Co-funded by the Horizon 2020 programme
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CODIS

Co-create Design Innovation Services

The purpose of the CODIS project is to tackle the challenges that national/regional agencies/ organisations face, providing innovation support services that really apply to and meet the needs of the SMEs. The approach of the CODIS project from the moment it was set-up, was to bring three experienced organizations together, to jointly seek solutions in the Service Delivery System of Design support programmes.

Using the Twinning Advanced methodology, this project led to the elaboration of a Design Option Paper (DOP), which includes the results of a peer-review process on existing services, leading to the foundation of how to set up a "design support service". During the implementation of the project, the partners peer-reviewed the whole cycle of an design-support programme service delivery system: the procedures of setting up a design-support service that meet the needs of the target group -the SMEs-, the awareness raising regarding design support opportunities, the provision of the services themselves, the post-evaluation of the provision and the improvement of the service.

An innovative objective as part of the CODIS project was that the partners, in continuation of drafting the initial DOP, used it as a guidebook and tested it by setting up a pilot - new service-programme, offered to SMEs in Greece. This final Design Option Paper that you hold in your hands, aims to be an understandable, tested, practical and effective tool that will serve effectively as a "guide" or a "handbook" to innovation agencies and organisations, in order to design and/or deliver similar, more enterprise-friendly programmes and services.

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KEPA BUSINESS & CULTURAL DEVELOPMENT CENTRE

Danish Design Centre

EESTI DISAINI KESKUS — ESTONIAN DESIGN CENTRE

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Deliverable D1
DESIGN OPTIONS PAPER

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1. DISCLAIMER

The content of this document and the views expressed in this report are of the sole responsibility of the authors and the CODIS project team. Under no circumstances can they be perceived as reflecting the position of the European Union or of the Programme's management structures and in no way hold responsible the involved organisations.

2. ACKNOWLEDGEMENT

This project was supported by the European Commission and is the result of a collaboration between the Business and Cultural Development Centre – KEPA (Greece), the Danish Design Centre – DDC (Denmark) and the Estonian Design Centre – EDC (Estonia). The key personnel of the collaborating organisations involved in the implementation of it were (in name order per partner): Angeliki Barakli, Dimitris Kaboukos, Dimitris Stathis, Christina Skoubridou, Christina Melander, Christine Sofie Stahl, Aive Karing, Martina Tramberg, Katrin Tomiste and Tiia Vihand.

A special acknowledgment goes to the participants of the Pilot Action that was set up based on the draft Design Option Paper and offered in Greece, who provided us with their priceless feedback on the Pilot and the project in general.

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3. EXECUTIVE SUMMARY

The purpose of the CODIS project is to tackle the challenges that national/regional agencies and organisations face, providing innovation support services that really apply to and meet the needs of the SMEs, helping them transform. But how to create a service or a programme that really catches the attention and satisfies your target group? The project partners, having great experience in similar methodologies, came up with an answer: Design! But to begin with, what is design?

"Design is an approach to problem-solving that puts the user at the heart of the development process. As such, it can be applied to developing user-friendly products and services in the private sector as well as effective public services.[1]". "Design is not just about the way things look, it is also about the way they work. Design creates value and contributes to competitiveness, prosperity, and well-being in Europe. The European Commission aims to accelerate the take-up of design in industrial and innovation activities at European, national, and regional level.[2]" Moreover design is good business. A study launched by McKinsey in the fall of 2019 states: "Design focused companies increased their revenues and total returns to shareholders (TRS) substantially faster than their industry counterparts did over a five-year period—32 percentage points higher revenue growth and 56 percentage points higher TRS growth[3]."

[1] Dr. Anna Whicher, Head of Design Policy of the International Design and Research Centre at Cardiff Metropolitan University.
[2] DG GROW's dedicated website for Design for Innovation, Innovation Policies.
[3] McKinsey Quarterly "The business value of design", October 2018

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The three CODIS partners, KEPA (Greece), the Danish Design Centre – DDC (Denmark) and the Estonian Design Centre – EDC (Estonia), are regional/national agencies/organisations, that deliver innovation support programmes/services to SMEs. All of them being key players in the field of design methodology and design-driven innovation programmes aimed at SME's, have agreed to combine their forces in order to develop a Design Options Paper (DOP). The DOP -a guidebook- will be available to any similar agency or organisation, designing and delivering either innovation support programmes (in general), or design support programmes specifically.

In order not only to share peer-learning outcomes, but also to prove Design Thinking's added value including putting user needs at the centre, the partners took their experiences, their knowledge and the peer-reviewed programmes and services included in the (draft) Design Options Paper and combined it with a user research conducted by KEPA, in order to set up a pilot for the Greek SMEs. The pilot programme -named Re:Connect- had a dual purpose:

- Initially, to feed the Design Options Paper with real SMEs' feedback on how to successfully set up a programme/service.
- Secondly, to test the process of delivering an actual programme/service to SMEs, enhancing their innovation and testing the whole service delivery system, from the setting up stage of a design-support service, the awareness-raising activities, the provision of the services, the post-evaluation of the programme/service and the improvement of the it.

This document has been developed through the Twinning Advanced Methodology (Twinning+), which has the potential of bringing many benefits to the participants

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by giving them the opportunity to share problems, exchange knowledge and understand different viewpoints.

This document contains - in chronological order:

1. An overview of the project, its goals and its partners while you will be also informed about the challenges in place.
2. The partners' programmes/services peer-reviewed.
3. The proposed set-up that an innovation support programme should have
4. The pilot programme offered in Greek SMEs is explained and its results are presented.
5. Conclusion and interpretations are being made, in order to offer a clear position of the partners regarding the challenge in focus.
6. List of sources, images and useful links.
7. Templates of Tools used to design the new programme/service.

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GLOSSARY OF TERMS

TERM	USED IN DOP AS:
Buffer time	Buffer time is the simple act of allowing a little extra time, between your tasks
DDC	Danish Design Centre
Design Ladder	A categorization system which implies in which level of understanding and maturity, an SME/authority/etc. stands
Design sprint	A design sprint is a time-constrained process that uses design thinking with the aim of reducing the risk when bringing a new product, service or a feature to the market. This process was used to set up the Re:Connect pilot based on this DOP's proposed methodology
Design support programmes	Innovation support programmes, specifically aiming to integrate the knowledge or the use of Design Thinking Methodology
DOP	Design Options Paper – A guidebook which aims to serve other organisations/agencies by helping them design, develop and deliver better services
EDC	Estonian Design Centre
Evaluation	The systematic and objective assessment of an on-going or completed project or programme, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability
HDC	Hellenic Design Centre

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Key Performance Indicator (KPI)	A performance indicator or key performance indicator (KPI) is a type of performance measurement. KPIs evaluate the success of an organization or a particular activity (such as projects, programs, products and other initiatives) in which it engages.
Monitoring	A continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds.
Re:Connect	The pilot programme which was set up, based on the proposed methodology of this specific DOP
Review	An assessment of the performance of an intervention, periodically or on an ad hoc basis. Reviews are usually less comprehensive and/or in-depth than evaluations. They tend to emphasize operational aspects.
Service Delivery System	The procedures of setting up a design-support service that satisfies its target group, the awareness raising regarding design support opportunities, the provision of the services themselves, the post-evaluation of the provision and the improvement of the service.
Touchpoint	a point of contact or interaction, e.g. between an organisation and its clients/beneficiaries

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5. GENERAL INTRODUCTION TO THE DESIGN OPTIONS PAPER

5.1 Background of the Design Options Paper

This **Design Options Paper (DOP)** is the result of a peer-review process conducted by the three regional/national innovation agencies/organisations & project partners in the CODIS project (KEPA - Greece, DDC - Denmark, EDC - Estonia). The peer learning activity focused on peer-reviewing design support programmes/services for SMEs, in order to improve the service delivery system and deliver a DOP that will guide other agencies and organisations design, promote, deliver, evaluate and improve their respective innovation support programmes.

The present DOP has been conducted through the **Twinning Advanced (Twinning+) Methodology**, a methodology taking place between two or more entities, which can bring many benefits to the participants by giving the opportunity to share problems, exchange views and understand different viewpoints. The Twinning+ Methodology not only facilitates transferring good practices among agencies/organisations, but it provides the opportunity to design and implement better practices on a common innovation support challenge.

In this way, the DOP identifies and documents the existing options, guidelines and implementation alternatives that CODIS partners have experienced and would recommend as proposed best practice to other innovation agencies and organisations interested in implementing similar actions.

According to the Horizon 2020 topic "Peer learning of innovation agencies", [4]under which the CODIS project was financed, traditional methodologies for mutual policy learning and

[4] https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/innosup-05-2016-2017

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exchange of "good practices" among innovation agencies and organisations are not effective in enhancing existing/establishing and new innovation support programmes for the benefit of SMEs. During the PRO-INNO Europe "INNO-Partnering Forum" (IPF, 2009-2012), new permanent learning mechanisms for SMEs innovation support agencies were defined, based on clear methodologies, agencies' needs (i.e. demand driven) and horizontal flow of information among participants.

One of these mechanisms is the Twinning+ Methodology, combining elements of traditional peer reviews and twinning in small learning groups of interested agencies and organisations. The traditional **Twinning Methodology** is a methodology taking place between two or more entities concerning a range of issues, which can bring many benefits to the participants by giving the opportunity to share problems, exchange views and understand different viewpoints. Twinning works better when it takes place between equals participants-partners who collaborate in order to transfer good practices. This is done by designing a process in which peer-reviewing is used to identify, access and analyse good practices within a certain theme. The result of the peer-review process is the **Design Options Paper (DOP)**, with the goal to guide an innovations agency or organisation in making use of the good practices in designing the addressed programme/initiative.

In addition, the "option paper" as a tool also takes into account, that it is not effective to simply identify good practice and transfer it. Most likely context -e.g. economic, social or cultural context- may differ greatly and there is a need for comprehensive analysis which give the basis for design options, adapting schemes to the specific national, regional, institutional environment. Moreover, the actual knowledge transfer is not a one-way process, but an interactive process where all participants contribute and tune the leanings collected in the Design Options Paper.

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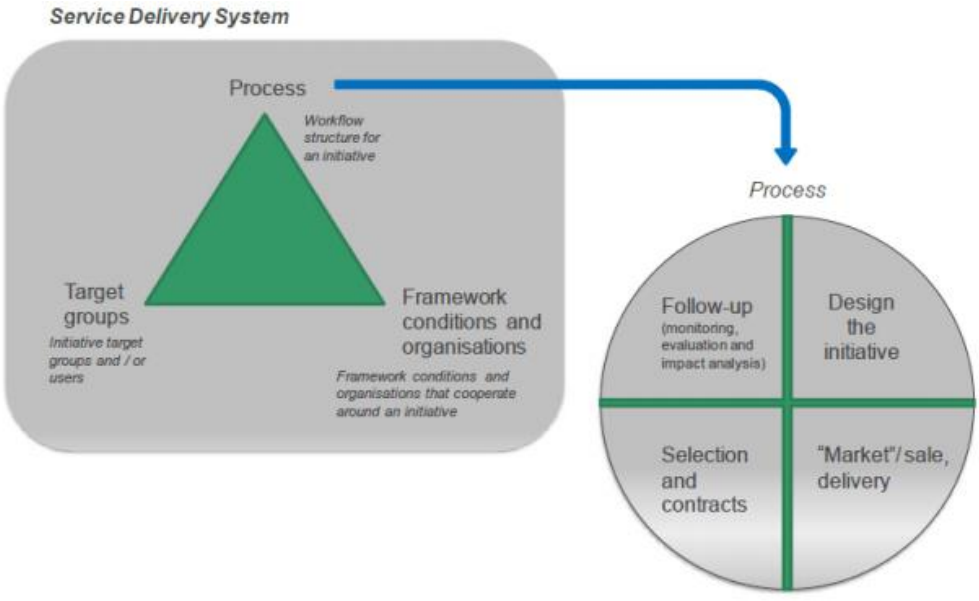
For these reasons a **Twinning Advanced (Twinning+) Methodology** has been recently developed. It is not limited to transferring good practices among agencies and organisations, but it provides opportunities to design and implement better practices on common innovation support challenges.

By using the involved partners' collective experiences and knowledge, the identified challenge is addressed in a better way, developing and testing a new methodology on developing service delivery systems of innovation-support programmes/services. The result of the effort is documented in the DOP, including guidelines and implementation alternatives that the partners have experienced and would recommend to other agencies and organisation interested in implementing better practice. This methodology facilitates the establishment of project-based cooperation not for sharing experience, but for developing better approaches, addressing all elements of the "Service delivery system" of innovation support.



Picture 1: EASME, Paper Twinning Advanced (Twinning+) Methodology

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Thus, the DOP is intended as a guide or tool for innovation agencies or similar organisations for the development of an innovation support activity. It identifies and explores options to address the specific challenge, and shows which options have been precluded in the design phase.

The present Design Options Paper was designed and structured during the peer-learning activities of the project implementation and in particular through a 2-days workshop which took place in Tallinn, 4th-5th July 2018. During this workshop the three project partners exchanged knowledge and expertise regarding their respective SMEs innovation support programmes and they co-developed a service delivery framework based on design methodology. Subsequently, through conference calls and on a remote basis, the partners developed the content of the DOP, in order to create a useful and practical guide for other organizations interested in the scheme. The second phase of developing the Design Option Paper took place during the 2nd peer-learning activity and Pilot set-up action, which took place in Thessaloniki, 12th-16th November 2018. During one week, partners co-developed the Pilot Action – Re:Connect, using the draft DOP as a guide, and based on a survey on user needs among Greek SMEs.

Re:Connect is a pilot programme aimed at 5 SMEs and 5-10 designers, provided by the Hellenic Design Centre (KEPA's design initiative) in collaboration with experts on customer insights, user experience and product/service development, with the purpose of building Strategic Design capabilities among SMEs and designers.

Through training in Strategic Design, the participating SMEs gained knowledge on how to better understand the market and their customers, how to become more competitive and finally how to increase productivity and employment. At the same time, 5-10 Designers developed their skills, expanded their knowledge and connected with innovative companies.

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5.2 Service Delivery System of Innovation Support Programmes - The challenge

Innovation support agencies/organisations, i.e. the regional and national agencies/organisations that design and/or implement innovation support programmes for SMEs are important intermediaries for SME innovation. Focus, design and delivery mechanism of innovation support programmes determine to a large extent the economic impact from the supported actions and the satisfaction of the beneficiaries with the support provided. The European Union has in different programmes, including for example the Seventh Framework Programme (FP7), the Competitiveness and Innovation Framework Programme and INTERREG, supported mutual policy learning and exchange of "good practices". However, the transfer of good practices in SME innovation support, the enhancement of existing and the establishment of new innovation support programmes for SME remains slow; and SMEs benefitting from support programmes still often remain dissatisfied with the services received[5].

The purpose of the CODIS project is to tackle the challenges that national/regional agencies face, providing innovation support services that really apply to and meet the needs of the SMEs. But how do you create a service or a programme that you can be sure that really catches the attention and satisfies your target group? The specific project partners, having great experience in similar methodologies, come up with an answer: Design! But to begin with, what is design?

"Design is an approach to problem-solving that puts the user at the heart of the development process. As such, it can be applied to developing user-friendly products and services in the private sector as well as effective public services[6].". "Design is not just

[5] Peer-learning of innovation agencies – Horizon2020 Programme

[6] Dr. Anna Whicher, Head of Design Policy of the International Design and Research Centre at Cardiff Metropolitan University

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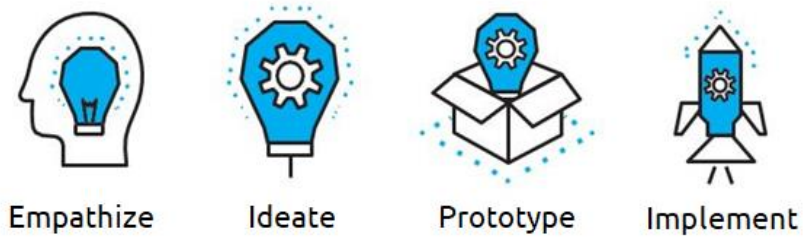
about the way things look; it is also about the way they work. Design creates value and contributes to competitiveness, prosperity, and well-being in Europe. The European Commission aims to accelerate the take-up of design in industrial and innovation activities at European, national, and regional level[7]." Moreover, design is good business. A study launched by McKinsey in the fall of 2019 states: "Design focused companies increased their revenues and total returns to shareholders (TRS) substantially faster than their industry counterparts did over a five-year period—32 percentage points higher revenue growth and 56 percentage points higher TRS growth[8]." A particular importance of design as a key discipline and activity to bring ideas to the market has been recognised in the Innovation Union, Europe's 2020 flagship initiative. In line with the commitment taken in the Innovation Union, the EC has launched in 2011 the European Design Innovation Initiative (EDII) to exploit the full potential of design for innovation and to reinforce the link between design, innovation and competitiveness. It is clear that design has become a discipline of management and strategy. Management, since design gathers the staff and their skills around the solving of complex issues. Strategy, because design uses creation and innovation as a way to project into the future the durability of the structure and its profitability.



Picture 2: Design Process

[7] DG GROW's dedicated website for Design for Innovation, Innovation Policies.
[8] McKinsey Quarterly "The business value of design", October 2018

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When design principles are applied to strategy and innovation, the success rate for innovation dramatically improves. Design is a methodology used to solve complex problems, and find desirable solutions for clients by integrating innovation. Design draws upon logic, imagination, intuition, and systemic reasoning, to explore possibilities of what could be, and to create desired outcomes that benefit the end user (the customer). A design mindset is not problem-focused; it is solution focused and action oriented. It involves both analysis and imagination. Innovation is a discipline that can be managed. SMEs could approach the practice of innovation (creating new products, services, and customer experiences) with a set of practical and rigorous methods, tools, and frameworks by design. Design is a key driver in creating new products and services that are attractive to customers, and can make a business stand out among the competition. Design drives the innovation process, and hence sharpens industry competitiveness for Europe. It must be led by a vision that sets out to achieve extraordinary results, and realised by strategies that extract the most valuable assets of innovation, creativity, and design to propel EU SMEs to the next greater height. The level of commitment and belief of European Commission in design's capabilities has been proven by its Action Plan for Design-Driven Innovation, back in 2013 and a series of projects funded in order to lead all sides of the quadruple helix towards a design-oriented path. In a few words, it is the co-creation that adds value to a service or a product and it ensures its desirability, as it is co-developed with its final user in the centre of the procedure. The taken-for-granted challenge identified by the call itself, that "SMEs benefitting from support programmes still often remain dissatisfied with the services received", in parallel with the partners' experiences regarding setting up a design support programme, led to the development of the specific project.

Through CODIS implementation, partners will identify good practises of design support services and/or programmes that truly met their targeted groups' expectations, will research on how they were set up, they will point out good and less good elements and

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finally will hand out the DOP, that aim to help other innovation agencies provide more user-friendly services. As a central element of this initiative, the partners will run a pilot, through which they will test the outcome and suggestions in the draft DOP. It is key to test guidelines before suggesting them to others. By testing the content of the DOP, the partners will include user needs and input in order to develop the ultimate guidebook on how to set up such a service/programme from scratch.

The project partnership has been strategically built, combining partners with different background and experiences, which let them approach same issues by different point of views. This approach of involving agencies from different environments enables the representation of the many different opinions that may exist across Europe. As such the partners involved represent three territories from different areas in Europe; one from the Southeast (Greece), one from Central (Denmark) and one from the Northeast Europe (Estonia). The economic environments and contexts are different, while on the other hand, they themselves as organisations show different level of service provision regarding design support.

The CODIS partners assume that there are many cases, either providing general innovation support or targeting design innovation schemes, which seem to be stacked in the past, even if they are supposed to put effort to enhance SMEs innovation. National and local authorities through their respective designing agencies, try to reinforce innovation having as primary goal the achievement of the goals set at the beginning (and some more years before) of the ongoing programming period. But when we take measures to enforce innovation, we cannot build on strategies developed, in some cases, almost ten years ago. In such a rapid changing world, innovation support schemes should be trend-enabling and not trend-making. As so, national and regional issuing authorities must realize that they need to build a concept that will enable them to understand

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everyday-market changes and develop tools for improving market conditions for their SMEs.

