1 Work plan – Work Packages and deliverables

The work plan of the proposal consists of three main streams: management, content quality and test projects. Management is shared between the work packages but lead by one. The content quality work will be carried out in two work packages: one focusing on community building and dissemination and one focusing on scientifically sound evidence creation. The test projects are also divided to two work packages: one for longer more focused tests and one for shorter more open tests on embedding design. The work plan is divided so that the quality control work will start by setting up frameworks for the test

projects, after this test projects will be selected and supported producing content in accordance to the frameworks and finally the content will be gathered, quality controlled and disseminated.

The project structure table.

WP Nro.	1	2	3	4	5
WP Name	Management	Community building and dissemination	Strategic co-creation concept testing	Open co-creation call	Evaluation and impact
WP Lead	HEL	FE	ENoLL	UoD	JRC
WP Partner	IDZ		EIN		
Task 1	Risk and barrier management	Setting experience sharing framework for test activities	Call launch in the context of Smart Specialisation and City Strategies and policy	Scoping challenges for near future opportunities	Setting framework for collecting evidence of design-enabled added value and business model development
Task 2	Transparency and trust (confidentiality) management	Reach out - rising awareness in relevant and potential regions and sectors	Co-creation and selection of concept development tests	Co-creation of open call sector focus, selection criteria and funding structure	Ensuring data set collection procedure in collaboration with co-creation of calls (Tasks 3.2, 4.2)
Task 3	Community management	Co-ordination of peer-to-peer mentoring	Peer-to-peer mentoring and sharing benchmarks	Launch of open call and selection of concept development tests	Data gathering of funded test projects (WP 3 and 4)
Task 4	Test project selection management	Making activities visible, open and public	Collecting concepts on embedding design methods and tools	Collecting concepts on embedding design methods and tools	Developing methodologies and tools for verification and evaluation of impact

Task 5	Dissemination management	Managing open-ended deliverables and dissemination activities	Guidance on strategic use of design focusing on innovation policy, public sector and SMEs	Guidance introducing the use of design focusing on innovation policy, public sector and SMEs	Scientific publications on added value by applying design
Task 6	Administration	WP Co-ordination	WP Co-ordination	WP Co-ordination	WP Co-ordination

Work packages

Work package number	1	Start Date or Starting Event				10.10.2016	
Work package title	Management						
Participant number	1	6					
Short name of participant	HEL	IDZ					
Person/months per participant:							
Start month	1			End month	30		

Objectives

To guarantee the pilots main objectives regarding mainstreaming of design methods and tools in order to enable user-driven innovation. To ensure a robust selection process and adequate implementation of test and concept development projects. To build a relevant pilot community and guarantee open-ended deliverables and open data production in order to achieve expected dissemination and impact. To manage the administration of the pilot.

The management work package includes following tasks of the lead partner. Consortium partners collaborate and contribute.

T1.1: Risk and barrier management
Lead partner: HEL**; Other participants:** FE, ENOLL, UoD, JRC

Achieving desired impact through participant's projects requires hands on consultation and peer to peer leadership. Lead partner's consultation means providing model and material, coaching for model usage as well as online support during the project execution. Lead partner's team includes deep knowledge in design, business development and municipal organisation.
Risk and barrier management includes also situational awareness how projects are proceeding. Furthermore managerial approach includes tools for participator if there are unidentified problems in project execution, team or focus organisation.
Risks assessment documentation, recovery & communications plan and support mechanism for participants.

T1.2: Transparency, trust and confidentiality management
Lead partner: HEL**; Other participants:** FE, ENOLL, UoD, JRC

Creating an open environment for collaboration and information sharing before, during and after the project. Enabling transparency and trust through clear boundaries e.g. with clear indication of e.g. what is confidential information and how project results can be used.

T1.3: Community management
Lead partner: HEL**; Other participants:** FE, ENOLL, UoD, JRC, IDZ, EIN

Peer-to-peer support coordination. Lead partner's task is to manage individual funded projects but also the whole participator's network.

T1.4: Call management
Lead partner: HEL**; Other participants:** FE, ENOLL, UoD, JRC

Creation of clear project call criteria that includes e.g.: project scope, project resources, description of experience of people, time for concept creation and implementation, expected impact, dissemination, participation for community building and promotion, analyse possible risks and recovery plan.

T1.5: Methodology management
Lead partner: HEL**; Other participants:** FE, ENOLL, UoD, JRC, IDZ

Co-ordinating project methodology development. Formation of a co-creation team of experienced design consultants working in different fields and combining available tools and findings on design and user-driven innovation approaches. Development of Design Innovation Analysis and Evaluation Toolset.

T1.6: Dissemination management
Lead partner: HEL**; Other participants:** FE, ENOLL, UoD, JRC, IDZ

Planning early a dissemination plan with community building and dissemination partner
Leading and managing the collaboration to achieve expected impact and robust results.

