This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

DCP

Design Challenge Pilot

The purpose of the 'Design Challenge Pilot' (DCP) project is to enhance the co-creation philosophy to the service delivery system of urban challenge solving, through the inclusion of innovative SMEs in the design process. During the implementation of the project, the 3 partners used the Twinning Advanced methodology to peer-review a co-creation procedure of setting up a solution that addresses a local challenge, satisfying the affected target groups, capitalizing the expertise of the innovative SMEs of the region/country and enabling local authorities to both improve the use of public money and raise their citizens' satisfaction rates.

As a result, the consortium members came up with a backbone of a "design service" offered to the local ecosystem by innovation agencies, that will enable cities, SMEs and citizens to effectively work together for the common good. It is about a procedure where all the aforementioned parts collaborate to "frame the challenge", "ideate possible solutions", "prototype" the best of them, "test" them in real life and adopt the ultimate one that satisfies the most, all stakeholders involved.

This new service was piloted in Greece, in order to test it in solving a social challenge by making maximum use of the local SMEs' expertise. This final Design Options Paper (DOP) that you hold in your hands is developed as the result of the peer-learning activities and the Pilot Action within DCP project, aiming to serve as a useful guidebook to any innovation support agency in coping with social problems and SMEs activation.

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KEPA BUSINESS & CULTURAL DEVELOPMENT CENTRE

pdr. International Centre for Design & Research

EESTI DISAINI KESKUS — ESTONIAN DESIGN CENTRE

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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 DCP 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), PDR - Design and Research Centre at Cardiff Metropolitan University (United Kingdom) and the Estonian Design Centre – EDC (Estonia). The key personnel of the collaborating organisations involved in the implementation of it were: Poppy Oikonomou, Angeliki Barakli, Nikos Rovatsos, Anna Koktsidou, Anna Whicher, Piotr Swiatek, Andrew Walters, Miranda Turton, Tiia Vihand, Aive Karing and Kelli Turmann.

A special acknowledgement goes to 'Social Dynamo' initiative of Bodossaki Foundation and 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.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

3. EXECUTIVE SUMMARY

The purpose of the DCP project is to develop and test a process for tackling an urban social challenge with the active engagement of local SMEs.

The 3 project partners (Business and Cultural Development Centre – KEPA, Cardiff Metropolitan University – PDR and Estonian Design Centre – EDC) worked together in peer-reviewing related cases and good practices, while applying the Twinning+ methodology, which led to the elaboration of a tool guide that can assist any innovation agency in addressing a social challenge. Based on the successful method of Design Thinking, a procedure that follows certain stages, ends up in finding solutions to a diagnosed urban social challenge by placing the citizens in the centre. Within this process, the contribution of the local SMEs is vital and this is the innovative – and equally challenging – aspect of this project.

In order to test the proposed methodology, a Pilot Action was set up and run in Thessaloniki – Greece. KEPA chose to work on a challenge related to the common profile of the civil society organisations and their role in the local ecosystem. For this reason, the DCP partners designed the pilot action, which was implemented by KEPA, with the valuable assistance of the 'Social Dynamo' initiative of the Bodossaki Foundation. During a series of co-creation activities, local CSOs and SMEs came together and shared their expertise-knowledge-experience for finding solutions to specific challenges.

This Design Options Paper (DOP) presents a process of addressing an urban social challenge with the use of Design Thinking methodology, by actively engaging local SMEs. It can serve as a useful hand-book that includes all the basic information regarding every stage of the procedure, the available tools that can be used and practical guidelines.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

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GLOSSARY OF TERMS

TERM	USED IN DOP AS:
CSO	Civil Society Organisation
CSR	Corporate Social Responsibility
DCP	Design Challenge Pilot
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
HDC	Hellenic Design Centre
KEPA	Business and Cultural Development Centre
KPIs	Key Performance Indicators – 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), which it engages in.
LAB	Laboratory - A workplace for the conduct of scientific research
NEETs	People not in education, employment or training
PDR	PDR Design and Research Centre at Cardiff Metropolitan University
Pillar	Prototype pillars are the points that set the prototype actions. It is a sum up of actions which have to be implemented because they matter the most to users.
ROI	Return on Investment
S.M.A.R.T.	Specific, Measurable, Attainable, Relevant, Timely