During the last programming period, European Commission has raised its attention to inclusive procedures, as proven by the setup of its programmes, both during their development and their post evaluation. But what happens when it comes to a more national/regional/local level? SMEs are reported dissatisfied by either the kind of support and/or the quality of it. More enterprise-friendly support schemes have to be designed, starting from the analysis of good practices. While developing the Design Option Paper, also other EU funded project results have been taken into consideration and possible synergies were investigated with e.g. Design for Europe, Design for Enterprises, Design4Innovation and other similar initiatives and projects identified. The CODIS project does not aim at carrying out any research activities, but rather to share and exchange knowledge, experiences, good practices and know-how, for mutual learning purposes to strengthen specialized capacities of the innovation agencies' staff that is beneficial for all participants. Networking with the involvement of other relevant actors on all levels (from local to EU) will also be an important part of especially the final phase of the project as well as after the project ends.

The overall approach is based on strong collaborative relationship between partners, who mutually built a common knowledge base (during the 2-days peer review activity in Tallinn) and then drafted the DOP. All project partners will disseminate the DOP contents at EU level while on their respective territories they will try to adapt new schemes and methodologies on their design support services.

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5.3 Structure of the paper

The present Design Options Paper was designed and structured during the peer-learning activities along the project implementation and in particular through two workshops that took place in Tallinn and Thessaloniki. During these two co-creation workshops, the project partners and relevant stakeholders exchanged expertise. Afterwards, through conference calls and on a remote basis, the partners developed the contents of the DOP, in order to deliver a useful and practical guide for other organizations interested in the topic.

Throughout this DOP, you will find the background of EC's strategy, goals and mechanisms to support innovation, information regarding the challenge, advices on innovation support services towards SMEs, the CODIS experience, how partners implemented the project and their conclusions.

5.4 Project goals

The CODIS project aims to help other innovation support agencies, managing authorities and policy makers to better understand the added-value of Design as a methodology when designing, developing and delivering innovation support programmes. The CODIS project goal is to deliver a guide, which will provide useful information and advice on how to better design and deliver innovation support services for their respective target audiences.

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5.5 Project partners

Business and Cultural Development Centre (KEPA) is an Intermediate Managing Authority of funding programmes for SMEs, acting on behalf of Greek Ministry of Competitiveness and Development (since 1993). It is a non – profit organization, formed in March 1991 by the Federation of Industries of Northern Greece (FING) and Greek International Business Association (SEVE).

KEPA is the Intermediary Managing Agency of Operational Programme Competitiveness, Entrepreneurship & Innovation – EPAnEK (2014-2020) that comes under the National Strategic Reference Framework (NSRF), geographically responsible of the regions of Central and Western Macedonia for designing and implementing programmes dedicated to SMEs development.

In view of ensuring the successful implementation of its work, KEPA has introduced and applies an integrated quality system in the fields of design, application, monitoring and management of development projects, which has been certified in accordance with the ISO 9001:2008 standard. The scope of certification relates to: "Implementation and management of programs funded with planning activities, monitoring and project management, reviewed the submitted investment projects, contract management, testing and acceptance of physical and financial, payments accepted in the end, internal control, information Management Authority, financial management, electronic surveillance application works". Alongside, KEPA in the continued improvement of customer services and management capacity and administrative operation acquired the

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certificate management competence, in order to be able to undertake management of programmes and actions under the NSRF 2007-2013 (Certificate Number: 151.145./PSS 1133 – C).

Overall, KEPA has successfully managed more than 70 programmes (to support entrepreneurship and especially Small and Medium Enterprises that are co-financed by the European Union under the Community Support Frameworks and the NSRF, concerning the implementation of investments in the sectors of Energy – Construction – Manufacturing – Tourism – Environment – Trade –Training - Service Provision). Through these programmes more than 16.000 projects have been co-financed, amounting a total budget of over 2 billion €.

Throughout its long-standing operation, KEPA has acquired substantial experience in:

- designing and tailoring specific actions that co-finance development activities, both on a geographical and sectorial basis;
- managing national programmes to support entrepreneurship and especially Small and Medium Enterprises.
- preparing sectorial/branch studies and research for the diagnosis of the developmental features and activities of businesses;
- evaluating technical/economic and construction investment/business plans through the creation and use of suitable statistical and IT tools;
- drafting technical/economic reports and proposals for enterprise developmental programmes;

Due to the above experience, KEPA's executives participate in designing and management committees of national programmes, as well as a number of committees set up by businesses at local, regional and national level.

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In addition to the management of the Ministry of Development and Competitiveness for the Central and Western Macedonia programmes, KEPA has gained significant experience in delivering EU projects. Specifically, KEPA is partner in 2 funded by European Commission under the European Design Innovation Initiative (EDII); SEE Platform (Sharing Experience Europe - Policy Innovation Design) and EDIP (European Design Innovation Platform - Design for Europe). Nowadays, KEPA is designing a financial instrument for integrating design to SMEs for the new programming period 2014-2020.

Moreover, capitalising experiences throughout all these years being active in design, KEPA has launched a new initiative in Thessaloniki, the Hellenic Design Centre (HDC). Since its start in October 2017, HDC provides design driven innovation services (consulting, training, management) to SMEs and public authorities.

Danish Design Centre

DDC is Denmark's national design centre. DDC is partly funded by the Ministry of Business and Trade, and is part of the organisation structure of this Ministry. DDC receives additional funding from public funds, such as the national Innovation Fund, the national Industry fund as well as private sponsors.

Denmark is a leading design nation with a strong design history that is admired around the world. Since it was founded in 1978, the Danish Design Centre (DDC) has been respectful of this history. In recent years, the organisation has undergone many changes. DDC's focus has shifted from increasing the awareness of Danish design in a broad sense to increasing awareness of design as a competitive parameter and, more recently, to focusing on the use of design as a driver of innovation and development in companies

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and society at large. The DDC understands the broad scope, variation and diversity that characterises design as a profession and as a discipline.
Therefore, the DDC is dedicated to promoting the use of design in business and industry, helping to professionalise the design industry and documenting, promoting and branding Danish design in Denmark and abroad.

Thus, the DDC's work is clearly tied in with in the current agenda for Danish business, innovation, education, export and cultural policies.

The DDC's key approach in this encounter is systematic experimentation with design-based value creation in companies. The DDC has a vision of contributing to making design one of the three most important positions of strength for Danish companies. Many companies are already using design methods in their innovation activities. Nevertheless, many companies have an untapped growth potential that the use of design could help them tap into.

The DDC's new strategy is rooted in history and in the qualities that Danish design stands for, but it is also oriented towards the future. New consumption patterns, new markets and new demands on services and products mean new possibilities for Danish companies but also the risk of being rendered irrelevant by the global competition. In this climate, the ability of designers to translate new trends and technologies into solutions that are attractive, functional and meaningful to the users becomes a crucial competitive factor. In the coming years, the DDC will be conducting systematic experiments with design-based value creation in companies and sharing the resulting knowledge.

The DDC has a vision of contributing to making design one of the three most important positions of strength for Danish companies.

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The DDC operates in a complex environment at the intersection of business and industry, the design profession, education and research institutions and public institutions. The DDC has high ambitions but also a sense of humility and a clear understanding that the task of increasing companies' use of design can only be addressed in open partnerships. The DDC's ambitions have to be translated into concrete actions and initiatives that make sense to companies throughout the country.

EESTI ESTONIAN
DISAINI — DESIGN
KESKUS CENTRE

Estonian Design Centre is a non-profit organisation, established in 2008.

The mission of the EDC has been to support strategic design implementation in the corporate and public sectors and to nurture an innovative and cooperation-oriented environment for the development of design. The EDC has been the accumulator and mediator of information, knowledge and skills in Estonian design.

EDCs activities have been focused on rising awareness about design as added value for the corporate and public sectors through organising workshops and training sessions, masterclasses, training programmes, networking events, think-tanks and seminars. Studies are done to measure the value of design. We focus on good design in our design blog, design map and design market. EDC organises the Estonian Design Awards.

Currently, the organisation is undergoing some changes. The EDC is going to focus more on promoting the use of design as a driver of innovation and growth for the economy, as a means of solving huge societal challenges, and improving the quality of everyday life.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Since design as a profession and as a discipline is in constant flux, the EDC's mission is also to make the broad scope and diversity of contemporary design more visible and understandable and to raise design awareness. EDC is also helping to professionalise the Estonian design industry, and documenting and promoting Estonian design in Estonia and abroad.

As a driver of innovation, design also plays an important role in addressing environmental challenges. Since 2016, the EDC has been dedicated to the promotion of sustainable design, raising awareness about circular economy and circular design, and has accumulated extensive expertise in the field of circular design.

5.6 Institutional background

The project proposal relates to the work programme topic "Peer learning of innovation agencies INNOSUP-05-2016-2017". The design support services theme has been identified by the project partners through previous collaborations and discussions on the specific matter. In addition, the project partners identified the lack of guidelines, either on how to develop - for the first time - a design support service, or on how to monitor/re-design existing procedures and take care of every aspect, having the final user in the centre of it.

As so, the specific call for proposals has been identified and all partners have recognised it as a unique opportunity to develop such a tool –the DOP–, which will offer a great opportunity to similar agencies, regardless their -design service/programme provision- level of maturity.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Partners also believe that -in the basis of their previous experiences working with SMEs-, it has a high potential for improvement at all involved partners' territories (and in whole Europe) in order to boost the local and international performance of SMEs and to support them to reach the EU 2020 goals.

During the previous years, all three partners have been successfully participating in several national and international level EU funded projects, dealing with the elaboration of mid- and long-term strategies, specific policy recommendations, as well as designing and implementing regional level innovation support programmes for SMEs.

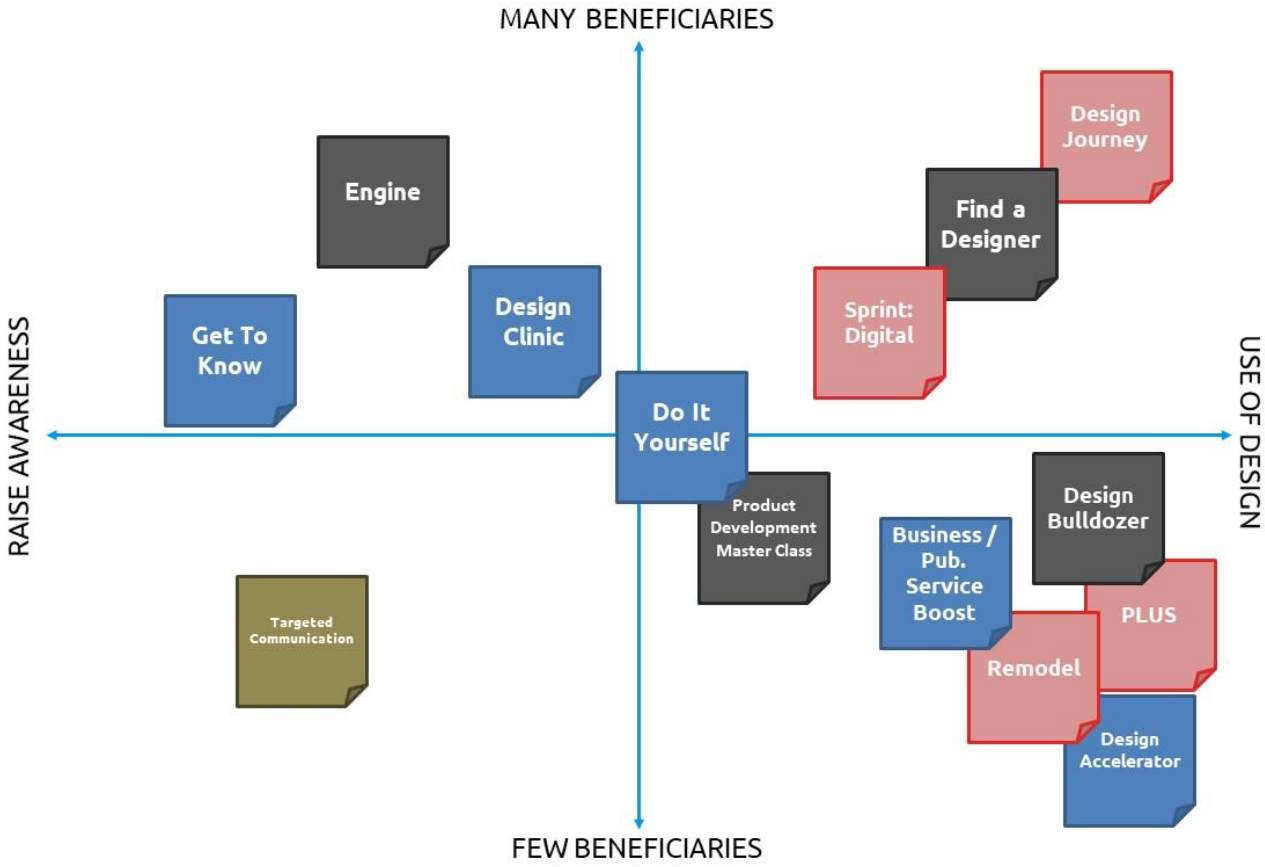
This topic creates yet another important opportunity for the partners in the frame of the mutual/peer learning activity, namely to share and compare their findings, knowledge & expertise and exploit their project results in order to create possible further synergies.

Last but not least, they will "taste" the value of setting up a design support scheme with people from similar agencies but with different socioeconomic backgrounds and experience; and they will promote their co-creation results.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

6. CASE STUDIES EXAMINED

During the first peer-learning workshop in Tallinn, partners brought their experiences and expertise, discussed their programs/services and tried to categorize them in a matrix based on the number of beneficiaries being supporting, and the level of intervention of them; from raising awareness on design to the actual use of the methodology.



Picture 3: Matrix of programs/services peer-reviewed

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

6.1 PLUS by DDC

Description

Overall purpose

PLUS is a double market development programme, with the purpose of maturing the Danish business community and the Danish design industry's ability to cooperate on strategic and hypothesis-based challenges.

Goal of the service

The goal of the programme was for Danish companies across different sectors/industries and design agencies to collaborate on completely new business ideas with design as a central tool. This would strengthen a new innovation culture in the Danish business industry by gathering and sharing experiences supporting new types of partnerships between the established industry, established design agencies.

In practice, thus, the programme was about bringing design competencies to companies, thereby fortifying their innovation strength, and to enhance designers' competencies within strategic design.

Service provider

The programme was managed by a consortium between the Danish Design Centre (project lead), the Confederation of Danish Industry (DI), Technical University of Denmark (DTU) and the design industry association, Design Denmark. The actual service was provided by 19 established design agencies in Denmark.

Target group

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

SMEs and larger Danish companies, willing and able to engage in the programme on C- and management level, as well as established, Danish design agencies (typically smaller, however). 18 companies and 19 design agencies formed 18 PLUS partnerships in total.

Main elements of the service

The companies applied for participation in the programme by issuing relevant innovation challenges. The companies and their innovation cases were evaluated by the programme consortium, and the most relevant were awarded participation in the programme. Following this, the participating companies were teamed up with relevant design agencies by the consortium.

During a period of 2-4 months, the 18 teams (or partnerships) collaborated on one innovative service or business idea each, proposed by the companies. The design agencies facilitated the processes, meaning that the 18 processes were somewhat different. During the programme's lifetime, all partnerships had their own PLUS blogs on which they posted news about the progress. Moreover, 15 workshops and knowledge-sharing events were held to raise awareness and share knowledge with other interested actors; more than a 1,000 people in total participated in these. In addition, case stories on each of the participating teams, as well as online innovation tools were published on Danish Design Centre's website during and after the programme.

Cost for the participating companies

The Danish Market Development Fund funded the programme with €1.34 million which were given as co-finance to the programme. The PLUS partnerships were each funded with €33.534 of these, which were disbursed directly to the design agencies. The participating companies funded their own participation with €6.707 besides their own work and hours.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Volume of the service

PLUS was a programme aimed at a limited number of companies and focused on quality and in-depth learning rather than quantity. However, the objective was also to share learnings and insight from the 18 partnerships with a larger group of companies and design agencies in order to motivate the use of strategic design in the Danish industry in general. To serve this purpose, case studies and design tool boxes were developed and shared online on Danish Design Centre website.

Methods for measuring and evaluating the service

The PLUS programme was subject to rigorous impact measurements and evaluation. Six months after the programme ended, interviews and effect measurements were conducted with all participating companies. The three impact/effect criteria were competence development (measured on ten different parameters), new products/services and more effective innovation processes generally (measured on 26 different parameters), and economic effect (measured across six parameters).

The effect measures were developed in a collaboration between Design Society, the Danish Ministry of Industry, Business, and Financial Affairs, The Capitol Region of Denmark, and IRIS Group.

Evaluation of the service in overall terms

The programme received very positive evaluations from the participating companies and design agencies. Specifically, the companies were asked to evaluate PLUS' contribution to their revenue and based on their evaluation the programme's value added is estimated to about €21.5 million over a three-year period. Moreover, the majority of both companies and design agencies reported that PLUS had already contributed to the development of new products, concepts, and prototypes, and that they expected to create more new products etc. over the course of the next three years.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

And furthermore, new knowledge and inspiration was one of the main outputs of the programme, as was maintaining and expanding one's business network.

Lessons learned

What worked well

Design methods created the most value when reaching into the core business of the companies and thus became embedded in the management's mind-set. This led to new projects and more value added. Thus, focusing on the "willing and the able" created a stronger outcome of the programme (can be seen when the manager is willing to engage – act as project lead and get hands dirty).

It moreover worked well to adjust the processes to the needs of the companies. Some companies experienced internal changes while participating in the programme, some companies were very large and therefor only participated in the programme with a single department, etc., and tailoring the processes to the associated needs was crucial.

What we would improve for the next time

When the companies felt overloaded with conferences, meetings, data collection, effect measurement, etc., they felt that the programme was "too much" work. A greater focus should be placed on what exactly creates value for the companies rather than what the service provider itself needs. This learning fed directly into the REMODEL programme.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

6.2 REMODEL by DDC

Description

Overall purpose

Building skills, knowledge, and capacity + increasing use of design

Goal of the service

REMODEL aims to uncover, through concrete action and practical experimentation, how open source hardware business models can be created in a sustainable fashion so that manufacturing companies can use them to grow their business and consequently boost economic growth through the creation of innovative and sustainable open source hardware products as well as attributed solutions and services.

The aim is to facilitate business transformation, increased user involvement, experimentation, and strategic use of design in the participating businesses.

Service provider

Although the execution of this programme happened in a decentralized manner as it took place at the participating businesses' own settings and without the presence of facilitators or representatives from Danish Design Centre, the extensive preparation of the service calls for elaboration.

Danish Design Centre devised, developed and set up the entire programme structure, developed some of the tools for the programme (but "borrowed" and refined existing tools as well), and created the many aids (e.g. written or videotaped guides for each task) that guided the participants in the execution. Danish Design Centre moreover gathered an international panel of experts who acted as mentors and feedback providers during the programme.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Target group

The target group was manufacturing companies, as the purpose of REMODEL was to experiment with open source in physical products. The ten participating companies included both some of Denmark's largest companies as well as SMEs and a few startups. Multiple industries were represented; industrial tools, enzymes, pumps, furniture and urban gardening systems. Companies could apply themselves, but DDC also did "cold canvas" recruiting – calling up relevant companies either from our network (who we had worked with before, who subscribe to our newsletter, etc.) or businesses that people from our network knew of and recommended.

Main elements of the service

Over the course of eight weeks, the participating companies worked towards a strong strategic understanding of open source. Through meticulously crafted design tools, exercises, facilitated discussions and playful challenges they ended up with a sketch for an open source-based business model and strategy for one of their existing products.

Each week, the companies received a work package containing tools and written or video instructions. They set a team of 2 to 4 people – with participation from management, business development and manufacturing personnel – who spent 4 hours each week solving the challenges, before handing them into the expert panel who provided feedback. The materials used in the programme are published under an open and liberal open license, so that anyone interested in trying out the programme's tools can do so.

Cost for the participating companies

Free of charge for the companies.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Volume of the service

The first run of this programme, REMODEL "1.0", was a test run for a limited number of companies. The goal is for as many companies as possible (and hopefully around 200) to use the programme and the tools. This is why the methods and tools are open source themselves and accessible for anyone via danskdesigncenter.dk, and feed into other programs at Danish Design Centre as well.

Methods for measuring and evaluating the service

Besides observing the participating companies' work with the distributed material, Danish Design Centre was in continuous dialogue with the participating companies. DDC inquired of them what they learned, what they believed the programme could mean for their future business, what was challenging, what worked and what didn't. After the course of the programme, Danish Design Centre moreover distributed effect measurement surveys.

Evaluation of the service in overall terms

The programme prompted fast acceleration of development processes which would otherwise have taken years, and it thereby established that it is possible to create a prototype for a radically different business model in 7x4 hours.