T1.7: Task collecting European design stories
Lead partner: HEL**; Other participants:** FE, ENOLL, UoD, IDZ

T1.8: Task elaborating city content; co-creation spaces as demonstrations

Lead partner: HEL**; Other participants:** UoD, IDZ

T1.9: Task Develop and establish methods for procurement for all levels of design services and solutions
Lead partner: HEL**; Other participants:** ENOLL, UoD, IDZ

T1.10: Administration
Lead partner: HEL**; Other participants:** FE, ENOLL, UoD, JRC, IDZ

Decision making documentation. General administration and bookkeeping, payment schedules and financial reporting.

Deliverables (brief description and month of delivery)

D1.1 Project coordination plan (M1)

D1.2 Design Stories from Europe web publication (M35)

D1.3 Co-creation city content (M26)

D1.4 Procurement methods (M7)

D1.5 Data management plan (M6)

Work package number	2	Start Date or Starting Event				10.10.2016	
Work package title	Community and dissemination						
Participant number	2	4					
Short name of participant	FE	UoD					
Person/months per participant:							
Start month	1			End month	30		

Objectives

The primary objective of WP2 is to deliver innovation labs as a mechanism to deliver pathways to content quality and impact. WP2 is cross-cutting and collaborative, led by FE in close partnership with all consortium partners. WP2 will support the project activities with activation and dissemination skills and measures that are international, European-wide and even wider.

FutureEverything will deliver innovation labs introducing imaginative methods and tools to the cities and test projects to engage users and build markets and thereby achieve broad based dissemination and commercial viability. The innovation labs will provide a supporting mechanism and framework setting for cities to run open calls and labs and to embed design in participating organisations. WP2 will build on FutureEverything's track record in innovation lab delivery for cities, companies and communities. The innovation labs will support the two categories of test projects led by ENoLL (WP3) and University of Dundee (WP4) respectively.

FutureEverything will lead WP2 and deliver a programme of innovation labs on pathways to impact. The FutureEverything innovation labs will incorporate and build on proven methods and tools from across the consortium and will support co-creation and testing in WP3 and WP4.

Description

T2.1: Setting experience sharing framework for co-creation and test activities
Lead partner: FE**; Other participants:** HEL, ENOLL, UoD, JRC, IDZ

Methods and tools will be reviewed, selected and developed as a collaborative task engaging all partners. In T2.1, the consortium will survey and review current frameworks and tools, and work together to test and develop them further. The outcome will be a set of methods and resources to be deployed in a cross-cutting innovation lab and workshop programme delivered across WP2,3,4.

T2.2: Design for outreach and impact – open prototyping
Lead partner: FE **Other participants:** JRC

A programme of supporting workshops introducing the open prototyping framework to the cities and test projects. Open prototyping is to develop and test a concept or process through input of external contributors. Opening the process up can create points of contact to various contributors and users at different stages in the development process, it can entail multiple points of openness and synthesis.

Public trials and demonstrations enable co-creation and testing with a wide range of participants, and can build visibility and markets.

T2.3 Network building
Lead partner: UoD**; Other participants:** HEL, ENOLL, JRC, IDZ, FE
This task will extend the successful DiA online member area, for DesignInc. It will review the requirements of the new project whilst rebranding and promoting membership of the Design In common project to new members across the EU. The existing 2,000 DiA members already understand the value of design innovation, and have been actively applying the principals of design into businesses. Their current service will be extended to include support for public and third sector teams and extend the collaboration, advice and exchange support through the Members Discussion Page. In addition, the task will update and include DesignInc Design Toolkits and methods, Online Training, and co-ordinate information for DesignInc events, as well as provide community monitoring for peer to peer support and networking.

T2.4: Showcase – making activities visible, open and public
Lead partner: FE**; Other participants:** JRC

FutureEverything's model of open prototyping will be used to make a selection of activities visible, open and public, including to citizens. Public demonstrations and trials will be used to generate new insights, to build markets, and to create accessibility to citizens and users. Each year one project suitable for public demonstration that can provide an exemplar for the overall programme will be selected and showcased at a major European innovation festival. Careful curation and selection will identify projects suitable for testing with the public at a large scale. Devices, interfaces and experiences will be demonstrated in real world scenarios to see how they might be used, and how people might respond.

Citizens and users can be engaged in shaping questions, collecting data and adding new interpretation.

T2.5: Coordinating communication and dissemination activities
Lead partner: FE**; Other participants:** ALL

A comprehensive communications and engagement strategy will be developed to underpin high levels of awareness, participation, dissemination and exploitation. The strategy will articulate the overlying narrative and mission of the project to underpin coherency and impact. It will further detail the target audiences, highlighting the need to identify clear and consistent key messages, and describe the communication channels, mechanisms, tools and media that will be used. Measures to deliver scalable and sustainable participation will build on proven methods and mechanisms used by the consortium.

