

DESIGN INNOVATION IN EUROPE: AN OVERVIEW

Jorge Cerveira Pinto – jorgecerveirapinto@msn.com
Innovation Programme and Policy Executive





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INTRODUCTION:

For more than two decades, many design-driven projects, both at national and international level, have benefited from EU funding, although only since 2013 has the European Union formally addressed the role of design in innovation.

With this presentation we aim to provide an overview of the approach implemented by the European Commission to promote, advocate, disseminate, facilitate and measure design-driven innovation in Europe. Through examples and case studies we will show how design can generate growth and prosperity and why it must be central in all innovation policies.

WHY DESIGN?

For a long time, design was considered as an add-on process, taking place after technology development. Under this perception, design was limited to styling, to create the aesthetics of an artifact, which independently provides new or improved functional utilities.

The 2005 edition of the Oslo Manual addressed the systemic dimension of innovation, dedicating a chapter to innovation linkages and their measurement. The OECD no longer perceived innovation as a linear phenomenon beginning with technology development, but as a complex and systemic phenomenon. Under this perception, the focus shifts towards an emphasis on linkages and integration.

The EC Staff Working Document 'Design a driver of user-centered innovation' (2009) also addressed the view of design as a strategic, cross-functional and multidisciplinary innovation activity.

In line with the conclusions from the above mentioned documents, design is to integrate functional, emotional and social utilities as a complex and systemic phenomenon.



WHY DESIGN?

Design allows us to anticipate users' expectations and create solutions we could have never thought of. It is about tapping into their emotions, ways of thinking and seeing the world.

Design can lead to rethinking ideas, such as changing the shape of a product to better adapt it to customers' needs, rearranging the functionalities of a website to make it more user-friendly, revamping a production line to gain resource efficiency, or streamlining processes within a public organisation to improve performance and provide a better service to citizens.

So design is much more than just the aesthetic dimension.

And it can be useful in various contexts: products, services, SMEs, public services, communities, clusters, online and offline...

WHAT WE WILL NOT TALK ABOUT IN THIS PRESENTATION...

Design as a cultural activity;

The role of designers in the context of the cultural activities and cultural industries;

The support that cultural and educational programs provide to designers and to the design sector;

The relation between design and craft and design and other creative sectors;

The research programmes support to design, for example the H2020 program;

We will be mainly concerned to present the “business” dimensions of design and its role in the innovation eco-system, while accepting that this excludes other relevant dimensions that are intrinsically part of a national and global design(ers) eco-system.

European Innovation Scoreboard Interactive Tool

The European Innovation Scoreboard (EIS) Interactive Tool allows for custom comparisons of performance scores. Visualise country profiles comparisons, as well as correlations between scores.



Figure 1: Performance of EU Member States' innovation systems

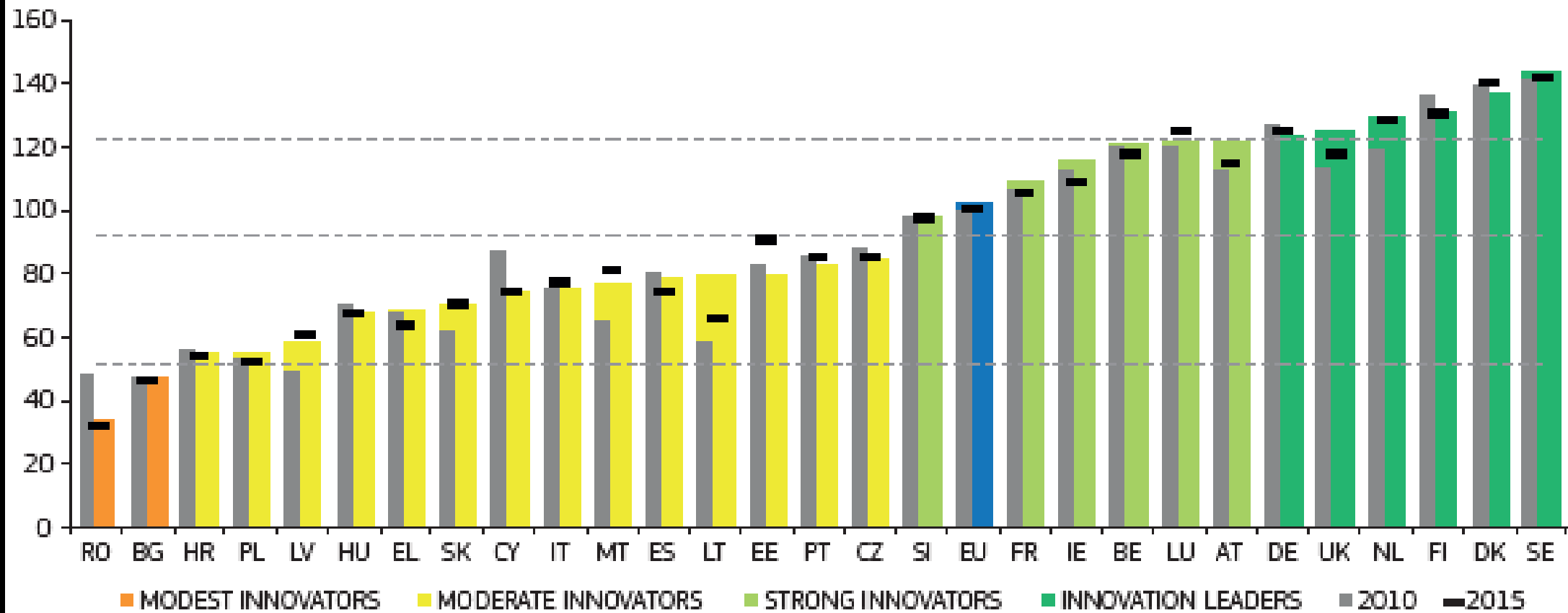
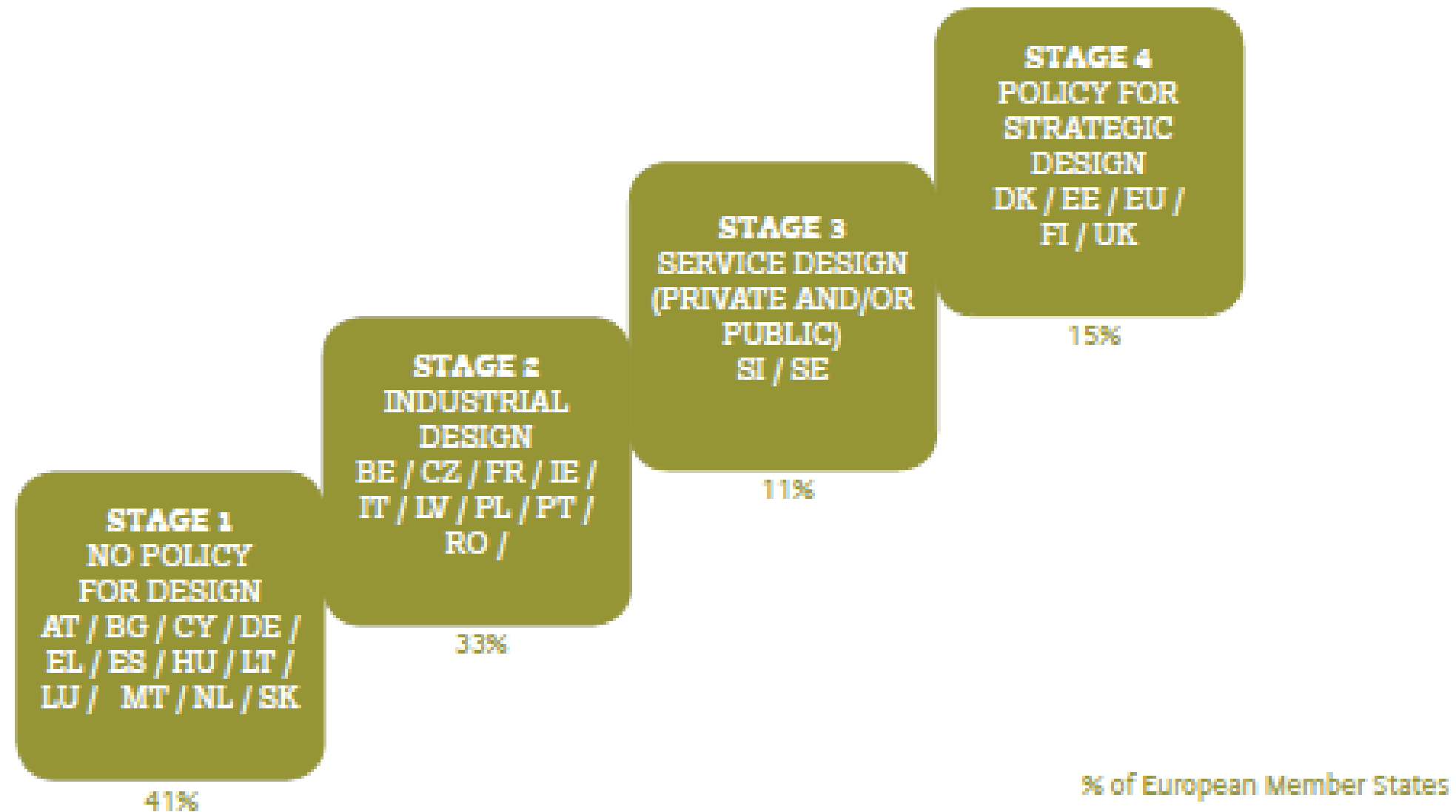