On the businesses' part, the design process was concretized, and they came to understand how new business models can be based on a new technology. They reported that the programme made the complex subject of open source hardware business models tangible and operationalizable through the provided design tools. Moreover, the businesses experienced how the structured format brought reflection, increased consciousness about their own business and internal processes, and progress.

Lessons learned

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

What worked well

The format which took into account the companies' everyday operation with regard to their time and involvement. The focus on what exactly the companies could get out of the sessions was praised as well.

So were the mentors/experts contributing by evaluating and providing feedback along the way.

What we would improve for the next time

The link between project and implementation; the companies expressed that they could need guidance with regard to the development of a business plan for the newly developed business model – and that this could increase the likelihood of it being brought to life.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

6.3 Sprint:Digital by DDC

Description

Overall purpose

Building skills, knowledge, and capacity + supporting digital development based on design in companies.

Goal of the service

As part of a programme aimed at strengthening Danish companies' digital competencies through tailored development courses, Sprint:Digital's goal is to support and strengthen digitization in 100 SMEs via design sprints. The programme aims at building as much value as possible into products, services or concepts for clients and users, thereby achieving better accuracy in the market. The accelerated sprint helps companies identify when current ideas and concepts can be developed resourcefully and sustainably, and when the company should develop entirely new solutions.

Service provider

The programme is run by Danish Design Centre and its regional sister organization D2i – Design to innovate. However, the facilitators of the sprints will be consultancies recruited once a year through a national open call. Potential actors will be invited to apply for participation in the project, and they will be selected on the basis of a motivated application, portfolio, and a financial offer. The winning sprint facilitators commit to delivering at least one sprint with three companies.

Target group

SMEs with a relevant digital innovation challenge, who are "ready" for the sprint format.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Main elements of the service

Businesses apply for the programme and state a digital challenge. They are screened in regards to "readiness" for doing a digital sprint and the quality of the challenge-scoping. The businesses are assisted in scoping their challenge more precisely and in getting ready for the actual sprint. The businesses appoint a multidisciplinary team of three to five people – these could be employees, suppliers, partners, etc.

Three businesses sprint together throughout five consecutive days; the sprints are inspired by the Google Sprints and are facilitated by the sprint facilitators. After the sprints, the businesses might receive more coaching with a digitization expert; this could be focused on getting ready for another sprint or on implementing elements of the completed sprint. Businesses can then opt to enrol in a new sprint, get more coaching, or finish the programme.

Cost for the participating companies

The first sprint costs €3.353,45. The next costs €2.012,07 and the third €1.341,38. The companies can participate in no more than three sprints.

Volume of the service

100 SMEs will sprint their way to solving digital challenges over the course of three years.

Methods for measuring and evaluating the service

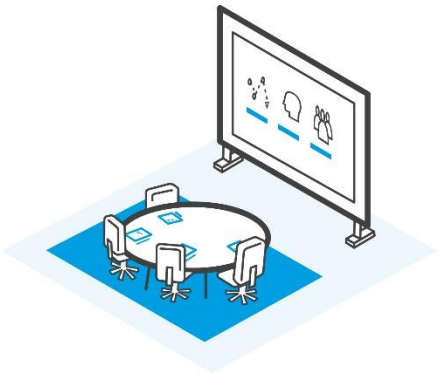
Under development, will be determined during the coming months. To be updated.

Evaluation of the service in overall terms

None yet; the programme will be initiated in 2019.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

6.4 Get To Know Design by KEPA



Description

Overall purpose

Building skills, knowledge, and act as a first touch-point of interested people with Design.

Goal of the service

Get To Know Design, is a series of 3-4 hours introductory workshops, aiming to raise the interest of the Greek entrepreneurial scene's stakeholders in Design Thinking. During the last two years, more than 24 workshops have been implemented with more than 500 participants, through KEPA's dedicated structure for Design -the Hellenic Design Centre-.

Service provider

The service was offered by Hellenic Design Centre (HDC), an internal structure of KEPA, dedicated in providing Design services to private organisations, pubic authorities and civil society. HDC's operations are co-funded by KEPA and the Stavros Niarchos Foundation.

Target group

Entrepreneurs, professionals, public servant and people interested in enhancing their knowledge in Design Thinking.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Main elements of the service

The Get To Know Design (GTK) workshops were either open to people from different backgrounds, setting the basis of Design knowledge to diverse audience, or targeted to a specific thematic or sector. For example, GTK workshops have been implemented on "How to manage projects through the Design Thinking methodology", "How to develop your startup through Design", "How to enhance Design in your Circular Economy initiative" or "How to serve public through Design Thinking methodology".

The participants of these workshops had an introduction on Design principles, discussions on its fitting to their work and hands-on experience, using some tools like Personas and Customer Journey Maps.

Cost for the participants

Free of charge

Volume of the service

More than 500 participants took part in GTK workshops, during the last 2 years.

Methods for measuring and evaluating the service

After each workshop, HDC communicated with its respective participants in order to get their feedback. The evaluation was aiming to gather insights on technical and learning aspects of the workshop itself; the transmissibility of the facilitators, the level of satisfaction regarding the content, the possibility of putting the gained knowledge into effect, etc. to name a few.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

It is intended that HDC will contact all participants of all workshops in order to monitor if this knowledge has been integrated into their working daily routine and if yes, which are the results of it.

Last but not least, internally there was a KPI of "returning customers", in the meaning of people asking to further develop their knowledge through other services, or getting design integrated into their organisations/agencies/authorities, through other HDC's programmes.

Evaluation of the service in overall terms

The service was setup as a first "touchpoint" of any people of the intended target group, in order to get them in touch with the Design Thinking methodology's basics. The service has been evolved in many ways through this 2-years' time. The satisfaction rate of the programme was really excellent, confirming the achievement of the service's goal. The evolution of the service was based on some participants' feedback on even targeted case studies or working studies during the workshops implementation, that lead to even greater satisfaction rate from that moment.

Lessons learned

What worked well

The level of initial knowledge provided, getting all participants in the same level of understanding. The initiation of a broader discussion in the local ecosystem about Design Thinking and its' added value for the SMEs, public authorities and civil society.

What we would improve for the next time

The categorization of participants due to their "Design Thinking maturity level": it has been proved that people with some specific prior experience or specific educational

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background felt some content way too basic, while others needed it in order to kick-off their experience during the workshops. In the next era of the service, this will be "translated" into dividing the audience based also on that maturity level.

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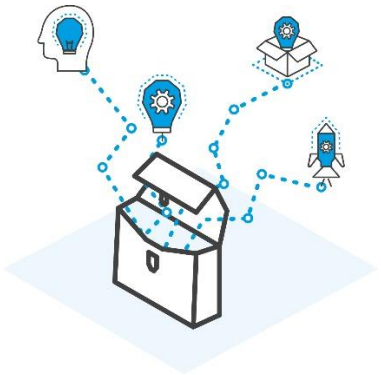
6.5 DIY by KEPA



Description

Overall purpose

Building skills, knowledge, and deliver a solution on a predefined challenge – case, used as basis of the learning and hands-on process.

Goal of the service

The Do It Yourself (DIY) service, is complete 2-day workshop that approaches and analyses every aspect of Service Design. From the initial conceptualisation of a service, the development of alternative choices, the execution of user research and the production of service components for testing, till its final version for experimentation in the market.

The DIY has a dual purpose: to offer a theoretical basis to the participants in the beginning and get their hands "dirty" into actually delivering results by making use of Design tools of all stages throughout the Design process, while at the same time delivering an actual, ready-to-prototype service, for the collaborating SME/authority that offers is challenge/problem, as the basis of the 2-day workshop.

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Service provider

The service was offered by Hellenic Design Centre (HDC), an internal structure of KEPA, dedicated in providing Design services to private organisations, pubic authorities and civil society. HDC's operations are co-funded by KEPA and the Stavros Niarchos Foundation.

Target group

Entrepreneurs, professionals, public servant and people interested in enhancing their knowledge in Design Thinking. SMEs/authorities that face a challenge and want to get a first proof of Design Thinking added value in the solution-development process.

Main elements of the service

The Do It Yourself (DIY) 2-day workshop were targeting to people with a basic knowledge of Design methodology, or prior participants to other HDC's services. Even this was the targeted level of -design- readiness of the approached participants, pioneers were not excluded, with the workshop process taking care of getting all of them at the same page.

The 2 DIY workshops were implemented in collaboration with an NGO and a SME, which were facing some specific challenges, offering them as the basis of the learning and hands-on process. The participants of these workshops had an introduction on Design principles, discussions on its fitting to their work and hands-on experience throughout the HDC's design model, following all 4 steps and using their respective representative tools (Problem Definition, Research Framework, Interviews, User Journey Map, Brainstorming, Story Boarding, Prototyping).

Cost for the participants - participating companies

Free of charge

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Volume of the service

More than 50 participants took part in DIY workshops, during the last 2 years, working on 2 different cases.

Methods for measuring and evaluating the service

After each workshop, HDC communicated with its respective participants in order to get their feedback. The evaluation was aiming to gather insights on technical and learning aspects of the workshop itself; the transmissibility of the facilitators, the level of satisfaction regarding the content, the possibility of putting the gained knowledge into effect, etc. to name a few.

It is intended that HDC will contact all participants of all workshops in order to monitor if this knowledge has been integrated into their working daily routine and if yes, which are the results of it.

Last but not least, internally there was a KPI of "returning customers", in the meaning of people asking to further develop their knowledge through other services, or getting design integrated into their organisations/agencies/authorities, through other HDC's programmes.

Evaluation of the service in overall terms

The service was setup as a second stage touchpoint, for all those who had a prior interaction with Design basics and wanted to further uptake their knowledge and more significantly, their hands-on experience of working on a case and delivering actual results through the Design process. The 2 DIY workshops implemented were really a success, offering to the participants a 360º view of the process, a fact that was mirrored on their feedback of the service.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Lessons learned

What worked well

The complementarity with other HDC's services, it seems that the participants really appreciate when an innovation/design support agency offers different services/programs that can take them by the hand, and lead them all the way to excellence. This is a crucial feedback obtained by the participants. The development of some first "Greek cases" of Design's added value, as since then the methodology has never been into action in any SME/agency/authority in Greece.

What we would improve for the next time

The only feedback for improving any element of the service, was made regarding the clear understanding of the workshop's process, in correlation with the design process. That means that the participants want to really understand in which stage of the design process they are, while taking some actions, in order to fully understand the value of each step and tool.

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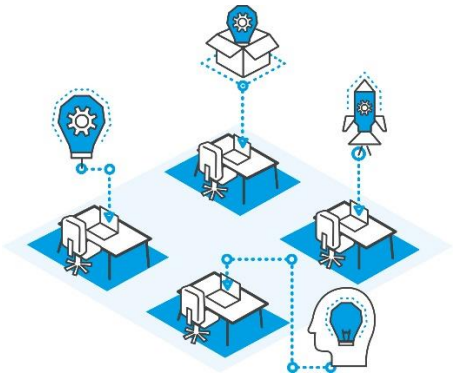
6.6 Design Accelerator by KEPA



Description

Overall purpose

Building skills, knowledge, and deliver a solution on a NGO's problem, used as basis of the learning and hands-on process.

Goal of the service

Design Accelerator is an intensive 4-days NGO support programme, that aims to support NGOs and socially-oriented organizations to solve a key challenge they face. The specific programme has been set in collaboration with the Bodossaki Foundation, as a response of the two programme partners to the crisis the Greek society faces. By providing significant "ammo" to NGOs, the two partners aimed at reinforcing initiatives who aim to fight broader societal challenges, creating a better place for everyone.

The Design Accelerator has also a dual purpose: at the one hand, to offer a theoretical basis to the participants in the beginning of the 1st day and get their hands "dirty" into actually delivering results by making use of Design tools of all stages throughout the Design process.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

On the other hand, to deliver actual, ready-to-prototype services, for the collaborating NGOs that offers is challenge/problem, as the basis of the 4-day workshop.

Service provider

The service was offered by Hellenic Design Centre (HDC), an internal structure of KEPA, dedicated in providing Design services to private organisations, pubic authorities and civil society. HDC's operations are co-funded by KEPA and the Stavros Niarchos Foundation.

Target group

NGO representatives

Main elements of the service

The Design Accelerator 4-days workshop was targeted to NGOs and representatives of them, regardless their prior knowledge on Design. All interested actors to participate, had to fill a form, where they were naming the challenge they face and what is their goal out of the workshop. The most ready-to-adapt NGOs have been contacted, in order to act as a study- and work-basis during the 4-days workshop.

The participants of these workshops had an introduction on Design principles, discussions on its fitting to their work and hands-on experience throughout a precisely designed process, following all 4 steps of HDC's design model, but customised on NGOs' needs and way of working on projects – initiatives.

Cost for the participants - participating companies

Free of charge

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Volume of the service

The Design Accelerator programme was attended by more than 30 NGO representatives, with 4 of them offering their challenge in the 4 teams that were formed for the workshops' needs.

Methods for measuring and evaluating the service

As a common approach at all its services/programs, HDC communicated with the participants in order to get their feedback. The evaluation was aiming to gather insights on technical and learning aspects of the workshop itself; the transmissibility of the facilitators, the level of satisfaction regarding the content, the possibility of putting the gained knowledge into effect, etc. to name a few. Further than that, after a 2-months period, HDC contacted with the 4 "beneficiaries" NGOs, in order to identify the level of enhancement of the developed solution into their operations and daily routine.

Evaluation of the service in overall terms

The Design Accelerator programme has been developed as a direct response to the markets needs and one of the most emerging sectors. The programme has shown really great results, having in mind that 3 out of the 4 beneficiaries, actually implemented the developed solution into their operations – daily routine, while the other one, did not do it duo to structural changes of the organisation but are willing to use the process in order to improve their operations in this new era for them.

Also, learning-wise, the participants were very satisfied with the learning process and its outcomes, while it is very important to mention that bringing together professionals that face the same -more or less- challenges, has generated a great amount of networking and collaboration opportunities, that later on concluded to new synergies, making the programme's outcome even greater.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Lessons learned

What worked well

The uniqueness of a NGO-empowering programme made it a success, especially in the local context, where similar programs have not taken place. As so, the sectoral categorization has been proved successful. Moreover, the buzz created two side effects for HDC: the development of synergies with more key-stakeholders of the NGO sector, and the development of a willing audience to learn more about and put into action, design-led projects – initiatives. Moreover, respecting the participants' tight schedule and having afternoon workshops twice a week, led to a recognition of HDC's effort to do so.

What we would improve for the next time

The sustainability and the continuation of the programme in next circles is something that needs to be foreseen, before even starting the implementation of the previous circle. Many NGOs have not been selected to take part (due to limited beneficiaries' spots), so many participants would like to re-run the programme either offering their case at that time, or to send others – partners to attend it. This is a significant feature, even for offering the participants alternatives, in order to better fit such an opportunity to their needs and workload periods.

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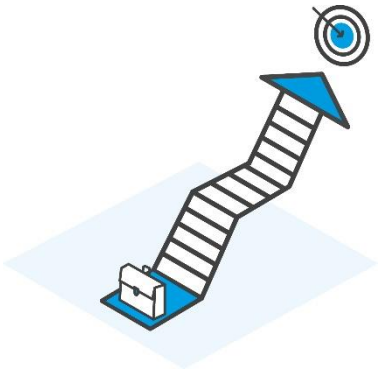
6.7 Business Boost / Public Service Boost by KEPA



Description

Overall purpose

Increasing use of design, delivering customised solutions to private and public sector

Goal of the service

The aim is to attract SMEs, that are aware of Design or they truly want to boost their business through innovative tools and make use of the "Business Boost / Public Service Boost" service. Through this service, participating SMEs/authorities will identify their major challenges and with their collaboration, the HDC team will implement all the procedure, in order to come up with feasible solutions. It is the full incorporation of design thinking process, based on the participants' needs, that may take up to 6 months.

Service provider

The service was offered by Hellenic Design Centre (HDC), an internal structure of KEPA, dedicated in providing Design services to private organisations, pubic authorities and civil society. HDC's operations are co-funded by KEPA and the Stavros Niarchos Foundation.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Target group

SMEs, public authorities, agencies

Main elements of the service

The Business Boost / Public Service Boost, is a customized service, offered to any SMEs, public authorities or agencies that feel the need to innovate or develop user-oriented solutions to the challenges they face. It is a "client-consultant" relationship, during which, all stages of design process are fully implemented

More specifically, in the 1st stage - Empathize, HDC closely collaborates with the SMEs'/authority's representatives, in order to identify their strategy, their users and clients, their market share and trends, and most importantly, the challenges they face. This initial stage is the most crucial one, as it sets the basis of all the upcoming stages. Further than that, during this stage, also user research is being implemented and the results are presented to the clients. In the 2nd stage - Ideate, HDC hosts co-creation workshops, facilitating ideation sessions, that provides potential solutions to the problem to be solved.

In the 3rd stage – Prototype, the most sustainable, innovative and feasible solutions for the Ideation stage are prototyped, in order to be tested in real-life conditions. At the end, HDC delivers an action plan regarding the implementation of the best solutions (as per users' feedback) and monitors the 4th and last stage – Implementation of the new/redesigned service.

Cost for the participants - participating companies

Free of charge

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Volume of the service

4 SMEs and public authorities have taken part in this specific service, having developed new/redesigned services, based on their users' needs.

Methods for measuring and evaluating the service

The evaluation method for measuring this services impact, is based on the ongoing feedback process after each activity of the service. Using this method, the implementation plan is adapting to the clients' needs and speed of adopting inputs. Moreover, during the implementation stage, HDC has frequent contact with its clients, in order to help them overcome obstacles or take corrective actions. In the end, HDC collects the feedback and the lessons learned through a specific template developed for this purpose, in order to be able to showcase its clients' success, the process followed, etc.

Evaluation of the service in overall terms

The service has been offered in 4 beneficiaries so far, with the majority of them being at the Implementation stage of their respective process. In general, the feedback was very good so far, and one significant reason for that is the immediate change upon their request on the timeframe and activities to be implemented.

Further than that, the beneficiaries seem to really value the service, being willing to pay a significant amount of money to further continue their operational/services changes, on a different problem/challenge they face.

The final results will be showcased and evaluated by the time all participants finish the implementation of their initiatives.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Lessons learned

What worked well

The customization of the service based on the needs of every single beneficiary regarding the time, the process and the maturity level of the final outcome.

What we would improve for the next time

The link between project and its promotion; there were companies that would like to get design services but they were not aware of the given opportunity.

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6.8 Product Development Master Class by EDC

Description

Overall purpose

Building design-led product development competencies and skills in the companies and increasing the capacity to develop new and successful products and services based on design

Goal of the service

The aim of the training programme was to give entrepreneurs theoretical knowledge, the chance to learn the skills of modern product development, and the option of applying the theory in practice through homework and mentoring.

The goal of the training programme was not to develop a single product in six months, but to introduce a number of new ways of improving existing products and seeing new opportunities, to create new ideas and ways of product/service development, to learn from other companies participating in the programme, and to study the use of modern product development methodologies.

After completing the product development masterclass, a participant understands the process of product/service development, is able to prepare a product/service development plan, knows how to implement such a plan, and has a grasp on getting from an idea to a finished product/service.

Service provider

The programme was commissioned by Enterprise Estonia and run by the Estonian Design Centre and BDA Consulting. The mentors taking part in the programme were design

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managers from Estonian design agencies, invited to apply and selected on the basis of previous experience (at least three years of relevant experience) and their portfolio.

Target group

SMEs who want to bring new products and/or services to the market, and have the ambition to grow and the ability to realise their ambition. The programme was primarily, but not exclusively aimed at industrial enterprises. Companies who wanted to develop a new product or service, as well as those who were still looking for new product ideas, were welcome to participate.

Main elements of the service

The masterclass consisted of a training programme, three short seminars, mentoring and homework for the company. Entrepreneurs also had the chance to reflect on and share their learning process and hear the best product development practices in Estonia at short seminars.

To start off, companies applied for the programme and stated the challenge. They were screened regarding the requirements set for the target group.

The companies selected appointed a team of up to three members, preferably top managers and employees responsible for product development/marketing.

The programme begun with a seminar where all the participants and prospective mentors introduced themselves. One training group consisted of up to 13 companies. Companies had to map their current situation and challenges. After the seminar, each company was assigned a mentor and could have 30 hours of mentoring. The mentors were supposed to

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support, reflect and analyse the activities and encourage the company throughout the programme in developing an idea related to a product/service.