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SME	Small and Medium-sized Enterprise
Super CitizenS(ME) LAB	KEPA's pilot action name title. A pilot action that involves Citizens, CSOs & SMEs.
SWOT	Strengths, Weaknesses, Opportunities, and Threats

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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 the DCP project, as implemented by its partners (KEPA - Greece, PDR - UK, EDC - Estonia). These three regional/national innovation agencies/organisations managed to collaboratively address a common innovation support challenge, with the use of Twinning+ methodology.

The Twinning+ methodology combines elements of traditional peer reviews and twinning in small learning groups of interested agencies. During the implementation of the project, the partners peer reviewed a co-creation procedure of setting up a solution that addresses a local challenge, satisfying the affected target groups, capitalizing the expertise of the innovative SMEs of the region/country and enabling local authorities to both improve the use of public money and raise their citizens' satisfaction rates. For this reason, they explored good practices of design services and/or programmes that truly met their targeted groups' expectations, while developing the backbone of the new "design-service" to be offered to the local ecosystem by innovation agencies that will enable cities, SMEs and citizens to collaborate for the common good.

The ultimate goal was to set up with a procedure where all the aforementioned stakeholders collaborate to "frame the challenge", "ideate possible solutions", "prototype" the best of them, "test" them in real life and "adopt" the ultimate one that satisfies the most, all people involved.

Further to setting up a new "design service" and delivering a Design Options Paper (DOP) for other agencies to use, the consortium, collaborating through this Twinning+ concept and peer-review process, came up with a "draft" DOP, which was used as a guidebook to set up a pilot-challenge solving service in Greece. Through this pilot that took place in Thessaloniki, not only a new service was developed and tested, but valuable feedback on the usability of the DOP and unforeseen issues not covered, were exported and then fed back on the final version of the DOP.

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5.2 Urban challenge solving, through the inclusion of innovative SMEs in the design process - The challenge

The DCP project was set up to bring three organisations together, in order to jointly seek solutions on how local societies can capitalise their respective SMEs' participation in Innovation Support programmes. The point is that all these SMEs, having participated in national / regional Innovation Support programmes, have developed their capacity, knowledge and experience through them. Nowadays, in a rapid changing world that faces hundreds of social challenges, it has been proven that there is a weakness by local/regional governments to give adequate answers to them. The innovative SMEs earned added value through their participation in the Innovation Support programmes, could be the potential solution to the problem, while it also provides us a solution to another issue. SMEs that have been already supported do not (or extremely rarely) have a follow-up relationship with the support-provider organisation, resulting in the lack of information of the development these SMEs have shown in that time and the return on investment (ROI) made.

Another interesting fact while initiating the project idea was that - in most cases - citizens are not satisfied with the way Public Authorities make choices and decisions, regarding the challenges that society faces and the services developed to solve them.

The combination of the above-mentioned factors led to the conclusion that all the investment made to SMEs through Innovation Support programmes/services, do not empower local societies, or enable new, innovative services that public authorities can make use of. At the same time, it shows us that even if SMEs have been funded to innovate, cities do not use processes that could enable these SMEs to help them develop desirable solutions that address local society's problems.

Thus, the basic aim of DCP project was to bridge all the aforementioned issues and try to address them by offering an innovative approach that will lead to maximising local SMEs' contribution to local challenge solving.

Through enhancing the co-creation philosophy to the service delivery system of urban challenge solving, with the inclusion of innovative SMEs in the design process, DCP project ultimately aspire to inspire other agencies around Europe, mobilise local SMEs, civil society and city/region representatives, in order to come up with an innovative design-led mechanism that will provide solutions to their local social challenges.