Engagement and visibility will be delivered leveraging local and city networks of participating organisations, and dissemination and exploitation will be delivered jointly by all consortium partners.

T2.5: Governance
Lead partner: FE**; Other participants:** ALL

Deliverables (brief description and month of delivery)

D2.1 Data management plan for work package (M4)

WP 3: Strategic co-creation concept testing

Work package number	3	Start Date or Starting Event				10.10.2016	
Work package title	Strategic co-creation concept testing						
Participant number	3	7					
Short name of participant	ENoLL	EIN					
Person/months per participant:							
Start month	1			End month	30		

Objectives

The objective of this WP is to develop a strategic co-creation concept and experimentation pilot at European level providing early testing, measuring and assessment of co-creation concepts, and offering support and design expertise to local public and private stakeholders for key challenges in different thematic domains. Specific objectives of this strategic co-creation concept are:

- Early pilot implementation supporting methodology development and testing, and guidance for embedding design in value-creating networks. early testing of concepts and metrics for refinement in the open pilot.
- Early development in the project of an Euroean wide practical experimentation, piloting and demonstration through several projects led and developed by experienced user-driven design players by witih long term commitments in both development and implementation beyond the concept phase (1st European pilot iteration)
- Embedding Practical experimentation as a method from the very beginning of the project
- Involvement of lead user-driven design players witih long term commitments
- Early identification of barriers and enablers for embedding design in value-creation networks
- Early contribution to the creation of data, data sets and metrics. Enhancing the possibilities to assess the impact of design-related policies and programmes in terms of user benefit and business impact.
- Development of showcasing success and failure stories early in the project
- Widely engage organisations that already support integration of design and user-driven innovation into innovation policies

This strategic European concept pilot is developed from M4 to M15

Description

TASK 3.1 Detailed scope and planning for strategic pilot development (M1-M3)

Lead partner: ENoLL; **Other participants:** [JRC, DUN, HEL, EIN]

This task will define the detailed scope and planning of all the individual pilots and it will pay particular attention the common streams such as:

- Framework for data collection, and analysis (done individually under a common framework defined in collaboration with WP5)
- Local project and activities dissemination / policy local events (in coordination with WP2 and Task 3.5)
- Peer-to-peer mentoring and sharing benchmarks (sharing activity among pilots coordinated by ENoLL and with collaboration of other project partners)
- Collecting concepts on embedding design methods and tools (done individually, collected by ENoLL, share with all)

TASK 3.2 Strategic co-creation concept Pilot development (M4 – M15)

Lead partner: ENoLL; **Other participants:** [EIN, 3rd parties, JRC]

Implementation of the European strategic concept pilot (6 individual coordinated projects) and all the transversal activities as defined in task 3.1, with iterations and adjustments in the planning every 3 months. The 6 preselected projects are summarized in section 1 and a full description can be found in section 4.2. All the different individual projects (sub-tasks) will develop the design activities with public sector and SMEs and gather data and metrics concerning the impact of design-related actions in terms of user benefit and business impact. The will use transferable methodology to evaluate the effectiveness of design in the innovation process, and will identify main challenges and barriers.

- Subtask 3.2.1 European Strategic concept pilot development management (ENoLL)
- Subtask 3.2.2 **Smart Library project** (Başakşehir Municipality, Istanbul, Turkey) (EnoLL via 3rd party Basasksehir municipality)
- Subtask 3.2.3 **Design for Social innovation** (policies and Entrepreneur**s**) (Andalucia, Spain) (ENoLL via third party Consorcio Fernando de los Rios)
- Subtask 3.2.4 **City of Things design project** (Antwerp, Belgium) (ENoLL via thrid party iMinds)
- Subtask 3.2.5 **Smart Street design project** (Krakow, Poland) (ENoLL by third party KTP)
- Subtask 3.2.6 **Design and user driven innovation for health and wellbeing in Helsinki region** (EnoLL via Laurea University and FVH)
- Subtask 3.2.7 **A new approach to area based working. Tackling urban problems in close collaboration with the city** (EIN)

TASK 3.3 Assessment of strategic co-creation pilot (M7 – M16)

Lead partner: EIN **Other participants:** [ENoLL, 3rd parties, JRC]

Complementary to task 3.2 and based on its results, this task will focus on the identification of barriers and enablers for embedding design in value-creation networks and the development of

showcasing success and failure stories. Data collected by each of the projects will be individually and collaboratively assessed together with WP5 leader.