The training programme consisted of five step-by-step learning modules. Throughout nine days spent with experienced practitioners in their field, the participants acquired knowledge and skills on the following topics: modern product development process tools, conducting a thorough business analysis, finding new potentials and perspectives, independently developing and managing product development processes to come out with successful products or services, prototyping and testing, mapping and managing a customer's journey, and improving the competitiveness of existing products or services. The theoretical part of the programme was embedded in practical group exercises.

Between training modules, the participants had to do homework with the help of mentors to embed the knowledge they had acquired and apply it in practice.

The programme featured an intermediate seminar and ended with a special seminar to present and discuss the developments and results of each company in the programme, and also agree on further activities related to a potential product development project.

Cost for the participating companies

Cost was €1900 + VAT

Volume of the service

4 groups, up to 13 each, altogether 50 SMEs over the course of 2 years

Methods for measuring and evaluating the service

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

Observing the participating companies' work with the material and homework. The mentors' feedback about the progress of their mentees. Final seminar to present the participants' main results.

Continuous dialogue with the participating companies. The EDC asked for feedback after every training session: what did they learn, what was challenging, what worked and what did not. After the final seminar, the EDC conducted a survey to get feedback from the companies and the mentors.

Evaluation of the service in overall terms

Not yet, in process. To be updated.

Lessons learned

What worked well

There is a need for development programmes like this one, and the participants appreciate the training, mentoring and practical advice from other companies. Communication between participants, as well as the exchange of experience and contacts is invaluable.

The participating companies highly appreciated the versatility and different perspectives of the training programme. They also valued the opportunity to get an inkling of what other companies are doing in terms of product development and networking options. In addition, the chance to get out of their daily routine and systematically deal with product development issues was highly valued, as this is not always possible in everyday business. In their feedback, the companies pointed out that as a result of this programme, they have started to pay more attention to customer research and involvement, as well as wider inter-company involvement. They have come to apply more effective product

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development methods, have established new product testing processes, and received new ideas for prototyping. Companies have started up various consumer surveys, and design thinking is applied on a daily basis.

What we would improve for the next time

More practical work should be done with the company's own problems, there should be more real-life examples, and the involvement of practitioners in seminars is needed. The programmes should be more compact, not stretched over a long period of time. A longer mentoring/counselling period is needed after the end of training. More specific objectives should be set up for a company to work on. Follow-up meetings should be organised after the end of the training programme.

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6.9 Design Bulldozer by EDC

Description

Overall purpose

To help Estonian companies increase the added value of their products and services through product development and more customer-centred products.

Goal of the service

To define a company's options in using design and help them develop new and innovative products/services through the systematic implementation of design. To give companies the chance to practice the advantages of design in the best possible way alongside experienced designers and design managers.

Service provider

The Estonian Design Centre in cooperation with the best design managers and strategic design agencies. The programme was commissioned by Enterprise Estonia.

Target group

The Design Bulldozer is a development programme for SMEs. The latest cycle was aimed at industrial companies.

Main elements of the service

To start off, companies applied for the programme and stated the challenge. They were screened regarding the requirements set for the target group.

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The companies selected appointed a team of up to three members, preferably top managers and employees responsible for product development/marketing.
One cycle lasted for a total of ten months and took place in two stages:

1. **Trainings, a design audit and preparing a design brief**

The training programme is intended for companies and design leaders and focuses on design thinking, design-led innovation, customer view and user research, management, branding and international markets.

In the first stage, the design manager appointed to the company conducted a thorough design audit in each participating company. The audit included in-depth interviews with company managers, top specialists and key clients. The audit resulted in a written report – an overview of the company's ability to incorporate design perspective into their product development. The audit provided an overview of the current state of design use and formed the basis for improvements and subsequent steps.

2. **Carrying out a design project**

Companies who have the greatest potential and desire to start a product development project immediately will continue with a design project. Under the guidance of an experienced design manager, they can find a product or service designer for cooperation. The design manager's role is to guide the preparation of the brief and to support the company in choosing an appropriate design partner. The design manager has to be present throughout the whole product development process and advise the entrepreneurs when needed.

At the end of the cycle, a special seminar is held with all the participants and design managers to present and discuss the results of the programme.

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Cost for the participating companies

Stage 1: €500 + VAT

Stage 2: €2,500 + VAT (+ design purchase if needed)

Volume of the service

Since 2012, the EDC has conducted three cycles of the programme:

1. 10 SMEs
2. 5 SMEs
3. 15 SMEs

Methods for measuring and evaluating the service

Observing the participating companies' work. Regular design manager meetings during the cycle to collect feedback on how the participants are progressing. Continuous dialogue with the participating companies. The EDC asked for feedback after every training session: what did they learn, what was challenging, what worked and what did not. After each stage, the companies presented their progress at a seminar. After each stage, the EDC conducted a survey to get feedback from the SMEs.

Evaluation of the service in overall terms

The participating design managers gained new knowledge thanks to the training sessions conducted by international and local experts. In addition, as we involved students and design managers who were just starting out, the programme gave us the chance to grow the pool of design managers capable of conducting design audits. Designers practiced cutting-edge strategic design thinking and innovation training and gained practical experience.

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The audit process and methodology were made more specific. The programme resulted in great success stories that can be used to explain the value of design.

The companies who have participated in the Design Bulldozer development programme have gained in-depth knowledge about design-led development processes and the targeted implementation of design throughout the company's processes. The expected result is a long-lasting effect in terms of increased sales, profit margins, larger market share, new target markets and more efficient product development by the participating companies.

The companies got the chance to get to know and collaborate with experienced design managers and designers who may not be available for cooperation usually.

Lessons learned

What worked well

Companies highly appreciated the training, audits and overall cooperation with a design manager. They had the opportunity to collaborate with experienced Estonian design managers, who are normally not so accessible. Companies highly valued the opportunity to have their first design project and guidance of a design manager to find a suitable designer for that.

Participating companies also valued the opportunity to get an idea of what other companies do in terms of product development and possibilities to network.
Companies who only completed the first stage can also report of success stories, because many of them either hired the designer or continue to work with the designer.

What we would improve for the next time

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Length of the programme – overall duration of the programme was too long; it was hard to commit for such a long period.

There were too many companies in the last cycle. Selection of the companies – companies should be more on the same level; groups should be more homogeneous. The background, knowledge and ambitions of the fifteen participating companies were very different and, consequently, the different expectations of the participants during the programme had to be taken into account.

For companies, completing the second stage is rather complicated. Companies have different reasons for not entering the second stage, whether they are not ready to start developing a new product or service, because the existing service or product should be organized before, the internal product development processes have to be improved first, companies discover that they are not ready for change etc

Duration of the 2 stages should be revised, companies considered 2. stage too long. For too many projects, the work was carried out by the company's own team in collaboration with the design manager, which was allowed in the programme, but the design purchasing experience was therefore lost.

Follow-up trainings and activities are needed.

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6.10 Design Engine by EDC

Description

Overall purpose

The aim of the Design Engine is to evaluate the design capacity and possible design approaches of organisations to integrate the design related aspects into their product or service development process. More specifically, it is a diagnostic tool for evaluation and mapping the existing strategy, organizational structure, processes and relevant design management aspects of the organization to identify the major needs, also possible weaknesses and strengths. It also identifies relative opportunities and possible design approaches to the product and service development.

Goal of the service

The goal is to help companies understand design opportunities for creating, mapping and developing their products and services; together with the design manager, the company's situation is mapped, the focus of the activity is found and the potential of the design as a creator of added value in the company is described.

Service provider

Estonian Design Centre chooses the design manager who will carry out the audit.

Target group

The Design Engine is especially suitable for SMEs, because often they lack knowledge and resources to specialize on innovation and to seek out appropriate design solutions. Design Engine can help any company or organisation to analyse its current design capacity, strategy, practices and product development approaches.

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Main elements of the service

The audit is a process of assessment and analysis, which leads to recommendations for improvement of design capacity and possible design approaches. The comprehensive and integrated overview is required to understand the opportunities for improvement and untapped potential for the organization.

The first step of the audit is to collect the basic information about the organisation and its activities (e.g. its products and services, financial performance and organisational structure). Additional information on design management, competitive position, supplier and customer relationships is also gathered. Design Manager agrees with the entrepreneur about the interview times with the company managers and key employees. (Usually 2-4 interviews, consecutively, or some together or separately will be your own choice.). Design manager uses certain methodology to carry out the audit.

In addition to interviews and small-scale user surveys, the design manager gives feedback to the company either to managers or to a wider circle of employees according to the company's wishes. Taking into account the feedback received, the design manager will prepare a documented report summarizing the audit. The content of the summary also includes main conclusions and opportunities and recommendations for future design options.

Cost for the participating companies

Estonian Enterprise is supporting the programme. The cost for the company is 690 euros.

Volume of the service

We have conducted 27 independent design audits.

Methods for measuring and evaluating the service

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.

EDC is currently updating the methods for measuring the service. So far it has been company's direct feedback and a survey.

Evaluation of the service in overall terms

EDC is currently updating the service and measuring methods to make it more effective and appropriate for companies' needs. Updated service is available from September.

Lessons learned

What worked well

Cooperation with design managers, audit itself.

What we would improve for the next time

More tailor-made solutions, team of design managers (at least 2) instead of one to avoid bias. Matchmaking possibilities with the best suitable designer.

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6.11 Conclusions

Based on all the previously mentioned programs and services, the partners have peer-reviewed the processes regarding the entire circle of the service delivery system: the procedures of setting up a design-support service that satisfies its target group, the awareness raising regarding design support opportunities, the provision of the services themselves, the post-evaluation of the provision and the improvement of the service.

Having identified both good elements and things that the beneficiaries have pointed out as features to be improved, the partners have come up with a specific procedure, which ensures the effective programme/service setup, incorporating actual beneficiaries' needs and particularities, per case.

The proposed methodology and actual suggestion of this Design Options Paper can be found at the next chapter "Set up your own/What to Do", where the partners have included all their prior expertise and knowledge, combined with the lessons learned and the peer-learning extracts.

The methodology of setting up your own programme/service, has been followed by the partners, in order to setup the pilot in Greece. The feedback of the pilot (Re:Connect programme) has been used as input and the final suggestions are the ones presented up next.

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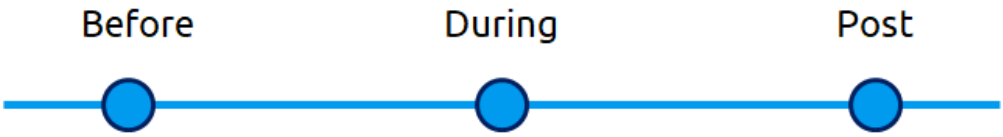
7. SET UP YOUR OWN / WHAT TO DO



7.1 Before

The Before part, is the preparation phase of any programme/service. It is the most crucial part, as the preparatory actions implemented during this phase, will define the success rate of the programme/service being offered. Further, it is crucial to have in mind that the most effort spent on this stage, will help decrease possible mistakes and unforeseen factors, that could lead to the programme's/service's failure.

Picture 4: Project Implementation vs Effort matrix

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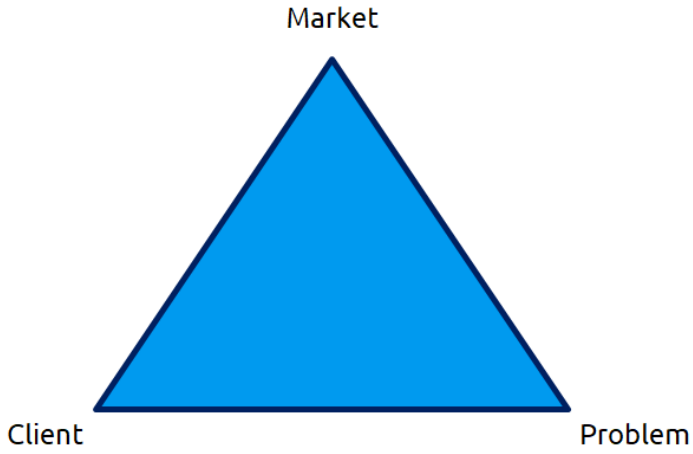
This Before part can be splitted into three sub-categories:

1) The Background setup
2) The Preparation of the Delivery, and
3) The Prototyping

Background setup

An organisation that delivers programs/services to innovative SMEs needs to clearly identify a set of conditions, that affects the actual content of the programs/services. These conditions are:



*** The Context (Market)**

- ***Who are the potential clients (beneficiaries):*** Which target groups are you aiming to serve/attract through our future programme/service? What are their needs at the given moment?
- ***What is the current market situation*:** What other agencies/organisations/service providers are offering (similar) services at the same period? Are there any successful programs/services currently up-and-running? What are the elements that makes them successful?
- ***Are there any potential collaboration partners*:** Are there any organisations/agencies offering complementary support to the target group you

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are aiming to serve? Are there any sectorial associations that could help you disseminating your offering?

- **What is the national/regional/local (depending on your organisations' coverage) SME readiness level:** What kind of programs/services have previously been offered, not only from your side, but generally? Are the SMEs aware of the innovation support scheme you promote? Are the SMEs ready to adapt, or do they need more awareness-oriented interventions first?

All these questions must be honestly and clearly answered, in order to create the right foundation of your programme/service.

*** The Goal (Problem Definition)**

When you have developed a clear view of the market situation and the context, you need to define the goal of you service/programme. It is the value proposition of our offering, and it has to mirror the market gap identified on the one hand, and your organisation's strategy, vision and capabilities on the other hand. The goal should be very precise in terms of description, in order for your target group to really understand the value it brings and how it is serving their respective purposes.

*** The Client**

During the Background setup, an organisation should always have in mind its actual beneficiaries – in this case the SMEs. No matter how the programs/services is financed (e.g. participants fee (entirely or partly), from a funder or from a public authority), it is the beneficiaries that will define the programs'/services' success. As so, before developing the backbone of the programme/service you need to talk to a representative sample of your target group. There are many user research tools, but the most usual in this situation is the one-to-one interviews or questionnaires. You should try to gather

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information (beyond typical data like for how many years have been established, how many employees they have, etc.) regarding their current state, the parameters that influence their added value (e.g. low prices, speed of delivery, innovation, design, quality, etc.), their readiness with reference to your innovation support scheme (e.g. Design thinking, product design, etc.), , their prior interaction with innovation support services (e.g. other introductory services, consultancy, etc.), their internal decision-making processes, the barriers and challenges they face, the employee onboarding processes and filters and last but not least, their future goals for achieving their mission and vision.

All the information from a representative sample of your target group, will enable you to understand their needs, the time and money they are willing to spent on a programme/service, their level of readiness and dedication. These elements are essential for the features you will need to have in place, when you design your offering.

Preparing the delivery

The preparation of the delivery consists of all the elements that need to be in place before announcing your offering. These elements are:

1) **Design the programme/service**: In addition to the description of the offering itself, the design of it include the following:
    a. Website description
    b. One pager – Press release
    c. Application templates
    d. Confidentiality agreement templates
2) **Test with the client**: Get feedback for a different sample (from the same target group of course) regarding the programme/service setup you have developed. This is both an easy and important thing to do; phone/one-to-one meetings/questionnaires.

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3) **Logistics**: When you have decided on the final format of your offering, you need to consider your *inputs* (time, money, people) in order to implement the programme/service. You need to make sure that you have foreseen anything, e.g. rooms to host workshops, catering for events, expenditures to visit your beneficiaries' premises, etc.
4) **Partners:** Before starting to promote your offering, you need to have a potential network of partners in place. This can be partners that either contribute to deliver parts of your programme/service, or partners that will help you reach out to the beneficiaries you are trying to approach.
5) **Project Management:** Finally, you need to defines roles internally in order for your programme/service delivery team members to know exactly what they need to do and when they are expected to do it. In addition, you need to plan the internal reporting-coordination process. A smooth implementation of the programme/service depends on this task assignment process.

Prototyping

The prototyping stage is something that not all organisations/agencies have the necessary resources to do, but in our experience, it has proven to very valuable and in this case the prototyping phase has added value to this DOP. Although you have tested your offerings (through the co-creation process, interviews, testing, etc.) it would be valuable to run a pilot, testing the programme/service in real-life conditions, before implementing it in full scale. We recommend to run a pilot with 4-5 SME. All the elements developed so far should be included exactly as if the programme/service was offered in full-scale. In this way, you run a final "test" of your developed programme/service, before putting all foreseen resources in place.

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7.2 During

As already said in the introduction of the Before part, the more effort spent on preparing the offering, the less effort will be needed in the "During" part. During the actual delivery of the offering, you should monitor the Project Management plan, and be ready to efficiently handle any crisis or unforeseen issues that may appear. It is not unusual when collaborating with SMEs, to find out that their needs change day by day, or they may come up with a crisis that they could not predict.

Based on our experiences and prior issues faced while delivering programmes/services, we have conducted a Do's and Don'ts List for the delivery phase.

Do's and Don'ts

*** Be flexible during the implementation:** it is very likely that even you have cross-checked everything, even if you have piloted your upcoming programme/service, that you will face some unforeseen issues. These issues may vary from the last-minute cancelation of the participation of an SME, to difficulties regarding the time needed to be invested from the SMEs' side. In order to overcome these difficulties and ensure that they won't bring down your programme/service, you need to **prepare yourselves with alternatives and flexibility.** For example, if you have a specific number of SMEs that you must include in your programme/service, think of developing a list of runners-up, that can replace any SME that could quit unexpectedly. A significant and common issue when working with SMEs, is their continuously changing availability. So, when designing your programme/service, have in mind to include some buffer time between its phases.

Make sure to define flexible objectives and outcome in order to achieve your goals. For example, during the Re:Connect pilot implementation we succeeded in engaging 5 SMEs and 10 designers. However, our written objective was to engage at least 4 SMEs to finish

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a successful programme. From experience we know that one or two SMEs involved in programmes will not continue to the end. In the Re:Connect pilot one SME left the programme, however due to our flexible objective, the pilot programme was still a success.

In addition, keep in mind that you also need to have a flexible delivery schedule, as SME's signed up to a program often need the opportunity to change dates and postpone meetings as time and availability is a challenge to most SME's. You can foresee some "buffer time" between consecutive stages of your offering.

Whatever the issues may be, it is likely that they will occur. Keep in mind that you have are offering an innovation-support programme for SMEs, why you need to innovate yourselves in order to keep up with the urgent needs of your beneficiaries.

*** Make sure the beneficiary understands every stage and information:** When you are offering a programme/service, you are also promoting a "way of doing things" -your process/ methodology-. When a programme/service has a set of stages - touchpoints from its kick-off to its closure, you need to make sure that your beneficiaries understand the flow and the evolution of the process from stage to stage. So, you need to make a clear description of every single stage - touchpoint, what will happen during its implementation, and how the outcomes of it will feed in as input in the next stage. Like that, the beneficiary is always on track regarding the process and can focus on the development of more qualitative milestones that need to be achieved.

*** Do not bring too much terminology:** It is commonly accepted that agencies/organisations, very often complex terminology when communicating with their beneficiaries. This frequent occurrence may derive from a wide variety of causes, like the

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funding source/authority, the daily routine of your agency/organisation, your stakeholders, etc. The use of complex terminology will most likely create a wide gap and add to a risk of disconnecting with your beneficiaries, and provide an unnecessary feeling of "lacking behind" among the beneficiaries. As so, special attention should be paid on the descriptions used during the dissemination and the implementation of the project, together with the terminology used in you B2B meetings. Depending on the level of innovation readiness of your target group, or their prior participation is similar programmes/services, you must "translate" your terminology in a language that are easy to understand.

7.3 Post

The Post part is very important. There are many examples of agencies/organisations that pay no attention to this part. You much better understand the value of the post part for your operations and your offerings, if you consider this part as the initial action of the Before part.

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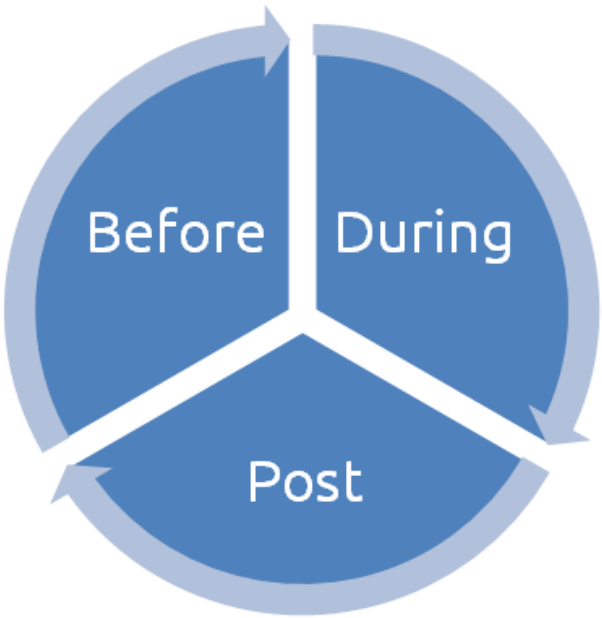

Keep in mind that the provision of a programme/service (either continuous with slight changes or replaced by a new one) depends on the results of the post part as these results can support strategic decisions and determine how to carry on. Besides identifying if minor or major changes are needed, the post part enables you to share the findings and the case studies developed through the programme/service with a larger group of SMEs'. In addition, the results can act as motivator for you beneficiaries to go to the "next step" in their innovation journey.