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5.3 Structure of the paper

This paper is structured in four main parts.

1. In the first part, information about the project, its partners and the general framework of the urban challenge solving is given.
2. The second part presents the projects / programmes / services from the partners that were peer-reviewed.
3. In the third part, the three phases (Before – During – After) of the proposed process for addressing an urban social challenge are being analysed.
4. The fourth part provides a detailed view of the pilot action that was implemented in Thessaloniki – Greece, in order to test in practice, the suggested methodology.

This DOP ends with some conclusions and interpretation of results, followed by the list of sources, images and useful links. The Annex contains the templates of the tools that can be used in developing/implementing the process of solving an urban social challenge.

5.4 Project goals

DCP project aims to enhance the co-creation philosophy to the service delivery system of urban challenge solving, through the inclusion of innovative SMEs in the design process. Its ultimate goal is to provide a practical handbook to innovation support agencies and other organisations in tackling social problems with the activation of local SMEs.

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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). Since its establishment, KEPA has successfully implemented over 100 programmes/actions and managed more than 30,000 projects/business plans, with a total budget of above 3 billion euros.

Through its participation in several European projects so far, KEPA has gained significant experience and knowhow in specific sectors, while it also participates as an active member in several European Networks (e.g. BEDA, EURADA). As yet, KEPA has successfully participated in 28 EU funded projects, totalling a budget of over 21 million euros.

KEPA's human resources, recognition in the entrepreneurial ecosystem, cooperation with Chambers and Development Agencies, credibility and high-quality services, has led KEPA to being characterised as a "Point of Reference in Regional Development" and one of the country's major providers of entrepreneurship and business support.

In 2017, KEPA started the initiative of Hellenic Design Centre (HDC), the first and most experienced organisation in Greece that provides integrated design support services to private and public sector organisations, to assist them in problem solving and in driving innovation into services and processes by putting people in the centre. Since its establishment, HDC has been offering training and support services to a number of SMEs. Moreover, it has been promoting Design as a driver of growth and competitiveness of SMEs and in the economy in general.

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pdr. International Centre for Design & Research

PDR, the International Centre for Design & Research, is an award-winning centre of expertise in design-led innovation based at Cardiff Metropolitan University.

PDR conducts applied research and knowledge transfer, and offers consultancy and training services covering the following fields of design: user research, new product development, service design, design policy, design management, eco-design, surgical and prosthetic design, and prototyping and advanced manufacturing.

PDR has been delivering design support to organisations in Wales on behalf of the Welsh Government since 1994 through the Welsh Design Advisory Service (1994 to 2018), the Service Design Programme (2010 to 2014), Knowledge Transfer Partnerships (1995 to 2018), the Design Management Programme (2011-2015), Ecodesign Centre for Excellence (2008-2015) and SMART Innovation Design and Productivity (2015-ongoing). From 1994 to 2020, PDR has supported over 6,000 enterprises to use design.

We have innovated through design with companies from the aerospace, automotive, financial, medical, military, sports, manufacturing and food sectors, among others. Our Design Policy Team has helped governments around the world to develop citizen-centred public services and policies. We have also trained public administrators in design methods including those from the United Kingdom, Slovenia, Greece, Latvia, Norway, Poland, Thailand and Singapore. PDR is currently a contractor of design thinking services to the European Central Bank.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

EESTI DISAINI KESKUS — ESTONIAN DESIGN CENTRE

Estonian Design Centre (EDC) is a non-profit organization, established in 2008 by Estonian Academy of Arts, Tallinn University of Technology, Estonian Design Institute and Estonian Association of Designers. EDC is a leader in the promotion of professional design in Estonia, being a partner for designers, entrepreneurs, public sector representatives and policy makers. The mission of the EDC is to support strategic design implementation in the business and the public sector and to nurture an innovative and cooperation-oriented environment for the development of design.