TASK 3.4: Guidance on strategic use of design focusing on innovation policy for public sector and SMEs (M12 – M30)

Lead partner: ENoLL; **Other participants:** [ENoLL, JRC, HEL, EIN]

This task will use first results for the strategic concept pilot (M18) and second the open co-creation call (M30) to develop recommendations for policy makers and a guidebook on strategic use of design. Through this task the consortium will engage early in the project with policy makers and officials at European level, and National and regional level to share early recommendations and discuss integration of design and user-driven innovation into innovation policies and support mechanisms, including funding programmes. European Commission and Committee of the Regions will be the main European institutions targeted in this process. Strong collaboration is aimed in between DesignInc and the European networks Eurocities and ERRIN (coordinator, project partners and 3rd parties are part of these 2 networks) to enhance the local and regional dimension in policy discussions. Results from M18 and M30 will be publically shared in events with the above mentioned institutions.

TASK 3.5: Peer-to-peer mentoring and support (M16 – M30)

Lead partner: ENoLL**; Other participants:** [EIN]

Through this task ENoLL and some of the strategic pilot owners will provide support to WP4 partners and selected projects, extending the value generated in the strategic pilot with extra peer-to-peer support and guidance.

Deliverables (brief description and month of delivery)

D3.1 Detailed scope and planning for strategic pilot development (M3) (ENoLL)

D3.2 Data management plan for work package, M4.

D3.3 Full report on strategic co-creation concept pilot development and data gathering (M15) (ENoLL)

D3.4 Identification of barriers and enablers for embedding design in value-creation networks (M15) (ENoLL)

D3.5 Guidance on strategic use of design for innovation policies and policy recommendations (M18, M30)

D3.6 Mainstreaming design through European networks (M30)

[redacted]

6 individual coordinated projects

Work package number	4	Start Date or Starting Event				10.10.2016	
Work package title	Open co-creation call						
Participant number	4						
Short name of participant	UoD						
Person/months per participant:							
Start month	1			End month	30		

Objectives

WP4 will develop a rigorous and scientifically informed approach to embedding design process and methods for co-creation through tried and tested design tools and methods for a **series of open calls** for participation. The open calls will respond to challenges with innovation opportunities for businesses (SMEs, start-ups), public and third sectors across the Europe. The specific objectives are to:

O4.1 Refine and deliver design methods to support collaborative and co-created scoping of near future challenges and opportunities for innovation across the Europe.

O4.2 Deliver 5 distinct open calls for funding and support within 30 months, each with defined sectors, with funding selection and support measures thereafter of test projects.

O4.3 Contribute to a network of sector experts, designers, businesses, public sector and NGO's, who have been trained in design methods and co-creation.

O4.3 Produce shareable materials and guidance detailing the process, criteria and structure and design methods that support open use-driven innovation and co-creation activities.

Description

TASK 4.1: Scoping challenges for near future opportunities (M1-M18)
Lead partner: UoD; **Other participants:** HEL, ENOLL, FE, JRC

Description of the task: Although there are common economic and societal challenges across the EU, the assets, skills, and motivation of a particular industry, city or region will influence the drive and capability for innovation. Workshops, surveys and a literature review will kick off across each of the supporting 5 UNESCO Cities of Design, to scope challenges with opportunities for future innovation across SME, Public and Third Sectors. Early consultation with each city has identified sectors including Mobility, Living Well and Environmental Issues. This task will apply Design methods previously tested in DiA, to underpin scoping, and will necessitate knowledge exchange activities in each city. UoD will also lead the network building task in WP2. Open participation will be sought from different sectors including the existing business community, entrepreneurs, civil servants and policymakers, citizens, academics and third sector bodies through the DesignInc online presence. Workshop speakers and the participants will collaboratively:

- apply design methods for agenda setting and scoping.
- develop regional opportunities for innovation.
- scope the potential innovation impact of design for business, public and third sector organisations.

Workshop outputs developed in T4.1 will be summarised in D4.2 and taken up in T4.2 for refinement. Guidance, materials and tools will be added as a resource to D4.3.

TASK 4.2: Co-creation of open call, selection criteria and funding structure (M4-M12)
Lead partner: UoD; **Other participants:** HEL, FE, ENOLL

Description of the task: The interpretation phase will prepare and develop the concepts and materials for 5 open calls, one based in each supporting UNESCO City of Design and the surrounding region.

This task will frame and finalise the open calls concepts from sector scoping (T4.1), drawing in literature and reports. It will manage a peer review process for the call and engage appropriate sector experts, as well as city, academic and regional stakeholders from across the EU. This task will also prepare all materials necessary to deliver T4.3, including a blueprint for ideation sessions, Design methods and worksheets for co-creation activities. The call and ideation sessions also require the preparation of information for participants and funding panel members, these include guidance on the definition and process of co-creation itself, information about participation, the aims and objectives of DesignInc and criteria. This WP will produce:

- 5 separate open call documents, each with a city region context, innovation challenge and 3-4 sector specific 'hooks'.
- Open call information: participation requirements, funding criteria and IP for co-creation.
- Design methods and associated materials to be used in the ideation process and thereafter in funded projects (T4.3).
- Funding criteria, with a structure for projects to be assessed and funds distributed.
- A framework for the post event support of selected projects embedding design.