Table 6: Design Policy Monitor 2014

Country Code	Design Support	Design Promotion	Design Centre	Design Policy
AT	■	■	■	
BE	■	■	■	■
BG		■		
CR		■	■	
CY		■		
CZ	■	■		■
DE		■	■	
DK	■	■	■	■
EE	■	■	■	■
EL	■	■		■
ES		■	■	■
FI	■	■	■	■
FR	■	■	■	■
HU	■	■	■	
IE		■	■	■
IT		■		■
LT		■		
LU		■		
LV		■	■	■
MT		■		
NL	■	■	■	
PL	■	■	■	■
PT		■		
RO		■		
SE		■	■	■
SI		■	■	■
SK		■	■	
UK	■	■	■	■
TOTAL	12	28	18	15

Design Policy Ladder 2012



WHAT THE COMMISSION DID

Two fundamental documents:

- Commission of the European Communities, 2009, design as a driver of user focused innovation, available online from

http://ec.europa.eu/enterprise/policies/innovation/files/design_swd_sec501_en.pdf

- DG Enterprise and Industry of the European Commission, European Design Innovation Initiative, European Design Leadership Board, Version 2.0 January 2013, Design for Growth & Prosperity.

http://ec.europa.eu/enterprise/policies/innovation/files/design/design-for-growth-and-prosperity-report_en.pdf

WHAT THE COMMISSION DID

The importance of design as an activity to bring new ideas to the market has been recognised in the [Innovation Union](#), a flagship initiative of the Europe 2020 Growth Strategy.

The Commission aims to:

- increase the use of design for innovation and growth across Europe
- raise awareness of how design-driven innovation increases efficiency in public services and drives business growth
- create capacity and competencies to deliver these policies.



WHAT THE COMMISSION DID

As foreseen under the European Commission's vision,

“by 2020, design is a full acknowledged, well-known, well-recognised element of innovation policy across Europe”

Peter Dröll, European Commission, speaking at the SEE conference,

29th March 2011

THE EUROPEAN DESIGN INNOVATION INITIATIVE (2011)

To improve the impact of innovation policies and speed up the uptake of design for innovation, in 2011 the Commission launched the '[the European Design Innovation Initiative](#)', which consisted of 6 projects:

- [IDeALL – Intergrating Design for All in Living Labs](#)
- [EuroDesign – Measuring Design Value](#)
- [DeEP – Design in European Policies](#)
- [SEE Platform: Sharing Experience Europe – Policy Innovation Design](#)
- [EHDM – European House of Design Management](#)
- [REDI: When Regions support Entrepreneurs and Designers to Innovate](#)

THE EUROPEAN DESIGN INNOVATION INITIATIVE (2011)

- IDeALL – Integrating Design for All in Living Labs

Innovation in and of itself may not be sufficient to help businesses bring new products to market and to help governments shape public services that meet the real needs of citizens. IDeALL project sought to identify and test methodologies for designing with users in real life settings. The results of the experiments showed how different methodologies can be applied in different contexts, helping to provide solutions to societal issues and to create products and services that genuinely meet user requirements. In this article, we describe

Main areas: i) services; ii) health and social care; iii) information and communication technology; and iv) urban design.