Our aim is to increase design awareness and promote the use of design as a strategic tool for solving big societal challenges, growing the economy, increasing innovation and improving the quality of everyday life. Through various support activities, EDC promotes design as a driver of social well-being and economic development, supports the professionalism and competence development of designers and helps to increase the product development and export potential of Estonian companies through better design.

EDC coordinates the network of Estonian design agencies (ca 50 organisations) that includes agencies of communication design, product design (including fashion, plastic products), strategic design, service design, digital design (including UX/UI, gamification, etc.), circular design.

One of EDC goals is to bring new knowledge and developments into Estonia and for that they conduct experiments, initiate support programmes, write articles, organise design talks, etc. EDC organises the biannual Estonian Design Awards and being part of different European projects has gained a lot of international experience.

Since 2016, EDC has been actively involved in promoting sustainability and eco-design / circular design in Estonia. EDC aims to contribute to the implementation of circular business development through design and promote new ways of thinking among Estonian designers and companies. In close international cooperation, EDC has developed several tools to help organisations to move towards circular economy (circular economy audit, sprint, etc.).

EDC coordinates the roundtable of Estonian Design Education. EDC was leading the team and coordinated working groups that prepared a new Estonian Design Development Strategy 2023 and its action plan and is currently coordinating the implementation of these documents.

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EDC is a member of The Bureau of European Design Association (BEDA), Connect Health (Estonian Health Tech Cluster) and The Estonian Chamber of Commerce and Industry (ECCI). EDC was one of the partners in the European design and innovation platform, Design for Europe. http://www.designforeurope.eu.

5.6 Institutional background

The consortium consists of 3 innovation agencies with similar backgrounds but with slightly different approaches, which ensured fruitful outcomes in the peer learning activity.

KEPA holds a strong experience in both providing services to the Greek SMEs and participating in the implementation of European funded projects. KEPA also has a wide experience in designing, managing and delivering programmes. It has made a lot of efforts to bring innovative tools and methodologies to Greek ecosystem, which led to its active participation in many EU funded projects regarding Design-Driven innovation. In 2017, KEPA successfully launched the Hellenic Design Centre in Greece, delivering services to SMEs and public authorities, aiming to integrate design-thinking into the entrepreneurial ecosystem of the country.

PDR is one of the key design players in Europe, having participated in multiple national and international projects, offering its expertise in setting up services and programmes to enhance design-driven innovation. PDR has vast experience in supporting both private and public organisations in adopting a user-centred approach to design to improve efficiency and stimulate growth.

EDC fosters the field of design and brings its members together. It helps designers, entrepreneurs, public sector representatives, policy makers and everyone else who wants to promote the growth of Estonian design find each other, and acts as their partners. EDC offers a wide range of integrated and personalised services from networking opportunities, to awards and financial support.

All three partners have strong experience in international collaborative programmes, being thus prepared to exploit and implement in their day-by-day activities the added value of the Twinning Advanced methodology and eager to establish fruitful long-term relationships across the EU.

KEPA, PDR and EDC have been partners in many previous design-led projects and have collaborated with great success, a fact that guarantees the sound management and the on-time implementation of the project activities.

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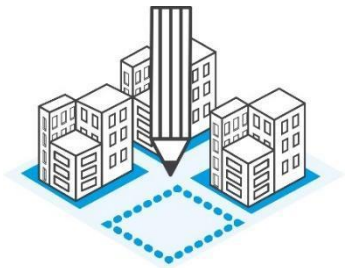
6. CASE STUDIES EXAMINED

During the first peer-learning workshop in Tallinn, partners brought their experiences and expertise by sharing and discussing their Design Challenge programmes, which are being presented below with the use of a common structure, which allows a better review of them by any interested party.

6.1 Design Challenge: The case of the University General Hospital of Thessaloniki 'AHEPA' by KEPA/HDC



Description

Brief outline

'Design Challenge' is a service to tackle a social challenge. The use of Design Thinking methodology helps to: a) solve complicated social challenges, b) stimulate citizens' participation in finding solutions, c) design services and processes that meet today's social demands, d) develop the corporate social responsibility.