An extensive EU network of sector experts, designers, targets and other participants.

TASK 4.3: Launch of open call, ideation and selection of concept development tests and experimentations (M12-M30)
Lead partner: UoD**; Other participants:** HEL, FE, JRC

Description of the task: The Ideation phase requires communication, facilitation and selection of concepts from open calls. This task will deliver and manage this process from call launch leading up to and including the DesignInc 'Ideation' event, which will take place approximately 10 weeks after each call announcement. We will begin by coordinating the launch of a series of open calls by providing a framework for partners, the call will be published in month 12, with 1 call approximately every 10 weeks thereafter. Calls are launched online (T4.2) and promoted in collaboration with WP2. This task will leverage relevant sector-based networks and contacts made in activities in T4.1 and T4.2. T4.3 will work closely with WP2 to stage marketing and communications events to promote the call, e.g. sector innovation twitter hours, as well as spreading ideas and relevant literature through social media. The open call requires participants to apply online to attend ideation sessions, the WP4 team will select participants to attend based on sector expertise as well as a tried and tested 'mix' of people and skills, this will include designers and stakeholders in each city region. Ideation events will be facilitated by WP2 and the WP4 team will contribute to this task.

TASK 4.4: Collecting concepts on embedding design methods and tools (M1-M30)

Lead partner: UoD; **Other participants:** ALL

Description of the task: This task will co-ordinate all aspects for the support of concepts emerging from open calls and will collaborate closely with JRC to support preparation of the proforma documents necessary to assess the process of co-creation and all design tools applied within that. In order for that concept of embedding design to be understood, a series of training workshops with WP2 and WP4 using guidance and design tools produced in T4.5 and supporting material will be delivered. This task will in addition provide the framework and documents necessary to administer and support projects emerging from ideation sessions. It will co-ordinate the process for concept selection, including; preparation of materials and documents to support the registration of ideas and teams at ideation sessions, registration of IP and guidance for this, coordination of external panel members in collaboration with UNSECO Cities of Design, administer award funds, criteria for funding, and sharing

of design materials and contacts with teams. Business support will be signposted within city regions, and training provided by a specialist in embedding design from DiA.

TASK 4.5: Guidance introducing the use of design focusing on SMEs (M1-M30).
Lead partner: UoD; **Other participants:** JRC, ENOLL

Description of the task: This task will gather and formalise all processes and development of design methods and tools used in the project. From living lab projects, to scoping, through open calls to ideation and beyond to funded concepts and business support. A suite of tools and methods will be prepared for the DesignInc repository alongside the necessary materials to log and record which methods are used and when. A proforma for business, public and third sector will assist in describing and assessing the use of design methods. The objective of this task will be to:

- consolidate best practice and processes for embedding design into business and public sector as tested from the DesignInc consortium.
- prepare design methods and associated materials as a DesignInc methodology
- provide both qualitative and quantitative data for WP dealing with

The outcome of T4.4 is a Design Kit for You (D4.3) made available in printed and Portable Document Format (PDF) format. It will include guidance on the use of design, focusing on innovation policy, and will include co-creation materials and resources for individuals, businesses, public sector, third sector as well as designers, educators and innovation agencies. A Design Kit for You will help non-designers devise, deliver and evaluate their use of design, and collaboration with designers including impact assessment. Tools will be included for use by Start-Up's and SME's, Public and Third sector, with highlighting case studies. The Kit will be developed for translation. The aim is to align design tools within development timelines, and with assessment proformas in order to increase the likelihood of success in innovation for business, public and third sectors across the EU.

Deliverables

D4.1 Data management plan for work package (M4)
D4.2 5 Near future challenges scoping workshops and Open calls (M18)
D4.3 Innovation Lab Blueprint with Design Methods and Materials (M24)
D4.4 Design Kit In common (M30)

Work package number	5	Start Date or Starting Event				10.10.2016	
Work package title	Evaluation and impact						
Participant number	5						

Short name of participant	JRC						
Person/months per participant:							
Start month	1			End month	30		

Objectives

Provide a quality control evaluation of the data produced by the pilot experiences and assess the impact of utilising design methods and tools in development and innovation within the public sector and SMEs.

The specific objectives of the Work Package are:

- to design a framework for co-creation in terms of its participatory concepts and user-driven innovation both in private, public and third sectors;
- to set up a methodological framework to assess the effectiveness and the added value of embedding design to enable user-driven innovation in terms of user and citizen benefit and business model impact;
- to implement a set of evaluation methodologies (both qualitative and quantitative) and respective indicators and metrics;
- to gather and analyse the data and provide evidence in a consistent way.

Work package 5 is coordinated by the JRC and is implemented with the participation of all consortium partners.