Figure 4. Nuevos Artesanos at work during Citilab workshop session in 2014



Figure 6. Street for All experiment organized by the Slovak Design Centre (Photo credit: Jan Mytný)



Figure 5. Co-creation workshop during Web Doily 2 development

THE EUROPEAN DESIGN INNOVATION INITIATIVE (2011)

- EuroDesign – Measuring Design Value

Overall aim:

To identify input, output and outcome parameters of design as an economic factor for production, and the relationships between those parameters, in order to formulate a new set of questions to be included in the Community Innovation Survey or on a specific Design Survey, in order to provide policy makers with reliable macro-economic data of the impacts of design efforts in terms of GDP growth and thereby to create evidence for mainstreaming design as an economic factor of innovation and production (value creation).

The Design Economy

Design Council's 2015 report on the value of design to the UK economy.

£71.7bn



Design's contribution to the UK economy is £71.7bn in gross value added (GVA), equivalent to 7.2% of UK total GVA



41%

Workers with a design element to their work were 41% more productive than the average



78%

The design economy is mostly male (78% of designers) – compared to 53% of the wider UK workforce



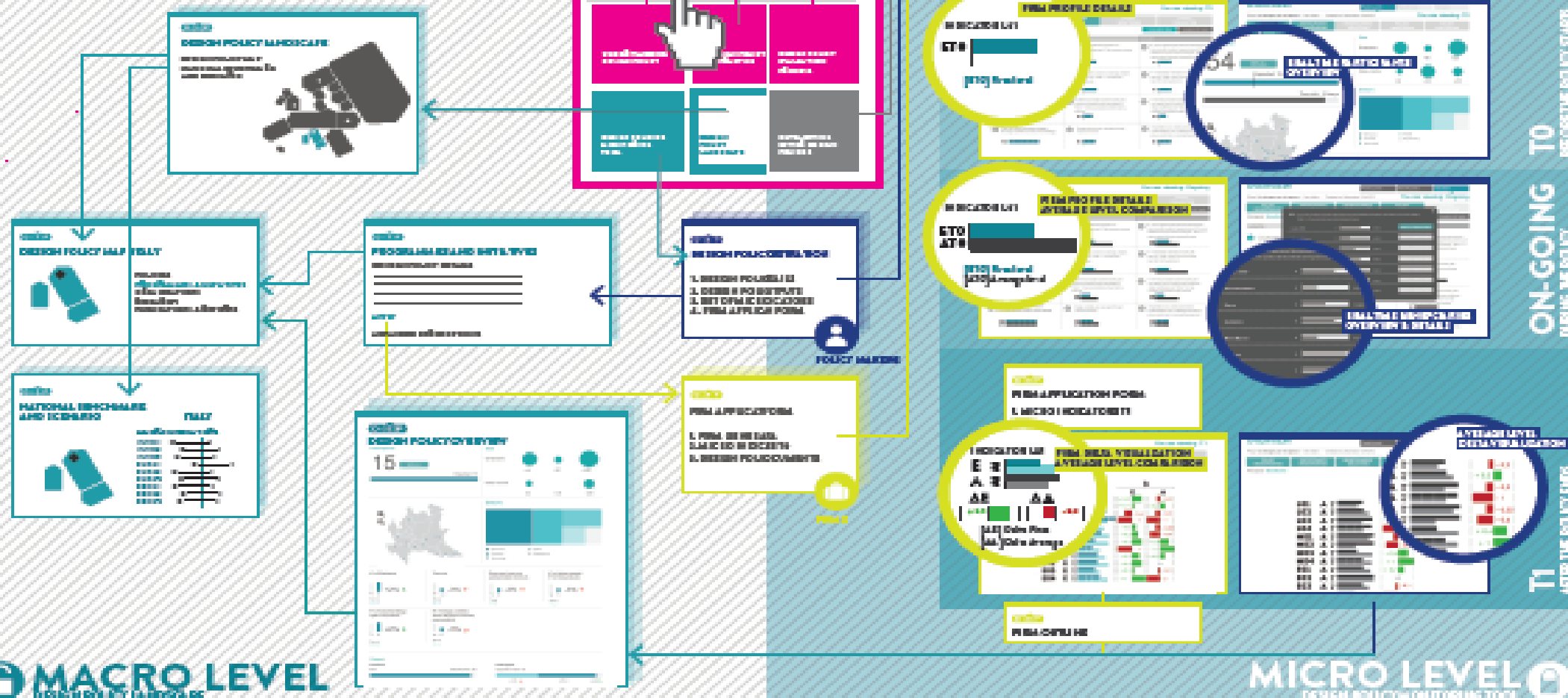
In 2013, the total value of exports where design had made a key contribution was £34bn