The Post part is composed by two parts: the internal and the external processes.
The Internal process aim to gather the feedback from both the beneficiaries and the team implementing the program/service, extract useful "do's and don'ts" for next iterations and develop success stories. Through this process, you will be able to improve your offering, while also developing case studies that will spread the word of your programme/service. Based on the feedback gathered on the beneficiaries' satisfaction

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rate, you are able to identify the needs. This is giving you the opportunity to re-direct them to another program/service you offer, or to design and develop one, if nothing similar is offered in your market.

The external process aims to maximize the value of your collaboration with your beneficiaries and the "after-sales services" you offer to them. There are several actions your organisation/agency could take. The most usual are:

- Showcase them as examples to follow at any upcoming conference
- Promote their case studies through your network and your social media
- Offer "exclusive" networking, setting up an alumni network for your prior beneficiaries
- Host a Design Award, where the best of your beneficiaries would be brought in the spotlight
- Utilize them as potential mentors in upcoming programmes/services (if you have such a feature).

Through all these actions or any other that serve the same purpose, you increase the loyalty of your beneficiaries, a relationship that will give you great returning rates and secures the sustainability of your organisation as a total.

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8. PILOT ACTION IN GREECE

8.1 Short Description of the Pilot

As part of the project the partners decided to test both design methodology and the DOP.

In order to do so, they hosted a "Design Sprint" session in Thessaloniki, Greece, during which they followed the suggested methodology, to setup a pilot programme (to test the DOP). KEPA's design initiative - Hellenic Design Centre - has been used in order to build a new design support programme from scratch.

During one week the partners designed and developed a pilot programme - "**Re:Connect**" – using the draft Design Options Paper (DOP). Having in mind the local ecosystem, the SME level of maturity / integration regarding Design Thinking, together with the lack of designers (in its methodological – process-oriented meaning), the programme aims to bring these two different target groups together. Enhancing SMEs' design integration and user-orientation of their products, services and/or processes on the one side, and "re-educating" designers (web / graphic designers / consultants / marketeers / architects / etc.) into the process of Design Thinking on the other hand.

The pilot programme, valued of 1260€ per participant, has been offered for free to 4 SMEs and 10 designers, and it lasted for 2 months.

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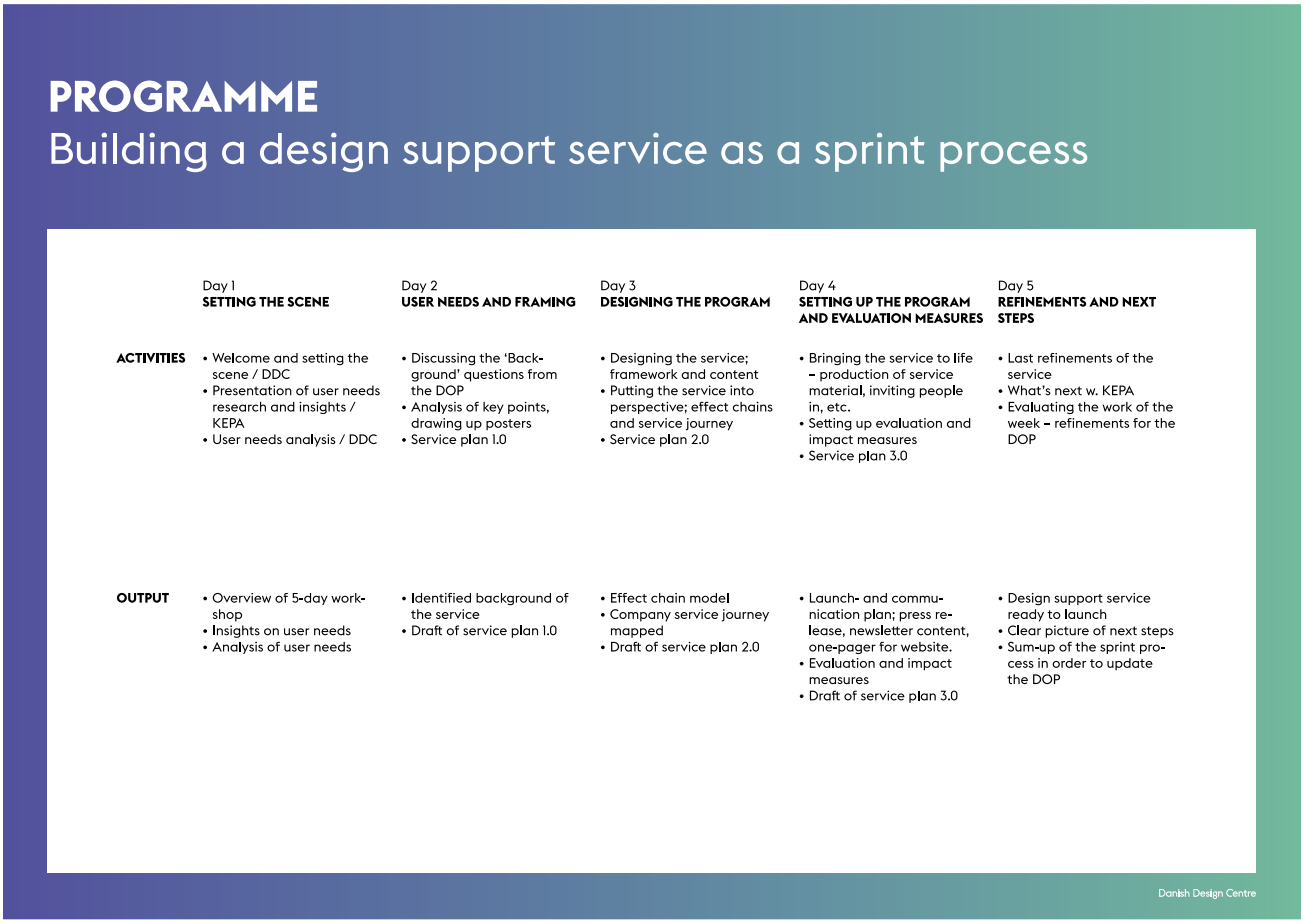
8.2 Before - Preparation of the Pilot



Picture 5: Building a design support service as a sprint process

The Before part of the pilot, took place during a 5-days co-creation workshop (design sprint) that the partners hosted in Thessaloniki. Prior to the workshop, KEPA's representatives had conducted "user research" among five SMEs in order to identify their needs. During the 1st day of the workshop, KEPA presented the main insights from this preliminary research and the partners analysed the readiness of Greek SME's in relation to the Design ladder, the challenges local SMEs face, the way that Design Thinking can

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help them to add value and innovate, and the resources and the time they are able and willing to invest in order to participate in an innovation-support programme.

During the 2nd day, after "setting the scene" regarding the initial information gathered, the partners used a set of DDC's tools, in order to "Understand the Market", "Understand the Problem", "Understand the Target Group" and finally "Prepare the service". More specifically, the partners identified other services addressing the same problem and potential collaborators; defined the problem/challenge that that the new programme should address and the kind of value that the programme should add; specified the characteristics of the target group (number of employees, size, sectors, etc.); recorded the level of design-methodology understanding of the target group (design ladder) and developed the characteristics needed from the target group to satisfy in terms of intervention readiness, in order to be eligible to take part in the programme. Moving on the preparation of the service, partners discussed KEPA/HDC's strategic goals and vision, which also should be (of course) mirrored in the goals of the new programme. Moreover, the available resources of HDC (time, money, spaces, people) in order to fix the context of the under-development programme was taken into consideration. In addition, the partners concluded the description of the main programme's frame, finishing the work of the second day.

On day 3, partners divided into groups of 2, developing in detail the framework and drafting the actual content of the service. This was a high-intense exercise, with valuable outcomes and useful insights. During the third day, partners used the "Effect Chain Model" tool - a way of visualizing the programme's framework and content and determined the "Long Term Effects" and "Short Term Effects" of the programme. Also, the partners determined the KPIs that could be improved by the programme and prove Design's added value to the beneficiaries. Furthermore, partners discussed the intended

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outputs of the programme and the resources allocation to achieve the foreseen results. It is of great importance to pinpoint the discussion regarding the Critical Success Factors, namely:

- Which inputs are critical in order to deliver the activities?
- Which activities are critical in order to deliver the deliveries?
- Which deliveries are critical in order to deliver short term effect?
- Which short term effects are critical in order to deliver long term effect?

Up next, it was the time for the SMEs' points of view regarding the so-far developed context. Partners, using DDC's "User Journey" model tried to visualize the programme from the beneficiaries' perspective. This process included all potential touchpoints, from the very first time someone learns about Re:Connect, to the daily routine changes of his every-day working-life, to the evaluation and the follow up actions after the finish of the programme. Based on these exercises, the partners concluded the "**Programme Description**", having defined:

1. Overall purpose
2. Goal of the service
3. Success criteria
4. Deliverables
5. Main element of the service
6. Target group
7. Effect chain
8. Service Journey
9. Budget
10. Methods for evaluation and measuring the service impact
11. Awareness raising

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Last but not least, at the end of the 3rd day, the partners started drafting the content of the programme's description and supporting documents (Website description, one pager, press release, application template, call for SMEs, call for Designers, etc.). The final format of the programme was: 2 months duration, during which 2 workshops would be implemented and 3 B2B meetings with each of the working groups (SME with the designers assigned and the HDC's facilitators). The last touchpoint of the programme was designed to be a final event, where any beneficiary of the programme could share their experience and insights.

Day 4 was dedicated to "Setting up the programme and developing evaluation and measurement tools". During that day, the partners focused on finalizing the content of the programme description and the necessary supporting documents -which took almost the whole day- and then moved on to developing the evaluation and impact measurement methods, in order to ensure that the appropriate data and insights for post-evaluation and impact measurements will be gathered.

The 5th and last day was dedicated to the refinement of the process, the content created, the programme itself and the preparation of the delivery. The timeline of the programme was developed and tasks and roles among HDC's staff were distributed.

The outcome of the process

Re:Connect aimed to attract 5 SMEs and 10 designers to take part. During the implementation, 5 working groups was formed[9], with each one of them include 1 SME, 2 designers and 2 HDC staff. The purpose of the programme was twofold:

[9] After the implementation of the second weeks workshop, one SME exited the programme, as it stated unable to follow the process. Its' working group designers were re-assigned to other working groups and the programme continued with 4 groups.

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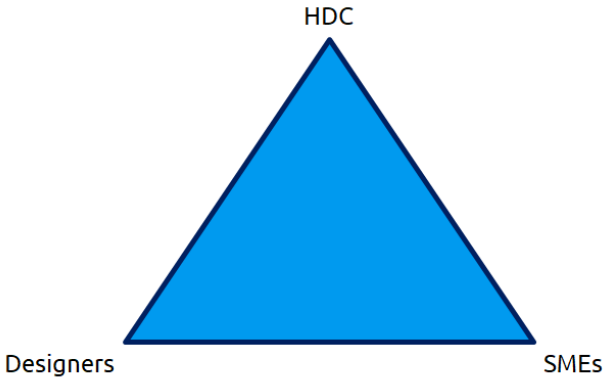
On the one hand, SMEs could better understand the market and the real needs of their customers in order to increase their satisfaction and dedication rates, making themselves more "customer-centric". On the other hand, designers with different professional backgrounds, could develop new skills and "train" in Design Thinking methodology to incorporate it into their mode of operation.

Re:Connect was designed to last 6 weeks, with only one dedicated meeting (2-4 hours) once a week that could vary from B2B meetings to workshops for all the Re:Connect participants. In particular:

- 3 B2B sessions with all working group members, where Hellenic Design Centre staff provided guidance in order to enable the group to define the existing KPIs by focusing on the overall performance, on processes, employees, sales etc.
- 2 joint workshops with all beneficiaries/working groups, where they were trained in the use of customer-oriented and customer experience identification tools, while at the same time they had the chance to exchange experiences and insights.
- 1 closing event where beneficiaries had the chance to share what they had learned and executed during the six-weeks period.



Picture 6: Re:Connect working groups model

Each working group would work on the respective group's SME case/challenge. The goal was to enhance SMEs' design integration and user-orientation of their products, services

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and/or processes, while on the other hand, "re-educating" designers (web / graphic designers / consultants / marketeers / architects / etc.) into the process of Design Thinking.

Re:Connect implementation plan - schedule

Week 1: Identify the company´s current situation / B2B meetings

During the two-hour meeting at the SMEs' premises, Hellenic Design Centre's staff and the 2 designers helped the SME identifying its' current business situation by providing guidance, in order to enable it define its existing KPIs, improve its' customer understanding and come up with an action plan. The output of the meeting was an overview of what the SME perceives as its business's core competitive parameters, that served as the starting point towards becoming customer-driven.

Week 2: Understand you customer / Group workshop

During the group sessions, all working group members were trained in the use of customer-oriented and customer experience identification tools, while at the same time they had the chance to exchange experiences and insights.

15.00 – 15.30 Welcome and introduction of the group

15.30 – 16.00 Case study

16.00 – 16.30 How to know your customers better – and why?

16.30 – 17.00 Exercise part one: Map you customers

17.00 – 17.30 Share with others and get feedback

17.30 – 18.00 Exercise part two: Identify what you need to understand about customers

18.00 – 18.30 Share with others and get feedback

18.30 – 19.00 Closing remarks, Q&A's and networking

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Week 3 and 4: Meet and learn from your customers / B2B meetings

2 hours meeting at the premises of where the customers engage with the SME's product or service / alternatively, research was conducted through questionnaires and interviews. During this meeting, the working groups interviewed customers on their needs & what brings value to them, and they observed the customers behaviour around SMEs' products or services.

Week 5: Develop customer driven business objectives / Group workshop

During this workshop, all working group members were introduced to customer service journeys and customer driven KPI's (Key Performance Indicators).

15.00 – 15.30 Welcome and introduction

15.30 – 16.00 The value of creating customer service journeys

16.00 – 16.30 Exercise: Make your own customer service journey

16.30 – 17.00 Share with others and get feedback

17.00 – 17.30 The value of customer driven Key Performance Indicators

17.30 – 18.00 Redefine your current KPI's into customer driven KPI's

18.00 – 18.30 Share with others and get feedback

18.30 – 19.00 Closing remarks, Q&A's and networking

Through the above steps, the working group members were able to evaluate how effectively the respective SME is achieving its key business objectives, by focusing on the overall performance, on processes, employees, sales etc. and taking the necessary actions in becoming customer driven.

Week 6: Final customer driven KPI's and action plan / B2B meetings

During the two-hour meeting at the SMEs' premises, Hellenic Design Centre staff and the 2 designers gave feedback to the respective SME on its new, redefined and customer

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driven KPI's and then, all together developed an action plan of how to implement this new customer-driven strategy.

Early May 2019

Closing event, where all beneficiaries had the chance (optional) to share what they have learned and executed during the six-weeks period.

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8.3 Cases developed during Re:Connect

Case 1 – Drone Academy

Drone Academy is a quite newly developed service, offered by an "Aviation applications company" -one of the oldest in its sector-, mainly active in weather modification. The company has a unique position both in Greece and Europe, as one of the most recognized companies in this field. The philosophy of the company is the evolution, with aviation and meteorological information as its two main axes. During its long-standing history, the company has grown (in numbers and vision) and now implements various additional services. One of these is agro-meteorological applications with a focus on timely informing farmers about the protection of their plant production. It also provides meteorological information services to anyone that might need it in order to reduce uncertainty and cost during decision making. Moreover, the company offers pilot training services, aircraft maintenance, aviation services, meteorological applications and airport security services (among others). Trying to keep in touch with developments in their industry, they have developed their latest service, the Drone Academy, through which they offer a drone handling license, targeting either those who need it at a professional level, or those who want it just for entertainment. The company was the first faculty certified by the Civil Aviation Authority to provide a drone pilot license. It offers fast-track theoretical and practical lessons from experienced and state-certified instructors. The professional areas that can be served by the courses offered, are divided into the following categories:

- Photography
- Cinematography, directing, production of audio-visual works
- Agriculture
- Land cultivation
- Topography

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- Real estate

Why did you get into the programme?

This newly offered Drone Academy service, even though it had a very good kick-start, has shown a drop in new clients inflows, during the last months. Observing this trend and having tried various solutions to reverse it, Hellenic Design Centre's Re-Connect programme appeared to be a new way of approaching an existing problem, allowing the company to use previously unknown tools and methods. The Drone Academy's main goal through the programme was to formulate its basic customer and communication approaches. In addition, the participation of designers coming from different disciplines was important, in order to ensure objective decisions and the value of the improvement proposals that were developed, by contributing their own personal look and experience.

The process followed

The two members of Hellenic Design Center, together with the two designers who participated in the working group, visited the company's offices for the first meeting, during which all the questions were asked, so that the company's way of working, organization and development, as well as its historical evolution and general strategy would be mutually understandable for everyone. The company was represented by members of various departments who had an understanding of all the aforementioned issues. All members of the project team were introduced and started a brief presentation of the company's history and how it has reached the point where it is today, describing the plethora of services provided, as well as the specialization at each scope they engage. We tried to focus on the Drone Academy among all those services, understanding the overall context of the service, both at Thessaloniki and national level. At the same time, an effort has been made from each of the working group member to capture the

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strengths and weaknesses, the opportunities opened up and the threats that existed for the service. Gradually, the challenge we began to identify was the lack of proper communication of the value offered by the service, especially compared to the competition. It was also noticed that there was no clear targeting in which channels to search for new customers, which in its turn reduced the likelihood of finding them.

In this case, *Identify Users and Customers* was particularly useful. It helped us all to create a list of the users that the company was already addressing and to complement it with even more user groups, in an attempt to discover the full range of stakeholders for the 3D Drone Academy. Some of the user groups included photographers, topographers, filmmakers, environmental and rescue teams, transport companies, farmers as well as non-professionals, ie people who simply enjoy amateur engagement with drones. Also there were included people who had been in touch with the training process of the Drone Academy and had obtained a diploma, others who were interested in a diploma but have already been using drones, as well as people interested in obtaining both drone and a diploma. The next step in the process was to define what we knew about our users regarding our service and what queries should be answered. Questions were raised about each person's knowledge of drones, about the personal merit of this particular engagement, and then an attempt was made to explore the deeper needs and benefits that a diploma would have to offer them.

Users were contacted and interviews provided very useful data. The basic direction of all user groups was that the value of paying the money required to obtain a license should be fully tied to their profession and the value that will be offered to them in this regard. Also, the information provided to us by those who had received the certification was of utmost importance, as they outlined the quality of the service that was provided by the Drone Academy. One more particularly appreciated element was that information about

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how one met the company and took part in the lessons, was mainly transmitted through word of mouth and people involved in the field. This has provided us with additional insight about the management of the communication channels and the means of communication of the company with potential future customers.

The next step was to put into practice the issues that we understood through research. By trying to better understand some of the users' touchpoints with the company, we used the very important User Journey Map tool. It was made clear that the person interested in the company's service felt more comfortable talking on the phone with one of the representatives than through the company's website. Then it was important to redefine the KPIs used by the company and, if possible, to enrich the existing ones with others that would basically take into account the user experience. Some indicative KPIs considered the most important were knowledge and information offered, ease of service, security, as well as professional development with new opportunities offered by the acquisition of a diploma.

The last part of this series of workshops and meetings included the creation of an action plan for what arose to be implemented, through the cooperation with Hellenic Design Center.

Outcome (general action plan description)

The final deliverable, known as the action plan, is essentially a plan to implement the new way of meeting the challenges faced by the company and it was developed based on 3 stages.

By initially realizing the importance and the problems that arose in turning a simple visitor to a client that pays to take the service, it was considered appropriate to

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investigate the problems of the site. A first step in this direction was the integration of metrics into the system. This way, we could track where the user is experiencing difficulties and where someone leaves the site. Having evidence from analytics that paid ads through various platforms have proven increased traffic on the company's website, we would continue to follow this approach by trying to capture the effectiveness of the site and the issues that are causing problems.