Description

Task 5.1: Setting a framework for collecting evidence of design-enabled added value and business model development (M – M)
Lead partner: JRC; **Other participants:** HEL, IDZ

Overview of co-creation design tools and techniques for engaging non-designers in specific participatory design activities relevant for this specific project.

Design and setup of methodologies to support the co-creation phases: idea generation, knowledge development and concept development; these methodologies aim at incorporating diverse user perspectives and expertise's into the co-creation process, regardless of the sector.

Development and implementation of guidelines for the collection of data and data sets generated in each pilot experiments on embedding design.

Implementation of quality assurance protocols aimed at guaranteeing the robustness of the data collected.

Task 5.2: Ensuring data set collection procedures to support the co-creation calls (Tasks 3.2, 4.2)
Lead partner: JRC; **Other participants:** ENoLL, UoD

Fostering of co-design capability in the various pilot experiments: Co-design processes require the involvement of multiple stakeholders with different backgrounds, expertise, experiences, and interests. It is therefore important to understand the context of the pilot experiments and customize the tools and techniques accordingly, as well as to find appropriate ways for engaging and involving different stakeholders. Hence, this task will develop a full fledged protocol to engage different stakeholders in the pilot experiments.

Task 5.3: Data gathering of funded and supported test projects (WP 3 and WP 4)
Lead partner: JRC; **Other participants:** ENoLL, UoD

Support to the planning and implementation of the co-design experiments, i.e. the co-design sessions and workshops. Development of Introduction Activities, Sensitising Activities, Immersion Activities, Generation Activities, and Reflection Activities. The specific activities implemented will depend on the topics being addressed and the nature of the participants. Tools and techniques used include, but are not limited to: collages, paper prototyping and sketching, cognitive and context mapping, storyboards, inspiration cards, modelling, and games. This implies attendance and data gathering of co-creation sessions.

Task 5.4: Developing methodologies and tools for verification and evaluation of impact
Lead partner: JRC; **Other participants:** HEL, IDZ

Development and implementation of quantitative and qualitative methodologies suitable to measure and evaluate the effectiveness of the co-creation process in the various pilot experiments and the user-driven innovation outcomes. This includes the setting of performance indicators and metrics and the setup of semi-structured in-depth interviews, surveys, and focus groups, as well as ethnographic work. A protocol of evaluation will be developed to be tailored to each pilot experiment; this protocol will itself be tested during the pilot experiments with the aim of its transferability and scalability to other settings. Expected outcomes include the funding of at least 5 experiments where collaboration leads to strategic changes and 10 experiments where collaboration leads to efficiency or offering development, resulting in the creation of approximately 100 new jobs in the target cities (value estimated based on the outcomes of previous projects), in sectors related to wellbeing, ICT, food, rural economics, and sports.

Task 5.5: Scientific publications on added value by applying design
Lead partner: JRC; **Other participants:** HEL, UoD

Publication of pilot experiences results and project outcomes in international peer reviewed, open access, journals and presentation at international conferences. Results and discussions will be held through a Web site which will seek immediate feedback from those who participate in the experiments and an extended community of practice.

Task 5.6: WP Co-ordination
Lead partner: JRC; **Other participants:** ALL

Management of the collaboration among different partners and work packages directly or indirectly connected to the work to be developed in this work package. Purposeful organised meetings to discuss with partners the evaluation protocol and its practical implementation.

Deliverables

D5.1 Data management plan for work package (M4)
D5.2 Co-design guidelines toolkit for the pilot experiments (M29)
D5.3 Methodological framework to assess the effectiveness of co-creation in the innovation process in terms of user/citizen benefit and business impact (M31)
D5.4 12 Focus Group sessions (M3-20).
D5.5 Report of the evaluation. (M29)
D5.6 Scientific publications describing pilot experiences and results (M29)

Table 3.1 b: List of work packages

Work package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Person-Months	Start Month	End month
1	Management	1	HEL	83	1	30
2	Community building and dissemination	2	FE	48	1	30
3	Strategic co-creation concept testing	3	ENoLL	58	1	30
4	Open co-creation call	4	UoD	100	1	30
5	Evaluation and impact	5	JRC	52	1	30
				341		

3.2 Management structure and procedures

The project consortium comprises the participants City of Helsinki, Finland, Future Everything and University of Dundee, United Kingdom, European Network of Living labs and Joint Research Centre, Belgium, International Design Centre, Germany and City of Eindhoven, The Netherlands. Project partners are established experts in their own fields and they all have previous experiences from multi-disciplinary working and international collaboration. They maintain high ethical standards and are reliable in the projects they are committed.

City of Helsinki will take on the overall responsibility for the coordination and the financial management of the project. As lead partner, City of Helsinki will take on the responsibility

1. for the outputs, their quality included, as stated in the project plan
2. for signing the subsidy contract and preparing and administrating the signing of the partnership agreements.
3. for all reporting.