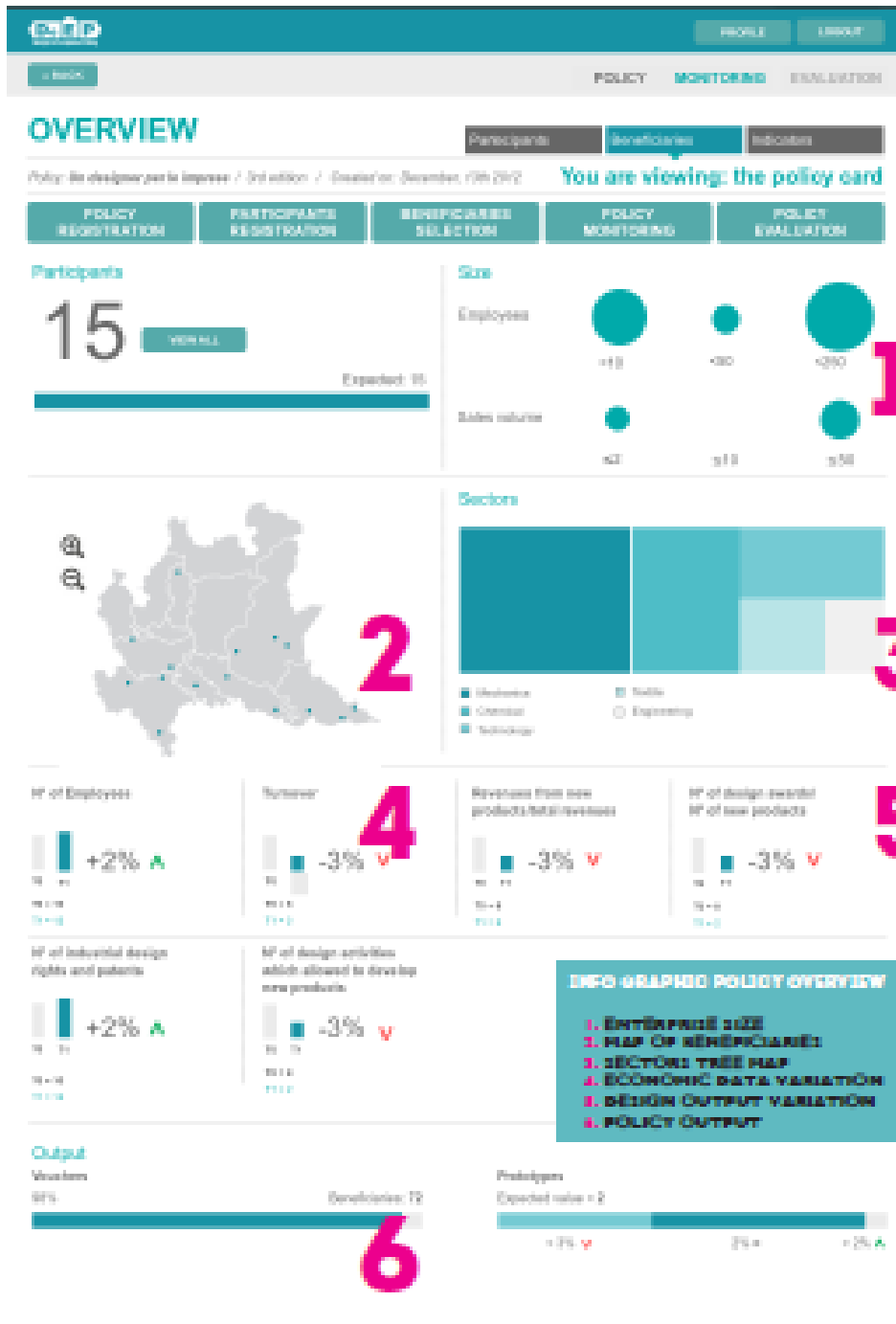
THE EUROPEAN DESIGN INNOVATION INITIATIVE (2011)

- DeEP – Design in European Policies



There are two types of prevailing systems in Europe: the "explicit" one, where design innovation policy programmes are acknowledged, and the "tacit" where design innovation can be recognized within more general innovation policies. The DeEP project aims at filling this gap by developing and testing theoretical frameworks and practical tools used for the impact evaluation of design innovation policies in both systems as well as at macro and micro level. The resulting DeEP Evaluation Tool, an open platform for knowledge-sharing, has the intention to become a useful tool for public and private bodies in evaluating the impact of past design innovation policies and in developing the new ones across Europe.





THE EUROPEAN DESIGN INNOVATION INITIATIVE (2011)

- SEE Platform: Sharing Experience Europe – Policy Innovation Design

Through new research, practical workshops for policy-makers and programme managers, case studies, policy recommendations and the annual Design Policy Monitor, SEE aims to build a bank of evidence to support public authorities to integrate design into their mainstream practice. Through practical workshops, SEE will support policymakers in understanding the role of design in innovation policies and programmes.

The SEE Platform will develop a benchmarking model called the Design Policy Monitor to examine current and emerging trends in design policies and programmes across Europe. Policy-makers can sign up, via the website, to: participate in regional, practical workshops, participate in the annual policy monitor (to benchmark themselves against other regions) and access resources such as case studies and research.

THE EUROPEAN DESIGN INNOVATION INITIATIVE (2011)