At the second stage of development, a strategic direction should be given by deciding which of the services are the ones that bring the most revenue to the company, if the lucrative ones can be further promoted, and whether there should be an adjustment of less financially supportive ones. Through this prioritization, marketing could be promoted more appropriately to drive the maximization of the company's productivity.

The final stage of the implementation plan for a more user-friendly service was to combine the first two in order to promote the revised services of the company. Also, since promotion would now be more accurate, having addressed functional and utilitarian issues of the service's online media, then it would be possible to increase the efficiency of the digital marketing investment. In this way, a larger investment would bring more revenue and would be a move that would be worth both for the company and for the users who will get real value for the money they have invested.

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Case 2 – Electrically-assisted bicycles manufacturer

Electrically-assisted bicycles manufacturing company is active in both the design and the production of electrically-assisted bicycles. The SME, based in Thessaloniki, kicked-off its operations some years ago with the key objective of offering a new way of moving that would not only improve their customers' lives but also contribute to more effective environmental protection. Their first of a series of premium, handicrafted, electrically-assiste bikes was designed with special geometry and philosophy, trying to be a substantial new proposal on urban travel.

The company's bicycles are characterized by personalized design and construction, exclusively for the needs of the individual user. Through their approach to design methodology, they try to turn usability into user experience. The highly comfortable driving seat, the fully customizable storage spaces and the general versatility both at design and at construction level allow the company to offer bicycles for both personal and corporate use. In this way, one of the evolutions of the original models, was the construction of cargo-transport models, with great success so far. In the context of continuous growth, the company is constantly trying to develop its models, with its mind on both the needs of its users and the needs of the market.

Why did you get into the programme?

Being quite new in the market, the company is in a constant development effort, so that they can offer their services to a wider range of users. Trying to reduce the risks of abrupt and dangerous growth based on personal conjecture and understanding of what users want, they sought a methodology that would better advise them on the direction they should follow. The Re:Connect programme offered them exactly that, the opportunity of using previously unknown tools and methods than could enable them achieve that goals. In addition, the participation of designers coming from different disciplines was

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important, in order to ensure objective decisions and the value of the improvement proposals that were developed, by contributing their own personal look and experience.

The process followed

According to the programme, the first meeting took place at the company's premises, in the presence of two designers and the representatives of the Hellenic Design Center. The two founders and employees of the company presented in detail both their personal and professional background and the company itself, the difficulties they encountered, communication issues that exist, as well as economic difficulties the company has faced over time. They also presented the sectors in which they are active and those to whom they want to expand in the future. All the questions and the issues that arose from the rest of the working group during the meeting have been discussed in detail. A very interesting part was the detailed presentation of how to design and produce electrically-assisted bicycles, with the live demonstration on a bicycle that was at the stage of production. At the end of this meeting, the working group created a SWOT Analysis, which was related to discovering / revealing the strengths and weaknesses, opportunities and threats that the company faced and which would be a guide for the rest of the project.

Specifically, some of the most important issues identified were the following:

- their expertise and know-how, makes them stand out of the competition.
- the continuous evolution of the production process and the design, has brought in great improvement both in the company's branding and in its products' quality.
- due to the customization of their products, they can offer handmade bicycles, unique to each customer, meet almost every need.
- a major problem they encounter is regarding the delivery times, since only one person undertakes the (handmade) manufacturing of bicycles

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- due to the uniqueness of the manufacture of each bicycle and the high-quality materials used, the products come with quite a high price.
- they are active in a market that shows growth potential due to a rise in the use of bikes and eco-friendly lifestyle. This "mindset" has also begun to be adopted by specific sectors and businesses, such as the tourism industry, where cycling-friendly hotel and networks are developing.
- a threat that the company face is the risk of non-response time in the event of a large increase in demand. The reason behind the risk is certainly the lack of staff,
- another issue the company is facing is the unstable financial situation in Greece,
- as many believe that tricycles are used only by "disabled people", the prejudice of anyone who use such a mean of transportation as disabled, is a matter of urgency and its existence is one of the most critical threats to the company's development.

At the next stage of the programme, it was crucial to make clear who the users of the company's product are (Identify Users and Customers). At this point, users were divided into 2 categories: to any individual for personal use and to companies through their cargo models. Taking into consideration all SWOT Analysis' elements, and following an additional discussion with the company regarding some additional future goals, we formulated the challenge we were going to solve: "the extension of the company's operations in the tourism industry, by approaching "bike-friendly" and "active-living" hotels.

Having set the challenge and identified the users (target groups' representatives) concerned, it was easy to define the questions we would ask the relevant users during the next two weeks of research. The research was very successful and the main conclusions drawn were that there was generally a positive attitude for such cooperation, but due to the high cost of buying these bicycles, they should first consider other ways of

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collaborating. Users also stated that they would like to start with a small investment and decide for further actions after they test the reaction of their own customers (tourists).

At the end of the survey, it was time for the second workshop to happen and trying to understand the results in depth. As so we transferred the information collected into the User Journey Map tool, "visualizing" the users' touchpoints with the company, from the first contact to the after-sales experience. This tool helped us a lot to identify problems and difficulty we could not previously imagine, which played a catalytic role in shaping the final action plan, in the end of the programme.

Up next, we defined the existing key performance indicators (KPIs) used by the company and tried to enrich them with more user-oriented ones. The survey data revealed some "mind-blowing" information, like what the end users are buying in relation to what the company sells. This information refers to the values - actual needs a user wants to buy through the company's products, rather than what the company tries to sell through its wording and marketing. The most important of these elements are: the ecological profile, the uniqueness, the ease-to-use, the exercise and wellness, and the entertainment. These values have been taken into account when developing the metrics that should be used by the company.

The last part of this series of workshops and meetings included the creation of an action plan for what arose to be implemented, through the cooperation with Hellenic Design Center.

Outcome (general action plan description)

The final deliverable -the action plan- is essentially a plan to implement the new way of meeting the challenges faced by the company and it was developed in a series of interconnected axis. Recognizing all of the above needs and all the steps that need to be

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taken to achieve hotel sales, we designed a demo service for hotels, that could be potential customers. Having defined the ultimate goal and the action we would end up with, initially, we should begin producing some all-rounder models that demonstrate the values that the company's bicycle can offer. At the same time, material should be created to promote the actions that are being developed. This material would be both available for use by the company itself and by the its users (hotel owners, individuals, etc.). The next axis was about the identification and the investigation, primarily of which areas could host such a service and secondly of which hotels could be the service provision point. The extraction of these data would determine the scheduling of the actions and would also help in a more detailed budgeting of the actions.

Then, it would be time to implement the demo service. At this touchpoint there would be a continuous collection of data regarding what is it that really matters for users and what should change in company's products' elements. Through this direct contact concept, the communication of the value offered by the use of bicycles would lead to a direct way of securing some sales. This could happen both at a company level (other local hotels, etc.) and at an individual-level (tourists / locals that found the product attractive).

Finally, the last axis developed was the design of actions and contacts that would take place after the sales. Through these actions, a community would be developed, which would share with its members news, ideas and experiences. All axes have links to each other, with feedback loops to ensure the continuous development and improvement of the service by communicating both the mistakes that may arise, the views of the participants, the users' ideas as well as the experience of the customers themselves. All this can contribute to creating a better product and a whole better experience.

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Case 3 – Data Logger Provider

The Data Logger Provider is active in the field of information technology and more specifically in the field of telemetry, logging and paging applications. It is located in Thessaloniki and its main products are the Data Logger system which is a data collection and management system, its accessibility bar that allows people with disabilities to improve their web browsing experience, web development as well as the development and implementation of innovative software such as IoT (Internet of Things) applications.

The key product to which the company would like to concentrate is its Data Logger. It consists of a tracking, logging, telemetry and paging unit. Its design allows it to be used in a wide range of applications and monitor critical parameters of an installation such as temperature, humidity, pressure, level, power consumption and generally provides remote monitoring of an installation's operation.

Data Logger's Web Portal is a portal for controlling the equipment and machines with which it is interfacing, while ensuring critical parameter logging and event management. The connection is implemented through Data Logger units, which act as smart local management units.

The combination of these allows a professional to be able to have remote control and access from anywhere via the internet, get alerts e-mail and SMS in case of deviations from user-set rules and easily install and usage any of these.

Why did you get into the program?

In an ongoing effort to further develop, improve and adapt to the new conditions created by growing international competition, especially in the informatics industry, the company sought to discover a new, different view of the problems it faced. In its search, it had the

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opportunity to take part in the Re: Connect program and use the appropriate tools to better understand the needs of the market it was targeting. Through this understanding, it would try to increase efficiency in the implementation of its business plan, ultimately increasing its competitiveness. In addition, the participation of designers coming from different disciplines was important, in order to ensure objective decisions and the value of the improvement proposals that were developed, by contributing their own personal look and experience.

The process followed

According to the program, the first meeting took place at the offices of the company, in the presence of two designers and members of Hellenic Design Center. The company's participants had an excellent understanding of the organization and internal processes that govern Infoscope's operation and so during the next three hours, after making a first presentation of themselves and of itself company, they responded in detail to a series of questions that were asked about the discovery / disclosure of the strengths and weaknesses, opportunities and threats that the company faced. At the same time, the challenge we would face during the upcoming 8 weeks gradually began to shape. This first meeting helped the designers and representatives of the Hellenic Design Center to develop a comprehensive and common understanding of what the company represents and in what ways there are challenges to the way the business wants to evolve. More specifically, what began to appear as a key feature was the fixed clientele, that presented the problem of further enlargement.

In order to achieve a common understanding of the issues we have analyzed, the SWOT Analysis report was created, where everything was depicted and was the reference point for the next steps of the program.

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Some of the key points were: the experience in the field and the very short response time to technical issues that may arise, the product flexibility and expertise in relation to competition and the loyalty that customers showed to the service. Some of the crucial issues were the lack of branding and overall design, the reduced mass production capacity and limited financial resources, while it was of particular importance that there was no focus on a specific product development and promotion. Continuing to threats, competitors with strong customer base and better prices, lack of ISO and dependence on third-party hardware manufacturers could make the company vulnerable in the future. In closing this analysis, key emerging opportunities such as the ability to expand into a very wide clientele and their mobilization in the Internet of Things (IoT) sector were formulated.

In order to be closer to the company's customers and its real needs, some steps have to be taken first. The first of these was to define who the users of the company's products are, and what are the questions we would like to ask them about issues that either we want to confirm our already existing knowledge or learn information that we do not know at all.

Using the Identify Users and Customers tool, we identified the core groups. The most important were the quality consultants, the merchants and the technicians that installed and used the tools. Then, choosing at the same time that the main participants in the research that we were going to run would be the technicians, we asked questions to them looking to explore elements in the entire product use experience. Thus, questions were asked about the way and the means by which the first contact with the company was made, what they really appreciated from the product and whether there are any ingisht for its improvement.

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We decided that it would take place at two levels. The company would be participating in the Thessaloniki International Fair and it would be visited from various customers, technical and non-technical, as well as others potential. It was considered a very good opportunity that we could use and so the first part of the user survey took place there. The second part was much more targeted towards the technicians. Individuals from different user groups, such as current customers and potential customers who had already contacted the company but had not made the final step, were identified. The results were great, as it showed us how strong the product and the service offered was.

At the end of the survey, it was time for the second workshop to happen and trying to understand the results in depth, we created the User Journey Map. Applying all the research findings to the tool, it became clear that the company's main problem was approaching new customers. Once someone became a customer, through the quality of the product and service he would get, there would be no reason either to leave or even look for alternatives. It was clear that we had to investigate what were the first contact points that we could improve.

To be able to finally reach out to our users, we should take advantage of the strengths of our product and understand what exactly our users buy. So we gathered the core values that the company represented in the eyes of customers, including reliability, direct service, flexibility, interconnection and ease of use.

The last part of this series of workshops and meetings included the creation of an action plan for what arose to be implemented, through the cooperation with Hellenic Design Center.

Outcome (general action plan description)

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The final deliverable, which is the action plan, is essentially a plan to implement the new way of meeting the challenges faced by the company and it was developed in three main axes. Initially, we tried to determine how the company and its products are perceived by a new user. That is why we had to set as a basic directive the definition of the visual identity of the company on a broad level. Not only at the design level, but also at product and company level as a whole, not as fragmentary pieces. In a nutshell, the creation of an ecosystem has been defined as the first and essential step.

Subsequently, new ways of using products and services were promoted to new potential customers. From the various ideas that emerged, the one that was chosen was the creation of a demo tha would help someone interested get in touch with the strengths of the company. Issues like the duration of the demo service, as well as the ways of collecting feedback, were discussed.

Especially in the feedback collection, an attempt was made to internalize it through the action plan as a method the company will use, since the users themselves can sometimes offer the best ideas for development or the most valid problems to solve.

Finally, with the first two axes ready, the third one was to adapt the way and the means of approaching new customers. Thus, by implementing all the previous actions, an overall way of communication between the company and potential new clients as well as existing ones is achieved. This way the clear communication of the coherence, the strengths and the value that the company offers will be the main point of investment for future dealers, technicians or any other professional team that may be interested in the logging and paging industry.

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Case 4 – Software Development Company

Software Development Company is active in the field of information technology and more specifically in the field of software development for public hospitals. It is own of the oldest software development companies in Greece and is now one of the most recognizable brand names in the field of healthcare applications. Its premises are in Thessaloniki and many hospitals from all over Greece belong in their clientele.

In recent years, it has witnessed a significantly positive growth rate, increasing its workforce from less than 10 employees (2 years ago) to about 25 people today. The software applications that the company develops, cover the whole range of a hospital's operation, from the patients' hospital admission and the registration of their data, to the coverage of the clinics' logistics and the effective communication between them.

The development of the applications is mainly based on the requirements included in the tenders, as announced by the competent ministry. During the development of the software, the company usually incorporates even more solutions than the minimum requested, having as a basic internal guideline the usability and reliability of its applications. In addition to the Department of Improving and Evolving existing products, there are also the Support Department and the Department of New Products Development. Using the most up-to-date tools, the company continually enlarges its market share while expanding its activities to new IT sectors, sets solid foundations for the future and continuously explores new areas of action.

Why did you get into the programme?

In the ongoing effort to further develop, improve and adapt to the new conditions created through international competition, especially in the IT sector, the software development company has sought to discover a new, different viewpoint in terms of

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service, product and process development. In its search, it had the opportunity to take part in the Re:Connect programme and use tools and methods, previously unknown to the company. Additionally, the participation of designers coming from different disciplines was important, in order to ensure objective decisions and the value of the improvement proposals that were developed, by contributing their own personal look and experience.

The process followed

According to the program, the first meeting took place at the offices of the company, in the presence of two designers and members of Hellenic Design Center. The company participated with representatives of both the administration and the departments, who had a perfect understanding of its organization and its internal processes governing the daily-operations. During the next three hours, the three representatives of the company, after delivering a presentation of the company and themselves they responded in detail to a series of questions that were asked about the discovery / disclosure of the strengths and weaknesses, opportunities and threats that the company faced. At the same time, the challenge we would face during the upcoming 8 weeks gradually began to shape. Being a company that has expanded over the last two years, doubling its workforce and setting new goals, both in their familiar Greek market and in specific countries abroad, it was crucial to recognize its dynamics and the problems it faces, at least in one initial level. This first meeting helped the designers and representatives of the Hellenic Design Center to develop a comprehensive, common understanding of what the company is advocating, and in what are the challenges in the new "paths" the company wants to follow.

This shared understanding was illustrated in a SWOT Analysis, which was the benchmark for the next steps of the project. One of the key issues identified by the whole group was the introversion that characterized the company with regard to its own communication

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with the external environment and which did not allow them to easily project their work and to easily develop new collaborations. This introversion was recognized by the whole working group, and the reasons behind its existence were perceived. At this first meeting, it was agreed that this was one of the key issues to be resolved. Due to this condition, the lack of corporate identity and general planning was observed as a direct consequence. In addition, it was important to strike out some speculations, as the company was evaluating the quality of their products based on them. The investigation of these speculations would give us definite answers as to whether the product is ready for expansion both in Greece and abroad, where competition could be even more intense.

Having determined that the main pillar of research that would take place over the next few weeks would be to discover the real needs of hospital software users, it was critical to make clear who the users of the product are (Identify Users and Customers tool). We came to a common understanding that we should move a little deeper into how user research was conducted before and that in order to overcome any speculations, we should focus mainly on staff who are in daily friction with products performing their duties, such as doctors, interns and nurses rather than high-ranking hospital executives. The next step was to prescribe the questions that designers and the company would like to ask to its users, based on where they felt that there were knowledge gaps regarding their applications. Following the full identification of all users as well as the questions that would be asked, we chose who we would contact and a series of interviews followed (via phone and skype) in order to understand their needs and daily routine, in regard to the use of this kind of software applications. At this point, it is very important to clarify that the users who participated in the survey, were not necessarily our company's software users. The important thing - at least at this point - was to understand the wider user needs of the hospital software, so that to record the needs of the target group in

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general, while other interviews to staff of hospital-clients of the company, tried to also collect information about the applications themselves.

At the end of the interviews stage and the collection of all the information, some basic problems came up, concerning the daily routine of this type of software users, while some of the advantages offered by using such software applications have been made clear. The trust that they inspire, is perhaps the most significant of them. Also, through the daily use of such a system, a considerable number of bureaucratic procedures have been replaced/eliminated, while the interconnection it offers, speeds up and ensures the internal transfer of information. At the same time, however, some equally important concerns arise. According to what has been said, the hospital softwares (in general) are considered to be complex and that some procedures could be performed even more simply than they do. One of the most important points was that the staff that actually uses these softwares' application are not taking part in the design and/or the development of a hospital software product. Instead, the common practice so far was that managers of the hospitals' clinics are involved, high-level staff that are not users of these products. Additionally, staff's training on the software applications was made in an unconventional way, where the head of the staff of its clinic was trained, and then was trying to transfer his/her knowledge to his/her colleagues through internal trainings. That way, there was no direct communication and instant feedback on the applications' features and usability, rather than "learning by doing" and "trial and error" concepts.

Having been equipped with all the aforementioned critical data as provided by the user surveys, we moved on to the next step of Re:Connect, which was the synthesis of the User Journey Map. By placing all the information on the tool, the problem of not using real users' feedback and usability surveys, became even more "visible".

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The next step was to define the existing key performance indicators (KPIs) used by the company and tried to enrich them with more user-oriented ones.
The survey data revealed some key insights, like which are the values that the users are looking for while using the company's products. More specifically, these were reported to be the stability and the credibility of the system that fosters trust, the training, the adaption of the product to the needs of the user and the consistency of collaboration between the two sides.

The last part of this series of workshops and meetings included the creation of an action plan for what arose to be implemented, through the cooperation with Hellenic Design Center.

Outcome (general action plan description)

The final deliverable, commonly the action plan, is essentially a plan to implement the new way of meeting the challenges faced by the company and it was developed in two main axes.
The first was dedicated to incorporating practices of including the external users of the company, to whom the further development of their products will be based on. External users include all those who come into daily contact with the company's software at their workplace, such as nursing staff and hospital doctors. In particular, it was clearly understood that the first and most crucial step would be to identify the actual users of each product and to follow the research methods used during the programme, in order to clarify which problems could be improved in the company's products. Then, in order to enable the software development company collect useful data on the way and the efficiency of their applications' use, it was planned to incorporate metrics into the software applications themselves. Having set the foundations for problems' recognition, the solutions will theoretically be more targeted and will achieve greater satisfaction

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rates. But the right approach, as agreed by all sides, will be to adopt a process of prior testing the solution with real users, ensuring that the ultimate goal is achieved and that the product of the company has the greatest value to them. Finally, the importance of repeating this process was stressed, as the constant feedback that would result from product development and direct contact with its users, would bring to the company many side positive effects.

The second axis had to do with the internal joint strategic direction of all members of the company. It was decided to follow a process of including the "internal" users of the company -the employees themselves-. The reason why such a direction was chosen was the purpose of making the employees feel more familiar with and to have a common understanding of the vision and development strategy of the company. Thus, in addition to the clearer wording and transmission of the company's vision to its staff, the needs of incorporating procedures through which workers could come closer together, as well as training and onboarding new employees, were pointed out. By doing so, the company's efficiency rates will raise, as all its staff will have an increased sense of intimacy and "ownership" of the product and the company.