All project partners are represented in the Steering Group. Steering group focuses on co-ordination and quality assurance of DesignInc project. The steering group has regular meetings by using teleconferencing. The face-to-face –meetings are organised in connection with relevant events like seminars and workshops in local level. During the process steering group supports and advices the partners both in producing adequate documentation of the experimentations and in integrating the outcomes to common format in order to achieve the European effectiveness.

Project organisation

Each Partner form a group of local leaders to their countries. They will appoint one staff member as local co-ordinator who is responsible for day-today management at partners' level. That person will be the first contact point for City of Helsinki e.g. in terms of management and financial issues. The local co-ordinators are in charge to co-ordinate the local experimentations during the projects as well as launching the call nationally. They serve as integrators between different stakeholders and support the synergy of diverse experimentations during the project. They are active in communication and delivering both intermediate and final results.

The milestones of DesignInc-project are described in European level. The local action plans will be synchronised accordingly. The milestones are about seminars and workshops as well as developing and launching the calls for co-creation and user-driven innovations. The steering group meetings either face-to-face and digital form are planned also. The efforts in milestones are in the begin tend to awake the attention and inspirations to experiments and in the last phases the focus is more on integrating the results and impacts.

Table 3.2: List of milestones

Milestone number	Milestone name	Means of verification
1.	International kick off seminar	Seminar program List of participants
2.	Steering group meeting (face-to-face)	Agenda Minutes
3.	Establishment of communication platforms for project participants	Functional www-pages Social media
4.	The kick-off of outlined experimentations in different countries	Case-descriptions of experimentations Digital documentations (e.g. videos)
5.	The execution of the national workshops along the experimentation	Workshop programs Lists of participants
6.	Steering group meeting (digital)	Agenda Minutes
7.	Scoping in five Unesco cities	Case-descriptions of experimentations Digital documentations (e.g. videos)
8.	Launch of open call co-creation (five times)	Call texts Applications
9.	Steering group meeting (face-to-face)	Agenda Minutes
10.	The half way seminar	Seminar program List of participants
11.	The kick-off of new experimentations in different countries	Workshop programs Lists of participants
12.	Steering group meeting (digital)	Agenda Minutes
13.	The execution of the national workshops along the experimentations	Case-descriptions of experimentations Digital documentations (e.g. videos)

14.	The execution of the final -seminar to sum up the project and share results	Seminar programs Lists of participants
15.	Steering group meeting (face-to-face)	Agenda Minutes
16.	The national and experimental based publications collected to one summary	DesignInC –publication (printed and digital)
17.	Strategic European roadmap	DesignInC –publication (printed and digital)
18.	Scientific publications for knowledge dissemination	Journal articles Conference papers

The project is collaborative and experimental by its nature. It is important to identify the possible threats and risks. The risks are connected to the quality of co-creation processes or outcomes. Even the program is not longer than 30 months one need to be prepared to changes of individuals in partner organisations. The risk implementation is presented in Table 3.2

Table 3.2 Critical risks for implementation

Description of risk (indicate level of likelihood: Low/Medium/High)	Proposed risk-mitigation measures
Medium level risk Experimentations are not multidisciplinary enough	Competence mapping and relavant selection criteria enabled by criteria co-creation
Medium level risk Co-creation failures	Emphasis on trust and community building
Low level risk Limited amount of high quality applications	Efficient communication in launching phase
Low level risk Unexpected changes in consortium	Focusing on strategic engagement in participating organisations

3.3 Consortium as a whole

Universities and think tanks are typical actors of innovation development programmes as where a municipal organisation may have only a limited role. The public sector is an industry of its own and requires specific industry knowledge to stimulate or achieve required change. To really improve efficiency of public sector processes or to create user driven innovations the public sector's role must be emphasised. This is the reason why Helsinki is an leading partner in this proposal. Wide sustainable change starts from the inside of the city, the process owner.

Cities should be stakeholders when implementing European or regional innovation strategies. Because of the fact that cities have direct and multifaceted connection to city users: citizens, officials, policy makers, businesses and NGO-organisations. Due to the user connection cities can have central role in fostering the supply and demand of emerging practices e.g. design. A city can have proactive role in supporting the development of regional SME businesses through co-creative teams.

The proposal tackles the specific challenge and scope through Europe-wide **multi- and transdisciplinary consortium.** By joining forces the following forerunners have the experience, model and opportunity needed to coordinate, support and communicate the development of solutions for the specific challenge of SMEs and public sector.

- **The City of Helsinki (HEL)** has more than a decade of practical piloting of design projects and stimulating organisational change. Awareness of design is high in Helsinki as the city has a design strategy. Today city designers in Helsinki know how to build up inspiration and impact as well as project ownership accross city organisations. Mainstreaming design means mainstreaming of design vocabulary. Practical experience from Helsinki suggests following. Instead of design that it is easier to communicate through: emphaty & user focus, experimentation, co-design & co-creation, vizualition and concretism.