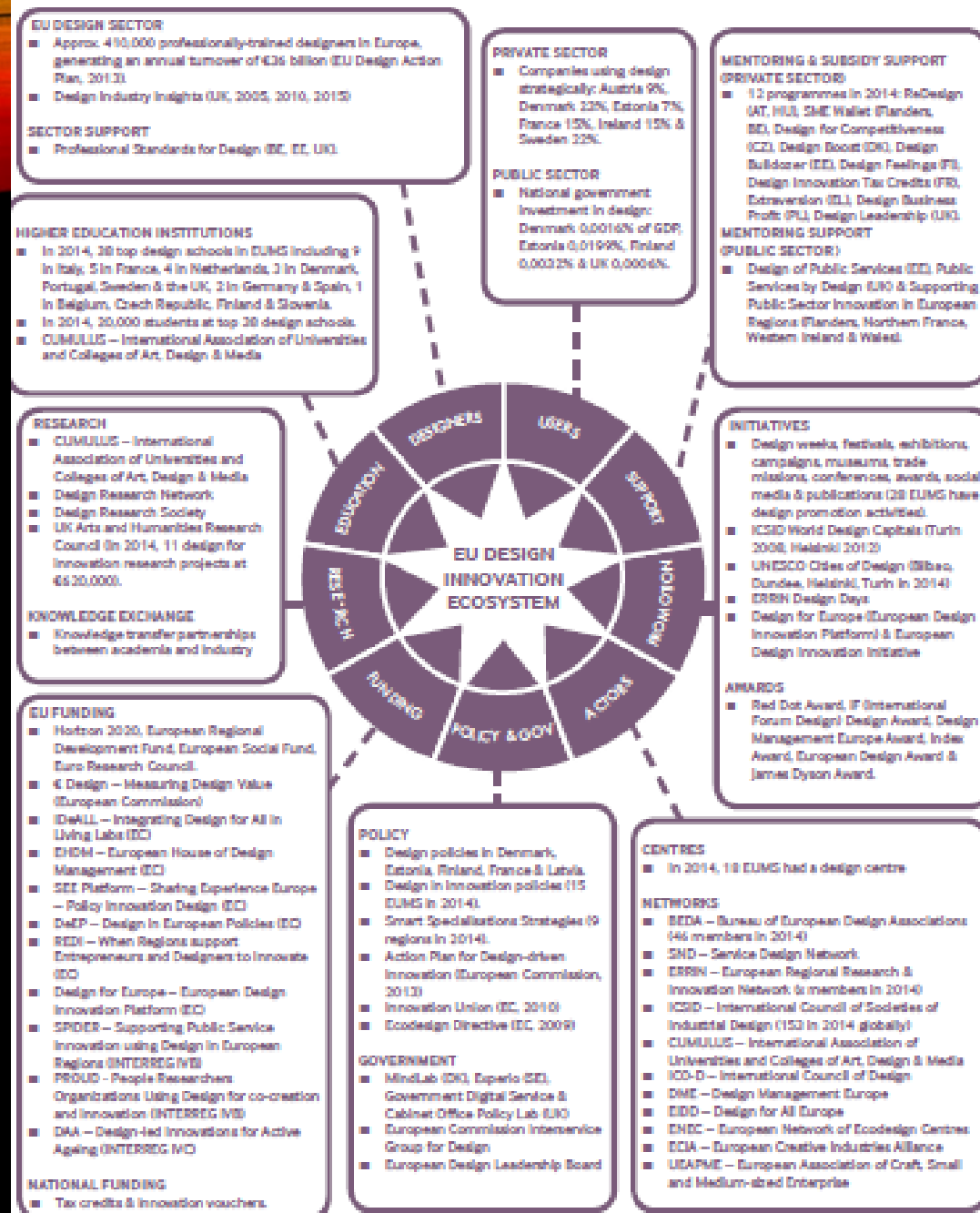
Design Policy Monitor 2012

REVIEWING INNOVATION AND
DESIGN POLICIES ACROSS EUROPE

Design Policy Monitor 2015

REVIEWING INNOVATION AND
DESIGN POLICIES ACROSS EUROPE

Figure 1: Mapping stakeholders and initiatives in the European Design Innovation Ecosystem



- Design users
- Design support
- Design promotion
- Design actors
- Design sector
- Design education
- Design research
- Design funding
- Design policy

THE EUROPEAN DESIGN INNOVATION INITIATIVE (2011)

- EHDM – European House of Design Management

The European House of Design Management project will build on the knowledge of successful design management (DM) processes and behaviours within the private and corporate sectors and adapt a set of three DM tools to fit the needs of the public sector. Four types of outputs are envisaged:

- 1) the project will introduce and test replicable design management processes, which will be co-designed by the project team and representatives from the public sector;
- 2) a Design Management toolkit for public bodies will be compiled and distributed;
- 3) alongside with the DM toolkit a trainer's module will be developed;
- 4) the process, developments and results of the project will be described in a publication.

THE EUROPEAN DESIGN INNOVATION INITIATIVE (2011)

REDI: When Regions support Entrepreneurs and Designers to Innovate

The main objective is to bridge the gap between the demand side (SMEs and counsellors) and the supply side (design services). Using a service-design approach, new methodologies to delivering design/innovation support will be validated and disseminated. Many regions in Europe do have industries that could innovate more and better, notably through design, but the regional offer of design services is generally scarce and uneven. The project outcomes include a Report on existing practices, the development of service models helping SMEs to integrate design in their innovation processes as well as disseminating the related methodologies and instruments to other actors in Europe. The regional policy makers will be included in the process from an early stage.

THE ACTION PLAN FOR DESIGN-DRIVEN INNOVATION (2013)

The Action Plan aims to accelerate the take-up of design in innovation policies and to create the capacity and competencies needed to implement these policies.

It promotes:

- the understanding of design impact on innovation
- the design-driven innovation in industry to strengthen competitiveness
- design as a means for renewal in the public sector.

The Action Plan is built on the report 'Design for Growth and Prosperity' produced by the European Leadership Board Report in 2012.

WHAT IS SUPPORTED

The European Commission provides a range of funding to increase both the awareness and adoption of design. This can take a number of forms:

- Design support – increasing design capabilities within organisations
- Design promotion – encouraging the use of design by organisations
- Design services – enhancing the skills of design service providers
- Design education – ensuring the supply of skilled design professionals
- Design investment – encouraging private and public investment in design
- Design research & knowledge exchange – collaborative research and information sharing programmes
- Design networking – establishing design centres, associations and networks

These apply across sectors, but funding calls tend to be tailored to meet the specific needs of business, the public sector or policymakers.

It's also worth remembering that whilst there are some funds explicitly targeted at supporting design, more often design is supported indirectly, usually as part of innovation funding.

DESIGN FOR EUROPE (2014)

Design for Europe implements the Action Plan for Design-Driven Innovation.

It provided:

- a series of events to boost the adoption of design in innovation policies and support creation of capacity and competencies to deliver these policies
- a web-based platform to support peer-learning, networking and partnerships.


Making Design Fit for Innovation

The significant media attention generated from the first design biennale, Design City, in 2010, provided an opportunity to create a platform to build critical mass for design in Luxembourg. Consequently, Luxinnovation and the Museum of Modern Art (MUDAM) established the Design Action Group, with the support of the Ministries of Economy and Culture, to lay the groundwork for a national design policy.

The Design Action Group, composed of around 15 key stakeholders, identified 6 priority areas of work:

- Integrating design into the business sector
- Supporting the design sector
- Promoting and raising awareness of design culture
- Integrating design into the education system
- Basic and applied research in design
- Legal implications.





The mission of the Luxembourg's Design Action Group has been warmly welcomed and supported by the stakeholders and the government. It helped raising the understanding and awareness of the added value of Design. However continuing the activities is the biggest challenge.

Jan Glas, Design Management and Strategy

This Cluster contributes to our economic promotion strategy, which is based on synergies. If we consider design for instance, it is not merely about aesthetics, it plays a central role in the circular economy and technology development. Our ambition is to support design in Luxembourg, and this support should be adapted as much as possible to entrepreneurs' needs and create substantial impact.

Francine Closener, Secretary of State of the Ministry of Economy, Luxembourg

Developing a Design Action Plan

Lithuania trails below the EU average in terms of companies using design. According to the European Commission's Innobarometer 2016, 63% of Lithuanian companies do not use design at all, compared to an EU average of 56% who do not use design. At the top of the ladder, only 5% of Lithuanian firms use design strategically in contrast to 12% of the EU's 28 Member States.