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8.4 After – Evaluation and improvement of the Pilot

During the Pilot's set up, the CODIS partners have foreseen that the beneficiaries of the Re:Connect pilot program would be monitored in 3 phases:

1) Right after the closure of the Re:Connect programme, beneficiaries were invited to take part in a survey. The survey focused on the programme's improvement part, asking them to express their opinion on the programme as a process, on its goals and the level of achieving them, on the quality of the provided features (presentations, workshops' spaces, tools, catering, etc) and the level of the knowledge (Design Thinking) integration as a process, on their future plans.
2) The 2nd and the 3rd phase of evaluation, were designed to focus on the implementation of the Action Plans and will take place at the end of July and at the end of October respectively. In parallel, HDC will also contact at the same given point in time the designers, in order to identify the level of Design Thinking integration into their professional daily routine.

Lessons learned

What worked well

Participating SMEs highly appreciated the trainings - workshops, the strategic B2B meetings and the overall collaboration with the designers assigned to them. They also reported that the 'triangle' between HDC, the SMEs and the designers worked way much better and harmonically than expected. Moreover, the fact that the designers had different professional experiences and knowledge basis, enabled SMEs initiate a lot of discussions on different aspects regarding their overall brand. One outcome that was not a direct goal of the pilot, was the development of new synergies between the SMEs and the designers, which was the case in half of the working groups. Another significant result is that all of the participating SMEs, requested for the continuation of the collaboration between them and HDC, through another service/programme.

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On the other hand, designers reported that they really feel being "re-educated" and that they developed their "skills-box" with a great amount of new knowledge, that can give them competitive advantage in their professional career. Moreover, they reported that the process followed will be used by them in their professional daily routine.

Process-wise, the programme and the people implementing it were quite flexible and the crisis that came up, were handled really flexibly and in collaboration with the all beneficiaries of the pilot, without any consequences for the quality of the offering. Moreover, it is important to highlight that even the initial planning of the pilot foresaw that the implementation would last for 6 weeks, after discussions with the SMEs and designers regarding their need for more time during the "research stage", the implementation lasted for 8 weeks, which was really crucial to the achievement of the Pilot programme's goals.

What we would improve for the next time

Based on the feedback and the suggestions gathered, together with HDC's staff insights on the implementation of the pilot, the next points are to be included in the full-scale implementation of the programme in the future:

- A slightly different application, requesting for more qualitative data on the current state of the company.
- By the time SMEs are chosen, remember to collect their official logos for dissemination purposes.
- Foresee an initial meeting - workshop only for the designers, so they are ready for the programme's next stages.
- Designers requested a pre-workshop of half-an-hour duration, only for them, in order to prepare them on the content and tools to be used during the workshop.

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- Build an "informal" – more direct communication channel for communicating with the beneficiaries, rather contacting them through emails. (quick changes, updates, etc.)
- Use local (Greek) case studies of SMEs having used Design Thinking and showcase their results.
- Create a "Next meeting calendar", so all of the beneficiaries are aware of the available dates for meetings
- Create samples of how to use the tools, so that the beneficiaries can easier understand the way of filling their own during the workshops.

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9. CONCLUSIONS AND INTERPRETATION

Innovation support to SMEs schemes' maturity and efficiency, is a very urgent issue in EU level, with the European Commission itself pointing out its significance, by developing a whole peer-learning concept among innovation agencies/organisation, in order to provide potential solutions to it.

Having recognised the importance of the matter and having long-lasting experience in designing, developing and delivering innovation-support programmes and services, the 3 consortium partners identified an opportunity to set up a Guidebook that could enable other agencies/organisations design more efficient and attractive innovation support schemes. Moreover, a critical fact is that the SMEs that are benefitted from local, regional or national innovation schemes are reported dissatisfied by either the kind of support and/or the quality of it.

According to the partners' experience, this is due to the fact that either general innovation support or targeted design innovation support schemes, seem to be stacked in the past and that even they aim to promote innovation towards SMEs, they do not innovate in the ways of perceiving their user (SMEs') needs and the rapidly changing international markets' context.

During the CODIS project implementation, the three partners tried to identify those elements that make a programme / service a success, based on their respective beneficiaries' feedback, in order to point out those elements (What worked well / What we would improve for the next time) and offer the opportunity to other agencies and organisation better design, promote, deliver, evaluate and improve their respective innovation support programmes; in simple words, better understand their users and develop programmes / services that satisfies them.

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CODIS has been proven to be really successful regarding that goal, as it came up with a great amount of advices and suggestions, while an extra feature was the design and delivery of a Pilot Action -Re:Connect-, based on its own guidance (draft DOP). This way, partners suggestions have been tested (and developed), offering a final guidebook that can lead you to securely design and deliver your own innovation support programmes / services in an efficient, sustainable and successful way.

Last but not least, CODIS partners have transferred knowledge and different points of view towards a common interest issue, thanks to the Twinning Advanced (Twinning+) Methodology. As though, they are keen on investing in their partnership and further build on the outcomes with more peer-learning activities, as the latter have strengthened all partners involved, proving the methodology's value in collaborative work and exchange of experience between organisations that share expertise in different ways.

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10. LIST OF SOURCES, IMAGES AND USEFUL LINKS

10.1 Sources

1) Design Delivers 2018: How design ACCELERATES YOUR BUSINESS
2) European Design Report 2.0
3) Guidelines for Collecting and Interpreting Design Data
4) Harvard Business Review: The Evolution of Design Thinking

10.2 Images

10.3 Useful links

1) https://kepa.e-kepa.gr/european-programs/codis/?lang=en
2) https://danskdesigncenter.dk/en/frontpage
3) https://disainikeskus.ee/
4) https://hellenicdesigncentre.gr/

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5) https://ec.europa.eu/growth/industry/innovation_en
6) http://ec.europa.eu/research/innovation-union/index_en.cfm
7) http://een.ec.europa.eu/
8) http://ec.europa.eu/programmes/horizon2020/
9) https://ec.europa.eu/growth/industry/policy_en
10) http://ec.europa.eu/programmes/horizon2020/
11) http://ec.europa.eu/research/participants/portal/desktop/en/opportunities/h2020/index.html
12) http://designforeurope.eu/
13) https://www.interregeurope.eu/design4innovation/
14) http://www.designforenterprises.eu/
15) https://www.beda.org/

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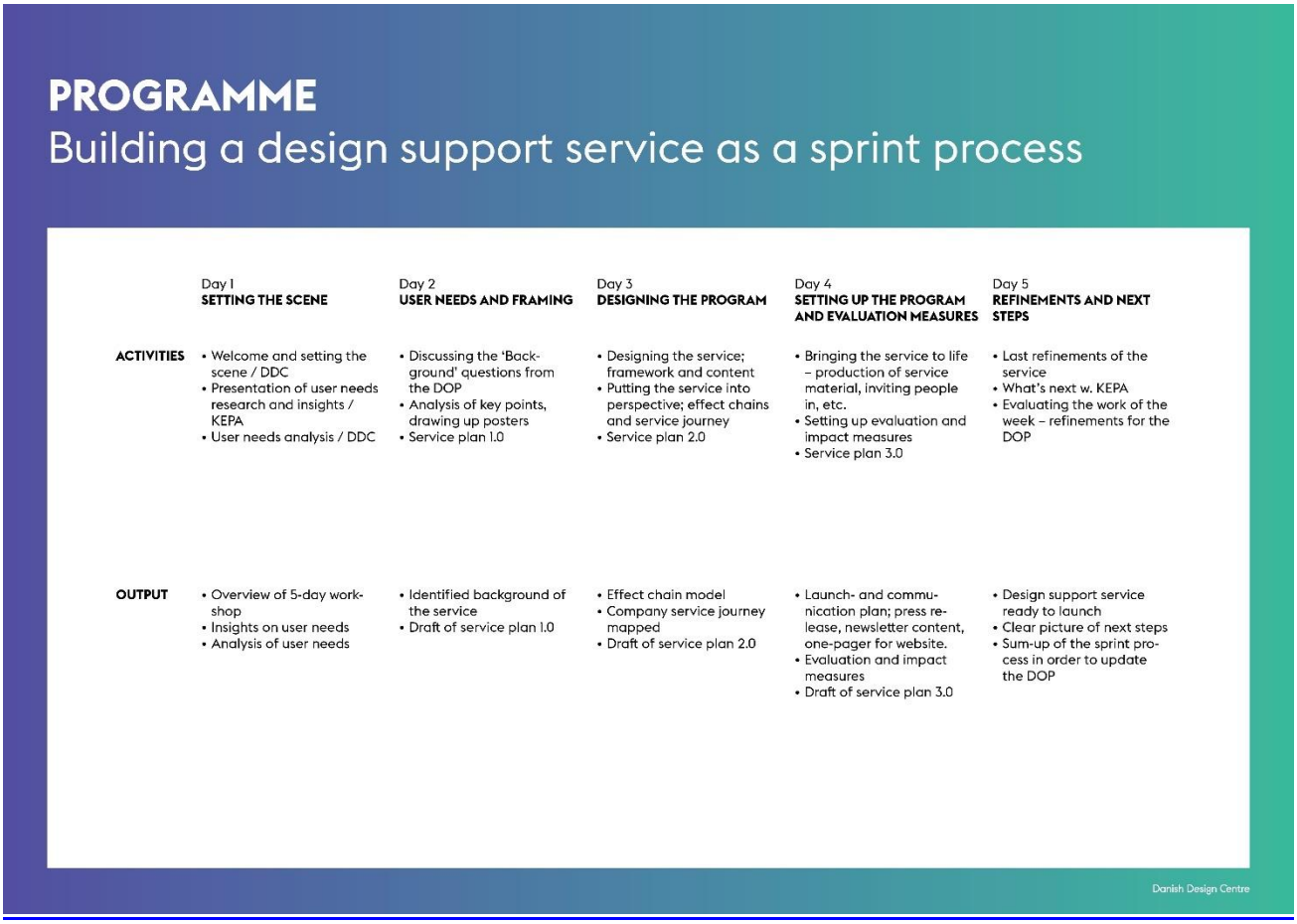
11. ANNEX I: TEMPLATES OF TOOLS USED TO DESIGN THE NEW PROGRAMME/SERVICE

The following templates are kindly offered by Danish Design Centre (DDC) to anyone who wants to set up a sprint process in order to come up with a new programme/service. These tools have been used during the CODIS project, enabling partners to design and deliver the pilot programme -Re:Connect-. For any more information/advices on the tools usage, you are welcomed to contact Mrs. Christina Melander, Danish Design Centre's Programme Director.



Picture 7: "Building a design support service as a sprint process"

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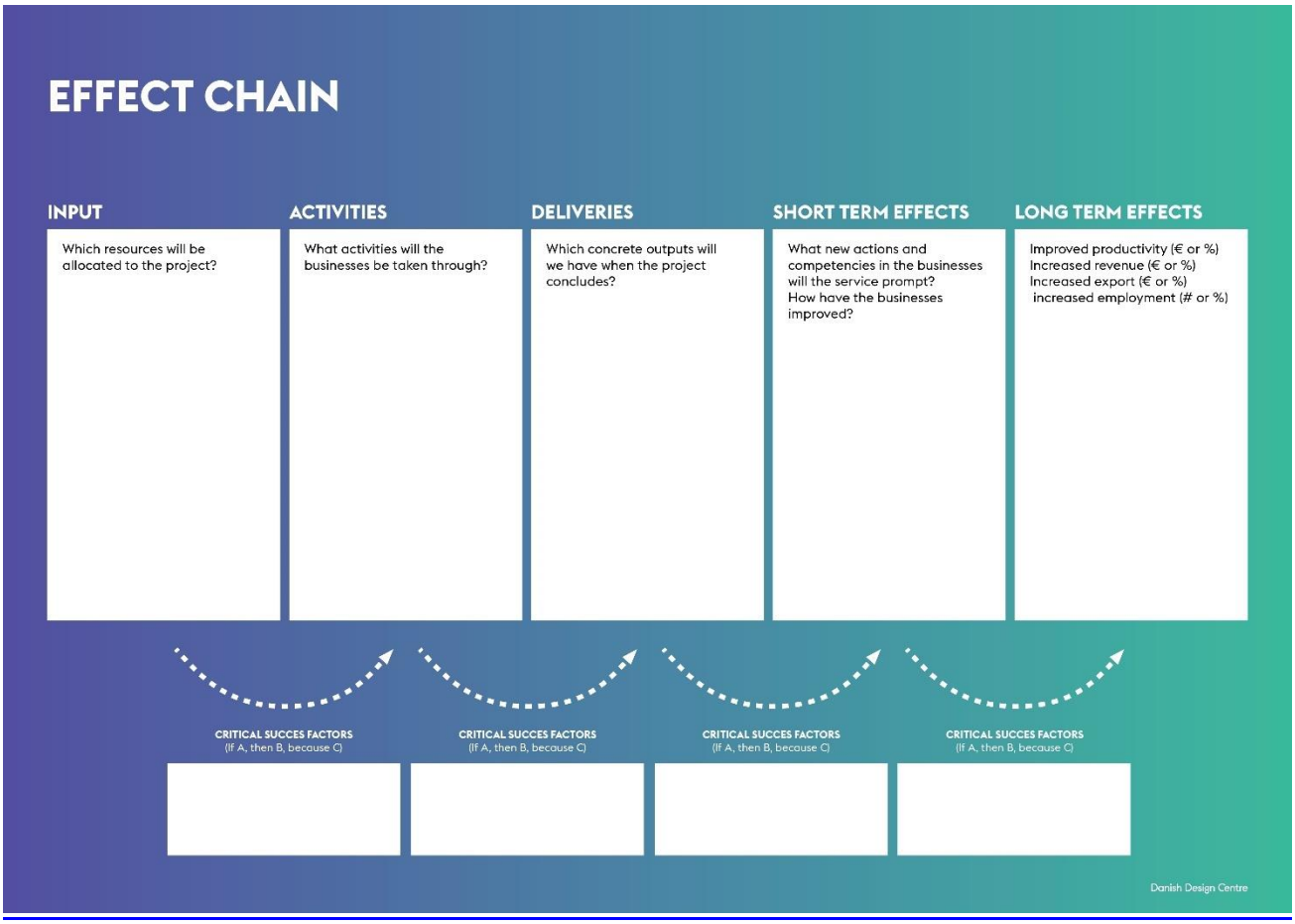

Picture 8: "Effect Chain" Tool

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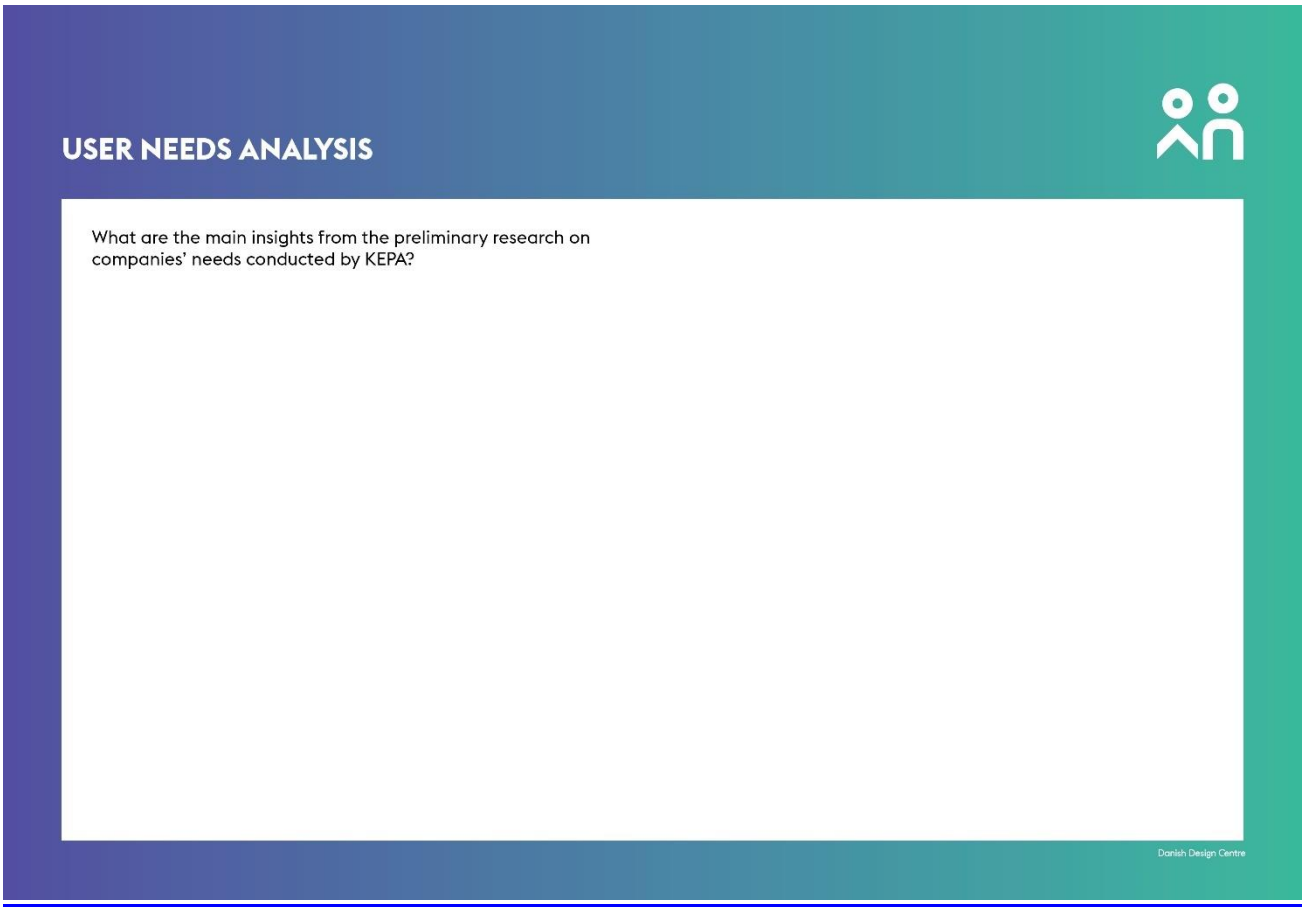

Picture 9: "User Need Analusis" Tool

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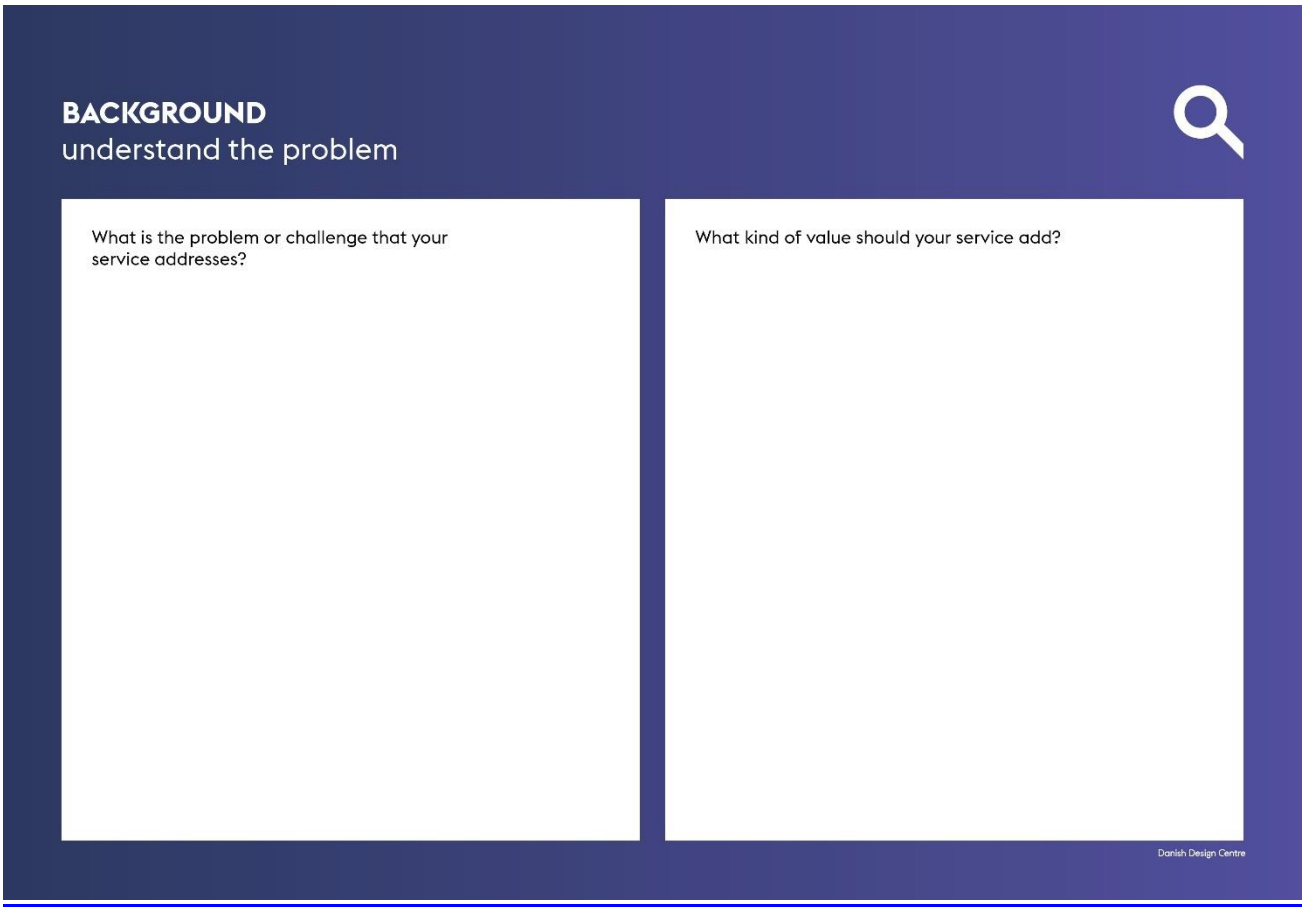