- **Future Everything (FE)** as the community building partner contribute to the dissemination, communication and evaluation of the impact of testing and of developed concepts and to content quality.

- **The European Network of Living Labs (ENoLL)** has an existing network actively committed to engaging and empowering users and citizens to take part in sustainable innovation processes. A key group of Effective members of the network is defined in the proposal.

- **The University of Dundee (UoD)** have scientific experience and sound methods that can be used in scouting near future opportunities for SMEs and public sector.

- **The Joint Research Centre (JRC)** have an undisputable experience of producing data and guaranteing scientific quality of metrics and validsting added value of tested concepts.

- **Additional partners** as business school Phd students contribute to the dissemination, communication and evaluation of the impact of testing and of developed concepts.

One top of the collaborative partners, Creative Cities Network of UNESCO will be a global network to ensure the exploitation of the results, and to encourage cities even beyond the testing actions of this pilot. Since its launch 2004, the Creative Cities Network has fostered international cooperation with and between cities all over the world. UNESCO has stated that its Creative Cities Network "offers unparalleled opportunities for cities to draw on peer learning processes and collaborative projects in order to fully capitalize on their creative assets and use this as a basis for building sustainable, inclusive and balanced development in economic, cultural, environmental and social terms". The Creative Cities Network is currently formed by 116 members from 54 countries covering different creative fields.

22 of the members, including Helsinki and Dundee have been designated as UNESCO City of Design. Joining the network requires a validation procedure in which these design cities have demonstrated to have design businesses and education present in the city and that they have a strong commitment and interest towards fostering and using design.

The organisations representing the European UNESCO City of Design municipalities form a core group to conduct the testing of this pilot action. They already have connection and channels to share also the outputs and learnings. The European cities are: Helsinki, Dundee, Graz, St.Etienne, Torino, Berlin, Bilbao, Budapest and Kaunas.

UNESCO City of Design cities collaborating with DesignInc are: Helsinki, Dundee, Graz, St.Etienne and Budapest (letters of support).

The rest of the design cities are global opportunities for dissemination and places to promote the European design knowhow developed and gathered through this pilot action. The global design cities are Buenos Aires, Kobe, Montréal, Nagoya, Shanghai, Shenzhen, Soul, Peking, Curitiba, Singapore, Detroit, Puebla and Bandung. For the design agencies the testing with European cities will hopefully create such a strong reference that their knowhow will interest also globally beyond these cities.

3.4 Resources to be committed

Table 3.4 a: Summary of staff effort

	WP1	WP2	WP3	WP4	WP5	Total Person/ Months per Participant
HEL	44	12	8	8	12	84
FE	1	0	0	10	3	14
ENoLL	2	4	16	4	4	30
UoD	3	24	3	60	8	98
JRC	2	4	12	12	21	51
IDZ	30	4	4	6	4	48
EIN	1	0	15	0	0	16
Total Person/Months	83	48	58	100	52	

Table 3.4 b 'Other direct cost' items (travel, equipment, infrastructure, goods and services, large research infrastructure)

Main order cost wil come from wide testing and will be spread widely us follows:

	iMinds	CFR	BSKLL	Krakow	FVH	Laurea
PersonnelPM	**10**	**8**	**10**	**13**	**7**	**10**
Task 3.1	1	1	1	1	0,5	1
Task 3.2 (pilot)	7	5	7	10	5	7
Task 3.3	1	1	1	1	0,5	1
Task 3.4						
Task 3.5	1	1	1	1	1	1
Personnel costs	**80.000 €**	**60.000 €**	**50.000 €**	**39.000 €**	**56.000 €**	**75.000 €**
Other direct costs	**17.400 €**	**12.400 €**	**19.900 €**	**20.400 €**	**11.600 €**	**15.400 €**
Travelling	2.400 €	2.400 €	2.400 €	2.400 €	1.600 €	2.400 €
Pilot development	10.000 €	5.000 €	10.000 €	13.000 €	5.000 €	8.000 €
Local dissemination and event	5.000 €	5.000 €	7.500 €	5.000 €	5.000 €	5.000 €
Subcontracting	- €	10.000 €	5.000 €	3.000 €		5.000 €
Total Direct costs	97.400 €	72.400 €	69.900 €	59.400 €	67.600 €	90.400 €
Indirect costs	24.350 €	18.100 €	17.475 €	14.850 €	16.900 €	22.600 €
Total cost	121.750 €	100.500 €	92.375 €	77.250 €	84.500 €	118.000 €
Requested EC contribution	**121.750 €**	**100.500 €**	**92.375 €**	**77.250 €**	**84.500 €**	**118.000 €**