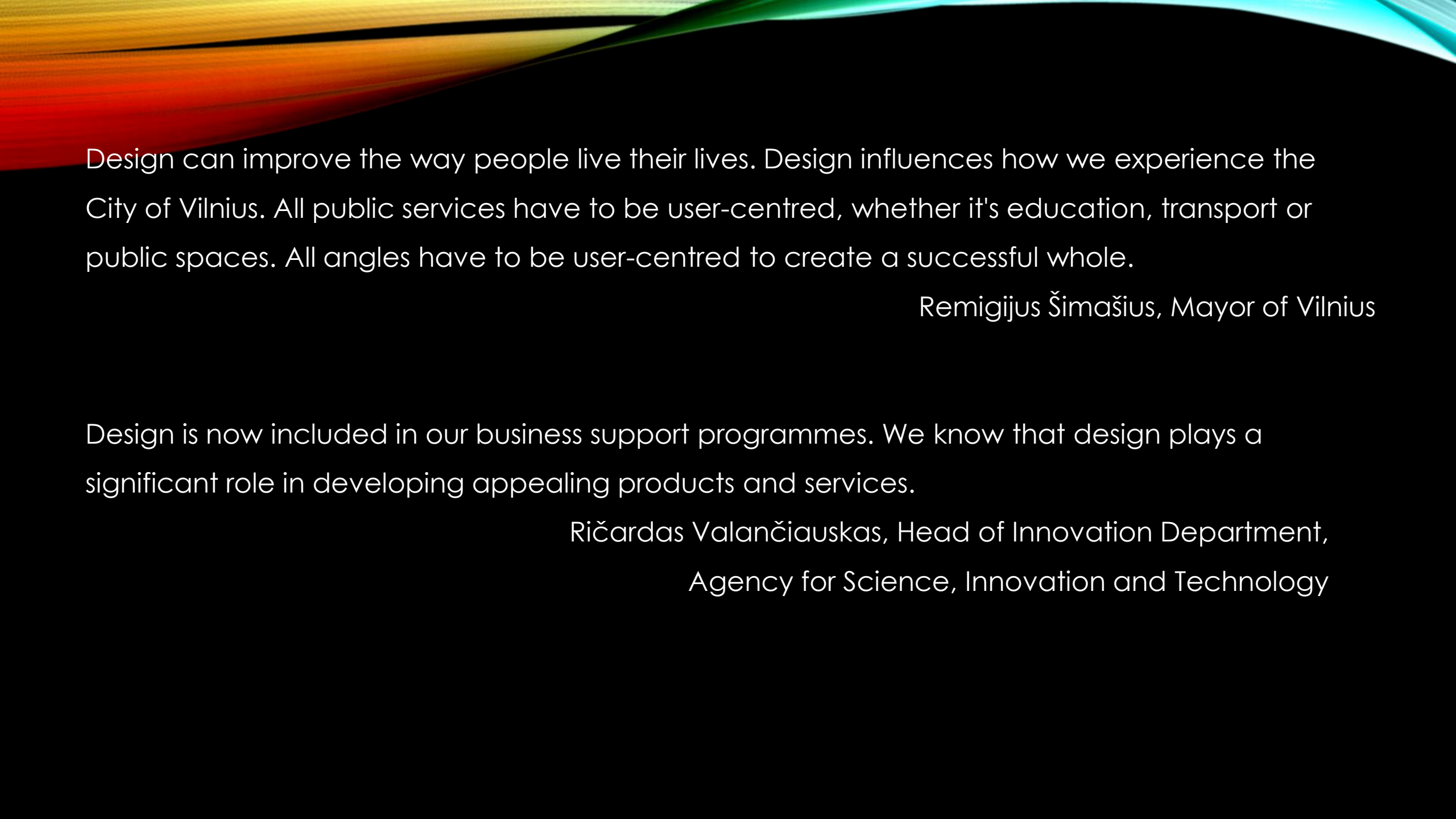
In November 2015 Design for Europe and the Lithuanian Design Forum brought together key representatives from design, education, the Mayor's Office, Municipality of Vilnius and the Ministries of Culture and Economy to openly discuss the critical challenges and success factors for embedding design at a strategic level across the business and public sectors.

In the Design Policy Workshop, the participants conducted three exercises using visual tools:

- Mapping the Design Ecosystem in Lithuania to identify the a
- Exploring the strengths and weaknesses of the Design Ecosystem
- Co-creating a set of policy proposals and refining them into ten high impact actions.

<http://designforeurope.eu/case-study/developing-design-action-plan>





Design can improve the way people live their lives. Design influences how we experience the City of Vilnius. All public services have to be user-centred, whether it's education, transport or public spaces. All angles have to be user-centred to create a successful whole.

Remigijus Šimašius, Mayor of Vilnius

Design is now included in our business support programmes. We know that design plays a significant role in developing appealing products and services.

Ričardas Valančiauskas, Head of Innovation Department,
Agency for Science, Innovation and Technology

Leveraging EU Structural Funds for Design

Awareness of design in **Bulgarian** enterprises is among the lowest in Europe – 55% of enterprises do not work with design according to the European Commission's Innobarometer 2016. Furthermore, the slow progress towards building a national design capability has been linked to successive changes in government and lethargic decision-making processes at the highest political levels. This meant that Design for Europe partner, ARC Fund – Applied Research and Communications Fund, the premier Bulgarian innovation policy and research institute, faced many hurdles on their design journey.

“Innovation has been ARC Fund's focus for the last 25 years, and we are making the link between design and innovation in the policy realm in Bulgaria for the first time. Policymakers have not had enough access to information on the role of design in innovation policy and for policymaking in general. As such, our focus has been to engage with the National Statistics Institute, the Bulgarian Small and Medium Enterprises Promotion Agency, National Research Fund, Ministry of Education and Culture, business accelerators, the Bulgarian Patent Office and municipalities to overturn their understanding of design as only aesthetics to a strategic part of the innovation process.”

Nadejda Gantcheva, Project officer, Applied Research and Communications Fund

Leveraging EU Structural Funds for Design

ARC Fund arranged a series of high level meetings with influential bodies in the national innovation ecosystem. The Bulgarian Patent Office (BPO) should be among the most prominent driving forces for policies and measures, focusing not only on industrial design but also stimulating a culture of innovation and entrepreneurship among young people. ARC Fund have been continuously engaging with the BPO towards this end.

ARC Fund has also engaged with Eleven Accelerator Fund to spread their practice of teaching design thinking principles to companies beyond the formal cohort of start-ups in order for a wider group of Bulgarian companies to benefit. The hope is that this will have a ripple effect by educating future buyers of design services.