Picture 10: "Background // Understand the problem" Tool

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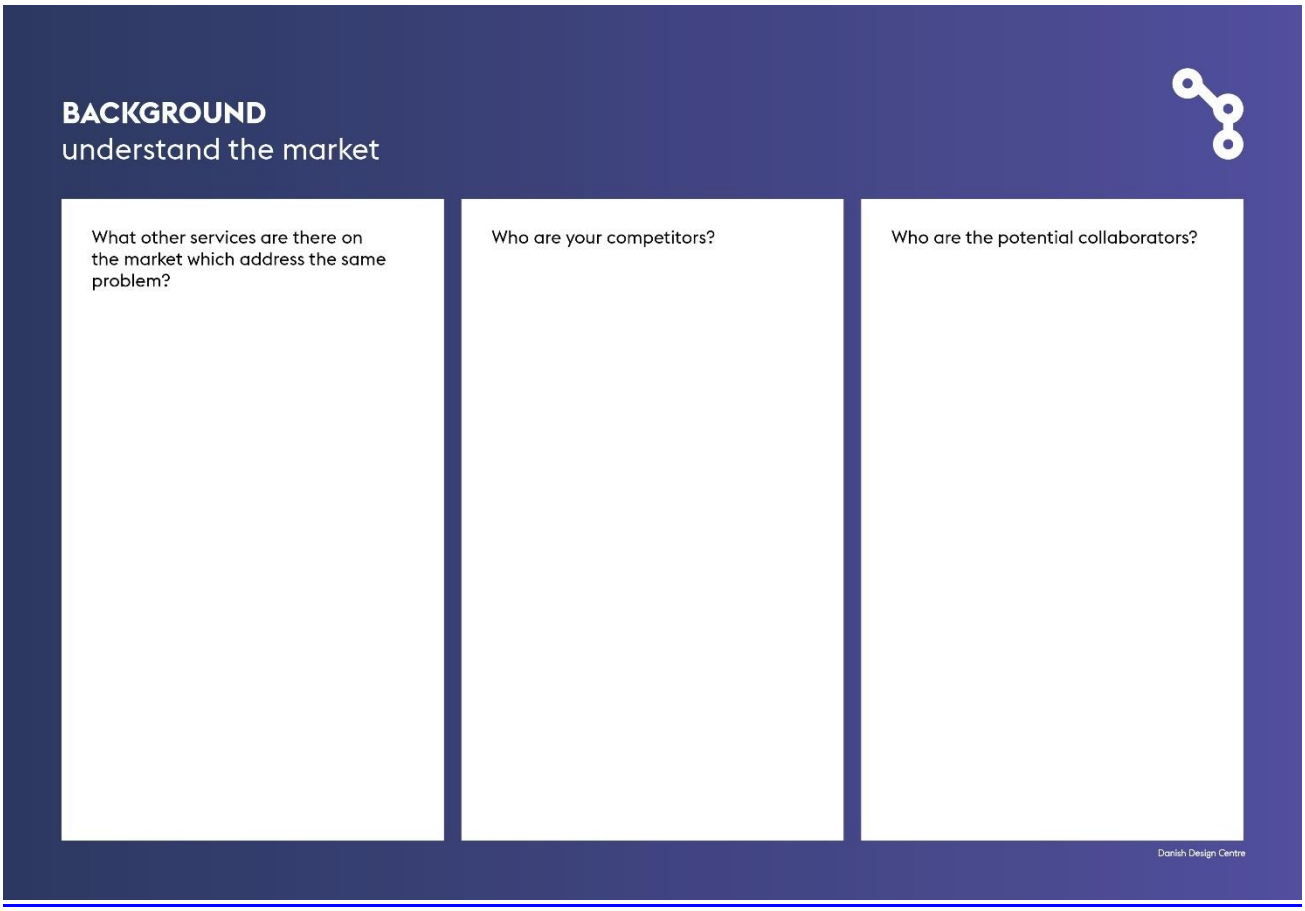
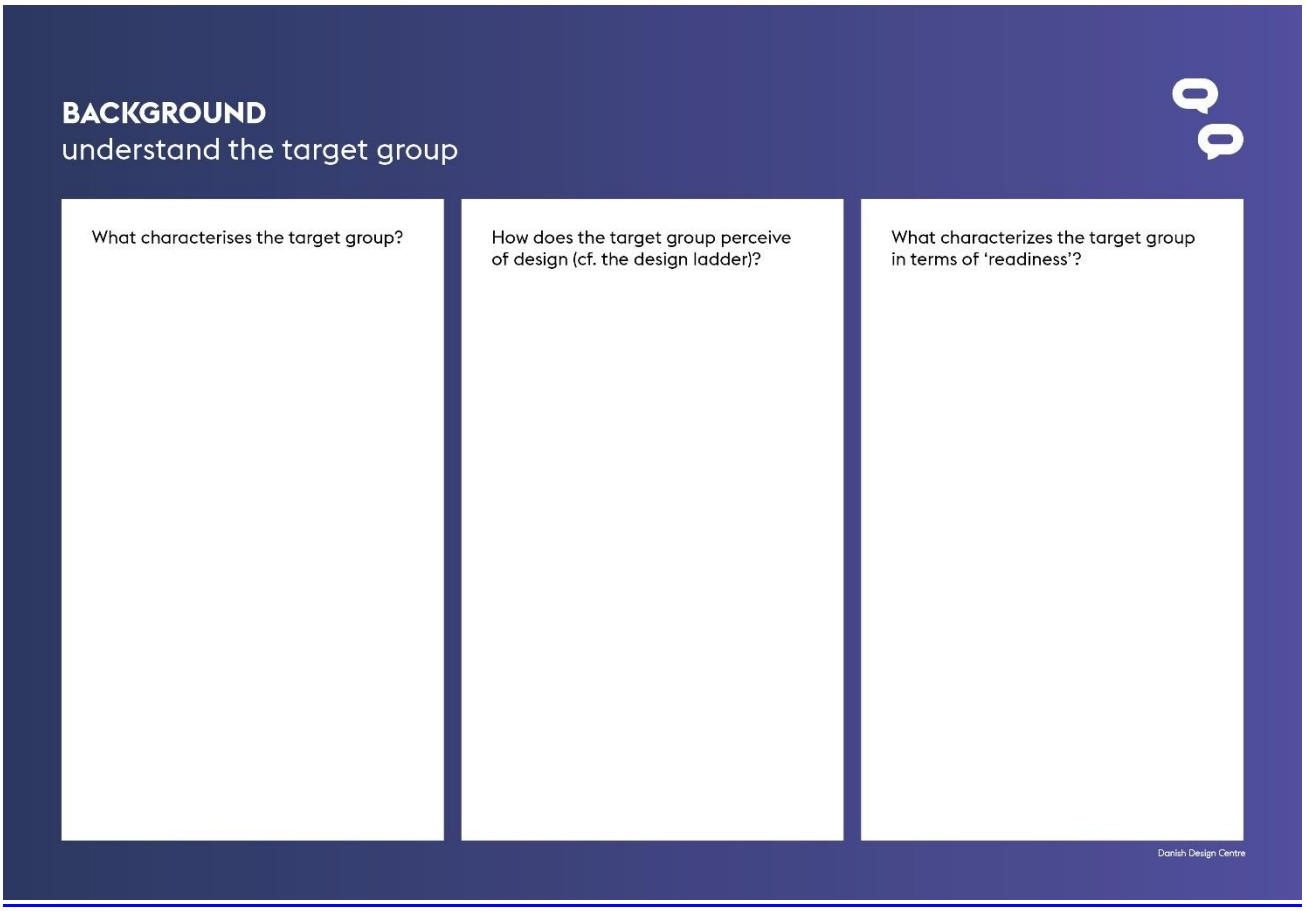


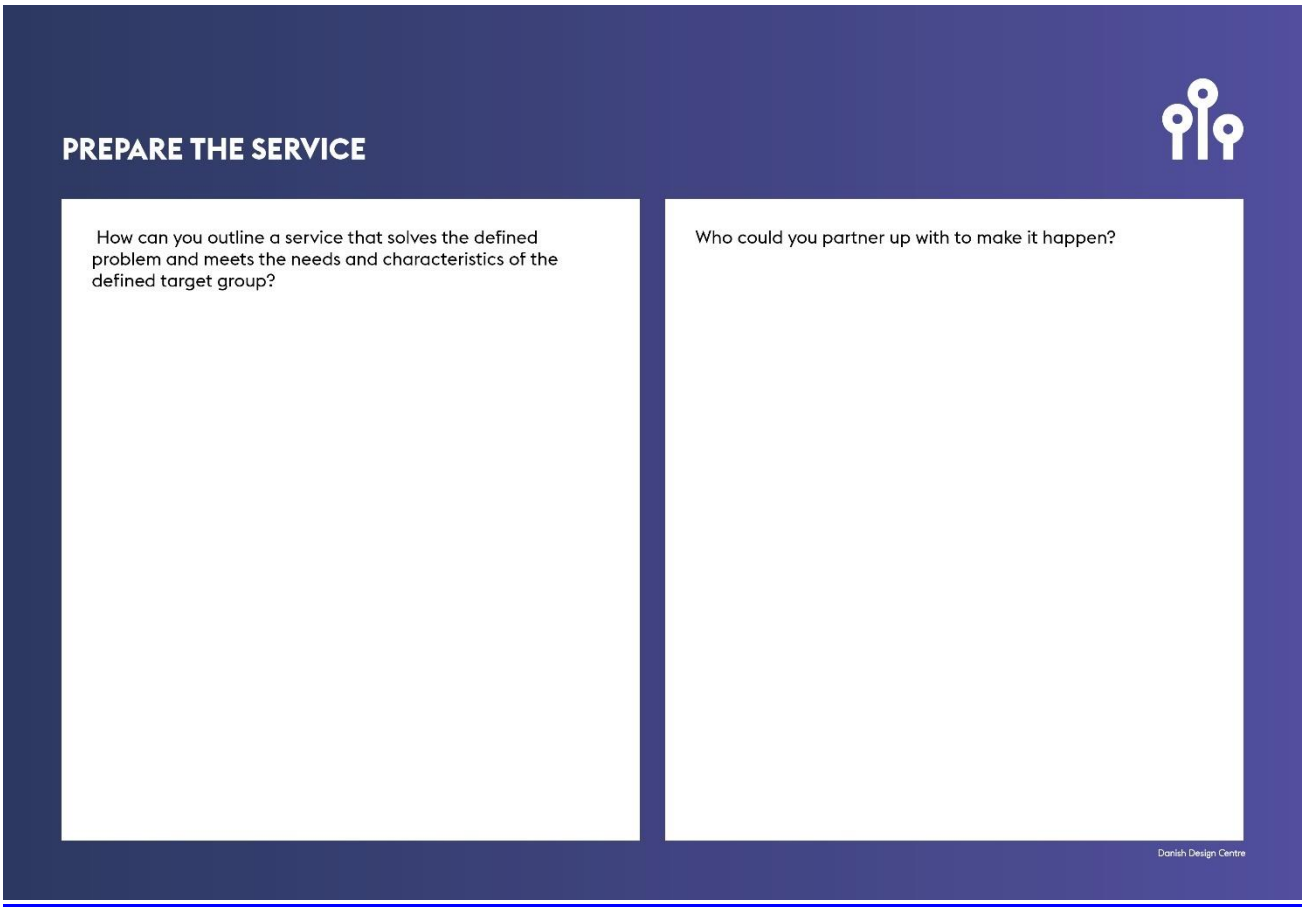
Picture 11: "Background // Understand the market" Tool

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.



Picture 12: : "Background // Understand the target group" Tool

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.



Picture 13: "Prepare the Service" Tool

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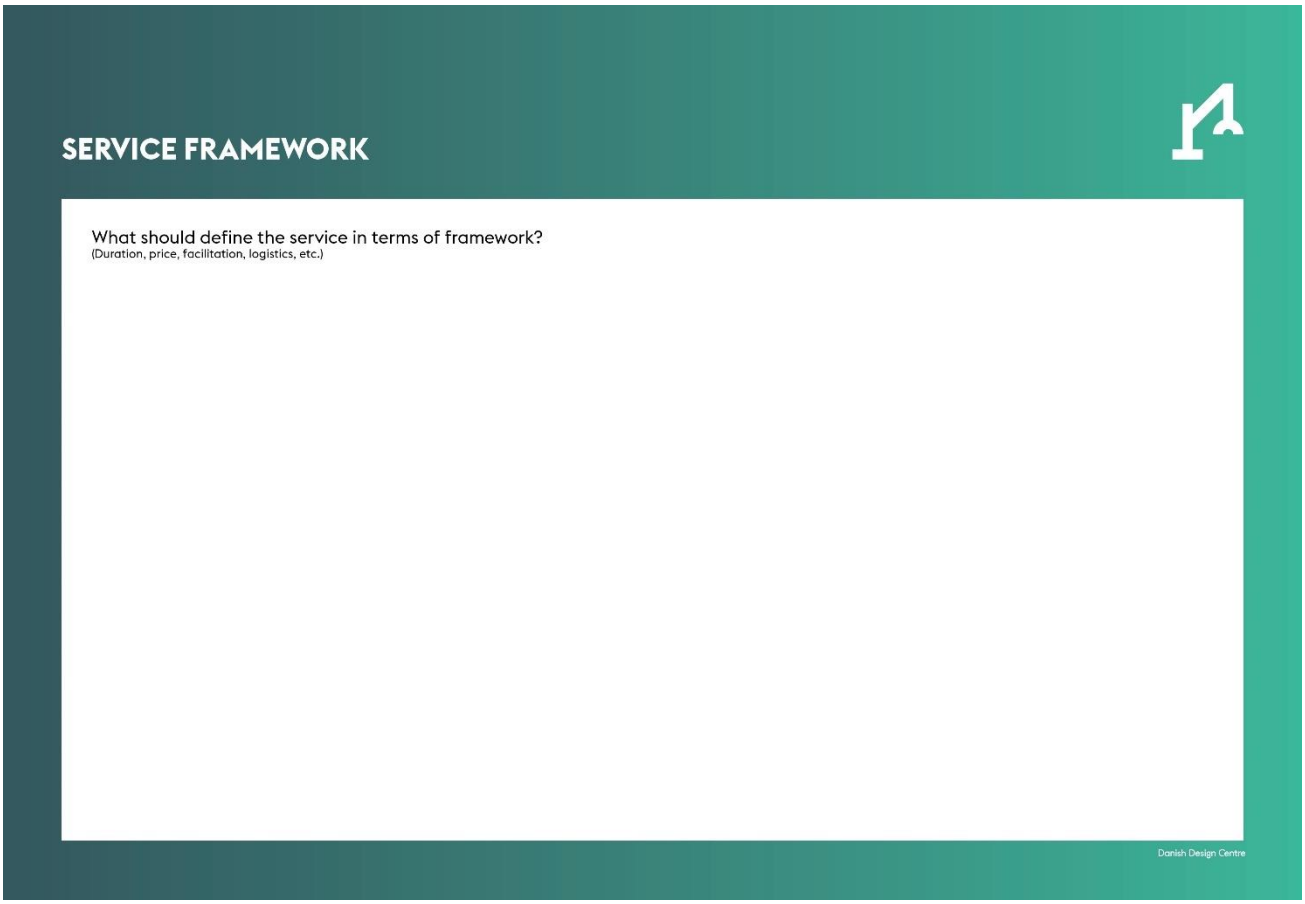
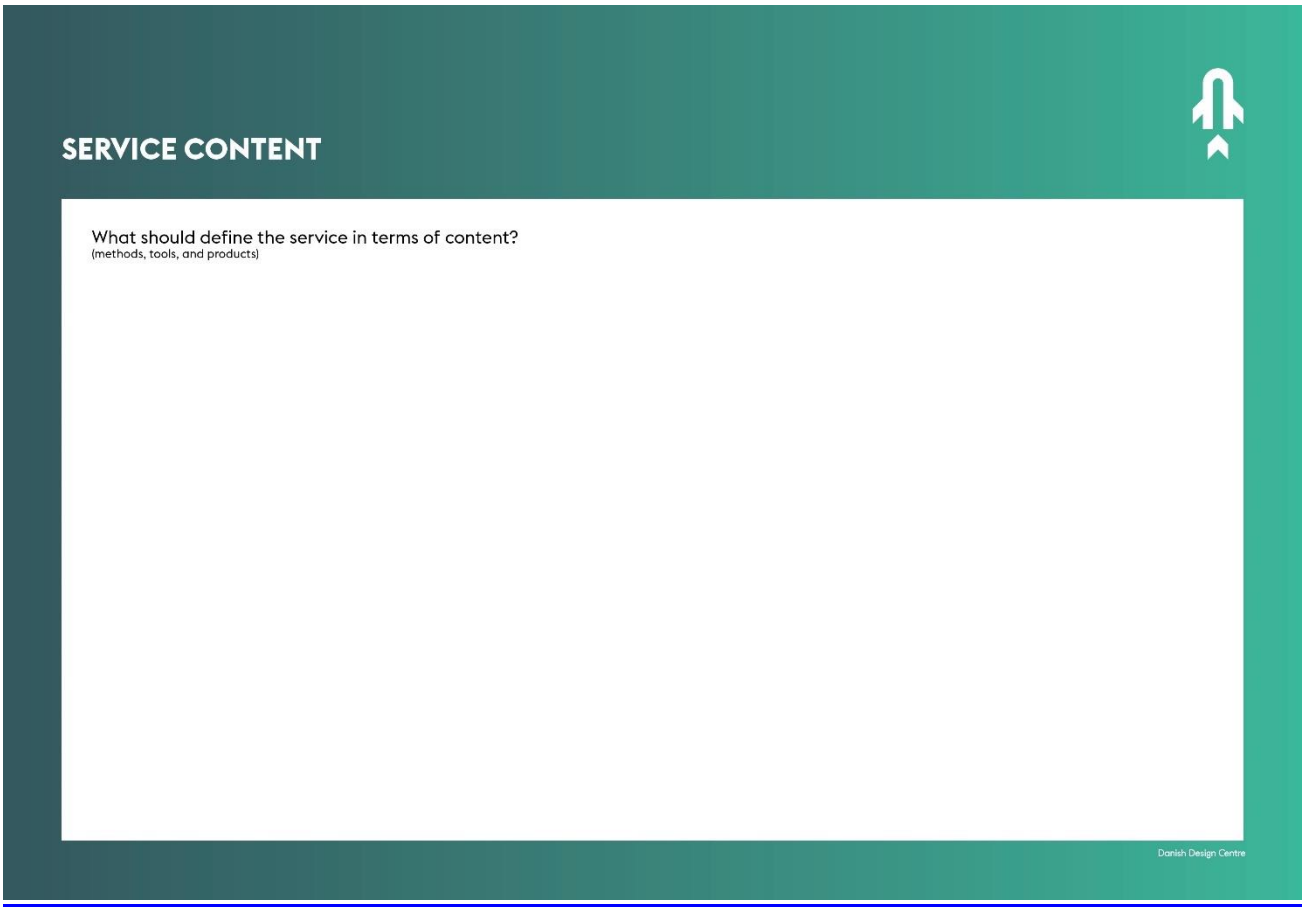


Picture 14: "Service Framework" Tool

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 806616.



Picture 15: "Service Content" Tool