Leveraging EU Structural Funds for Design

“The political situation in **Bulgaria** has been tumultuous in the past few years with changes in government. This makes influencing innovation programmes and policies challenging in a highly centralised, top-down political process. Nevertheless, design and the creative industries have been highlighted in the Smart Specialisation Strategy and we need to communicate the added value of design for companies to high level decision-makers.”

Nadejda Gantcheva, Project officer, Applied Research and Communications Fund

‘IS3 is based on the concept of a broader understanding of innovation going beyond investment only in research or only in the manufacturing sector; it is also based on building competitiveness through design and creative industries, innovation in the social sector and services, new business models and innovation based on practice.’

Innovation Strategy for Smart Specialisation in Republic of Bulgaria 2014-2020

Establishing the Hellenic Design Centre (HDC)

By sharing best practices from existing European design centres (particularly the Danish Design Centre, Design Council, Estonian Design Centre and Design Flanders) KEPA has been able to identify the critical success factors and pitfalls in setting up the HDC. KEPA considers that the establishment of the HDC would significantly advance the use of design across the private and public sectors in Greece. European counterparts tend to be almost fully funded by government and receive public funding to conduct their activities.

Alternatively, KEPA is working on a business model for HDC that will ensure it is self-sustainable in the long-term. Nevertheless, some seed funding would be required from public and third sector sources to start operations. Ideally and similarly to EU counterparts, the HDC would benefit from a range funding sources including regional, national and EU funds as well as commercial income. The business plan for the HDC is currently under review by private and public investors.

The **incubator** will nurture design talent and enable start-ups to launch new products and services creating more Greek success stories. The HDC moves us one step closer to the wider ambition of a national design policy.

Nikos Efthymiadis, Entrepreneur, Chairman of KEPA, Greece

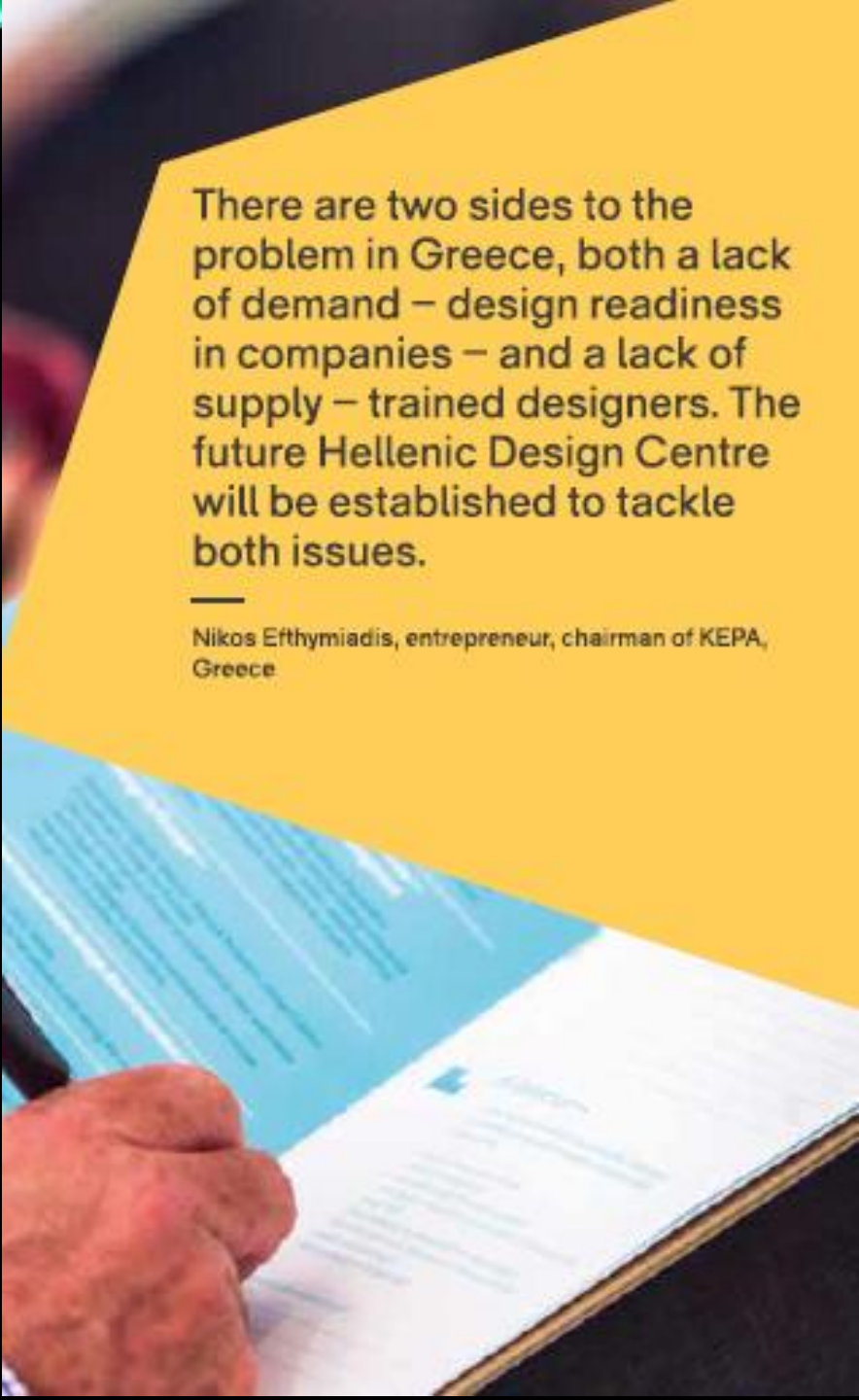
Establishing the Hellenic Design Centre (HDC)

A significant breakthrough occurred in 2016 when the Ministry of Economy, Development and Tourism, after having participated in many dedicated workshops and consultations with KEPA, recognised the added value of design and decided to include it as an eligible cost to a next call for proposals targeting SMEs. For the first time, Greek SMEs have the opportunity to access €5,000 to perform a design diagnostic and develop a set of actions as part of a more holistic business plan. The aim would be for the SMEs to integrate design methodologies into their core business operations, particularly at a management level and subsequently to develop in-house design capabilities or invest in external design expertise. An indicator of success for the programme would be the number of SMEs that using budget for design.



No one is downplaying the economic situation in Greece. However, it is in times of crisis that innovation often flourishes. We have a chance to do something differently.

Simon Bensasson, Member of the Thessaloniki City Council,
Advisor of the Municipality of Thessaloniki for
Entrepreneurship, Greece

A hand holding a pen is positioned over an open book. A bright yellow sticky note is placed on the right page of the book. The note contains text about the economic situation in Greece and the future of the Hellenic Design Centre. The background of the image shows the pages of the book and the hand holding the pen.

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

—
Nikos Efthymiadis, entrepreneur, chairman of KEPA, Greece

Establishing the Hellenic Design Centre

“Support of design and creativity is an activity that will be used to achieve the goals the Specific Objective 3: Creation and validation of an Innovation Support System.”

Smart Specialisation Strategy for Central Macedonia, 2015

“When we engage with businesses and promote design for innovation they often ask “Why should I hire a designer and not a management consultant?” SMEs struggle to separate thinking about design as merely product development from design thinking on a strategic level. We have been able to develop an effective response to this question using data, testimonials and case studies.”

Angeliki Barakli, EU Department Project Manager, KEPA, Greece

Design in EU structural funds in Spain

“The ultimate goal of the panel discussion was to convey the value of design as a driver of business innovation and emphasize that both, design and innovation, incorporated together in any activity, form a driving element of competitiveness and sustainable growth.”

Adela Martín, General Deputy Director of Competitiveness and Enterprise Development, Ministry of Economy and Competitiveness

We were surprise and really encouraged by the appetite of the companies and chambers to learn more about the practical application of design.

Virginia Molinero Ruiz, Consultant for Innovation European Programmes, Chamber of Commerce of Spain



Design in EU structural funds in Spain

“From 2016 to 2020, the total amount of EU structural funds for innovation in Spain will be €24 million to promote innovation. We estimate allocating about 10% for design support. This will be both for mentoring and direct funding for companies. This will be combined with a communication strategy to create a multiplier effect to generate appetite for design among firms in Spain. We are looking forward to further collaboration with Design for Europe to inform how the design programme develops.”

Mar Díaz Serrano, Consultant for Innovation European Programmes, Chamber of Commerce of Spain

In addition, the Spanish Chamber of Commerce has signed an agreement with the Spanish Patent and Trademark Office to raise awareness of the importance of protecting intellectual property. The emphasis will be placed on the importance seeing design as a competitive element. The companies aligned to both the Spanish Patent and Trademark Office and CDTI will receive information about design as well as success stories and subsequently will be redirected to participate in the new design support programmes



From Policy to Practice to Policy

In 2012 **Estonia** established its first design policy after a decade of advocacy and engagement including the establishment of the Estonian Design Centre in 2008. The National Action Plan for Design focused on increasing the use of design in both the private and public sectors with an emphasis on design as a source of competitive advantage.

Activities of the State in supporting design are targeted at:

- Improvement of quality, competitiveness and demand for Estonian products and services on the world market;
- Development of design entrepreneurship;
- Growth of the reliability and quality of the support systems in the design field;
- Improvement of the welfare of citizens through more user-friendly and personalised products and services.'

National Action Plan for Design 2012-2013 part of Estonian Enterprise Policy 2007-2013

From Policy to Practice to Policy

Moving from design policy to implementation and practice occurred in quick succession with the Estonian Design Centre, Ministry of Economic Affairs and Communication and Enterprise Estonia launching the first design support programme: **Design Bulldozer**. The Design Bulldozer, at an investment of €400,000, connected ten design managers with ten companies providing strategic intervention over 20 months.

“Design Bulldozer has demonstrated what design can do for business and we now have specific examples from across a number of different industries. This has given us very practical insights we didn’t have before – today we are able to evaluate organisations better and show how design can help them.”



Jane Oblikas, CEO, Estonian Design Centre

From Policy to Practice to Policy

I expected Design Bulldozer to be different to the design programmes I'd worked on before, it's a different part of Europe, a different culture, a different mindset and a different language. But the problems Estonian companies and managers are facing are actually very similar to the ones companies in Belgium, the UK or Ireland face.

Richard Eisermann

Programme Supervisor, Design Bulldozer



From Policy to Practice to Policy

In such a new domain as e-Residency, design thinking principles are as relevant as ever in getting citizens in Estonia and around the world on board with such an innovative idea.

In November 2015 the Estonian Design Centre hosted a **service design workshop for the team organising the Estonian Presidency of the EU in 2018**. Currently, the EDC are working with the Presidency team on procurement issues and the next step is to help them to prepare a brief and find designers for all the welcoming presents for the guests during the Presidency.



From Policy to Practice to Policy

"The fact that right now we have services that the citizens actually don't know how to use is a very big issue and also a big waste of money. I think this was one of the most useful seminars I have ever been to!"

Estonian Minister of State

"We think always about our users – the government departments developing online services and citizens. What tools can government departments use? How can we help them to make their services better for the public? Prototyping and testing are core to the design process but departments sometimes say they don't have the time or resources for prototyping and this is what we are changing. Online prototyping is the best way to manage risk.

Tiina Rekand, Analyst, Estonian Information System Authority

Using design thinking, we want to try a new approach to policy development and implementation by enabling design stakeholders to develop a policy led by the grassroots.

Piret Potissepp, Counsellor at Ministry of Economic Affairs and Communications



Case

BUILDING CAPACITY FOR DESIGN AMONG SMEs IN THE SERVICE SECTOR

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

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

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

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

Source: Piloting the first design support programme in Malta



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

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



DESIGN FOR ENTERPRISES

In order to foster the uptake of design approaches and techniques by small and medium enterprises (SMEs), in 2016 the Commission launched the [Design for Enterprises](#) programme aimed at delivering training sessions (both on site and online) on various possible applications of design methodologies in their day-to-day business.

Courses are directed at SMEs and at business intermediaries supporting SMEs, such as the members of the [Enterprise Europe Network](#). Courses are free of charge and run across Europe in English and other European languages.



DESIGN FOR ENTERPRISES

The courses – completely free – will be held in 29 EU Member States and Associated Countries, in English, French, German, Italian, Polish and Spanish. Some of the training material will be also translated into all official languages of the countries hosting a physical event.

Business intermediaries supported throughout the programme will be asked to incorporate the material thereby developed in their regular service offer to businesses, so as to achieve a greater and long-lasting impact on the competitiveness of European SMEs.

SOME RECOMMENDATIONS

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

THANK YOU

Jorge Cerveira Pinto – jorgecerveirapinto@msn.com
Innovation Programme and Policy Executive