Throughout the project at AHEPA hospital, a service design approach was used to develop understanding of the challenges facing stakeholders. Afterwards, co-creative methods were used to actively include all stakeholders in understanding the challenge and then developing and testing solutions in response to the challenges identified.

Scope

'Design Challenge' aims to prepare the cities of the future to seek for participatory solutions to address everyday problems.

Especially in the case of the University General Hospital of Thessaloniki AHEPA, the scope was to explore a challenge identified in collaboration with the Municipality of Thessaloniki and AHEPA's Management Boards, that being the experience of healthcare for recipients and providers at AHEPA.

Service provider

'Design Challenge' is a service provided by the Hellenic Design Centre (HDC), empowered by KEPA.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

Target group / Beneficiaries

'Design Challenge' service is addressed to any person and organisation involved and/or affected by a social challenge, e.g. city authorities, non-for-profit organisations, enterprises, local communities, citizens etc.

In the case of AHEPA, the main target groups were the hospital's management and staff (especially those working at the emergency and outpatient departments), whereas the main beneficiaries were the hospital's patients and their relatives.

Main elements of the service

'Design Challenge' service is following 4 Design steps:

- Empathize: Understand the user and the challenge
- Ideate: Generate and develop ideas
- Prototype: Design and test solutions that work
- Implement: Launch the innovative service.

The project of addressing the challenge in AHEPA hospital was deployed in 2 phases.

During the initial meeting/workshop with the hospital for the definition of the scope of the project, the opportunities and obstacles in the project's implementation were identified. The field research and data analysis that followed, included on-the-spot visits, interviews, observation and photo/video taking sessions. While processing the information collected, an internal workshop also took place, so as to proceed to the User Journey Mapping, one for a patient at the Emergency Department and one for a patient at the Outpatient Department. The first phase of the process was completed with the ideation, which ended up with ranked ideas taking into account their impact and feasibility. Finally, the HDC team created prototypes giving solutions to the specific challenges of signage and the space of waiting areas.

Budget and funding sources

10.280€ funded by Stavros Niarchos Foundation.

Duration

The project implementation of the case of the University General Hospital of Thessaloniki – AHEPA, lasted 6 months.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

Methods for measuring and evaluating the service

The challenge solutions have been presented to the Hospital's management, together with KPIs to be measured regarding the monitoring of the changes upon the experience of healthcare for recipients and providers at AHEPA.

HDC's KPIs: Percentage of sub-solutions adopted / Number of new "clients" after publishing the collaboration's results.

Hospital's KPIs: Healthcare recipients' satisfaction rates / Amount of "anger incidents" in hospital's premises / Efficiency rates regarding task & time-management (Hospital staff)/Improve staff satisfaction rate.

Lessons learned

What worked well

- Cooperation with Hospital Management
- Cooperation with hospital medical and nursing staff
- Cooperation with hospital administration
- Ideation phase, lots of solutions came up
- Cooperation with students from Sciences Po University that is located in Paris.
- Interviews with patients went surprisingly well, people were keen on replying so that we could come up with solutions that would improve the patients experience.
- Cooperation with the external advisors.

What could be improved for next time

- Getting replies from the administration Department of AHEPA hospital wasn't easy, especially since a lot of approvals from the upper management were needed in order to disclose information.
- It would be better if the students from the Sciences Po University that is located in Paris could actually travel to Thessaloniki and do some groundwork in Greece instead of working in hospitals in Paris so that they could come up with ideas.
- Measure the KPIs before starting the project and a year after the implementation of the solutions.
- Setting up a clear action plan and timeline for the proposed solutions.
- Do more on site prototype testing.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

6.2 GREENHOUSE by PDR

Description

Brief outline

Greenhouse is a design sprint format created by PDR to introduce service and policy design methodologies and tools into work of public servants and policymakers. It has been developed based on years of research and experience of delivering design-driven innovation projects in the public sector.

Scope

A design sprint is a structured process, where teams of people with various skills and expertise come together to tackle a specific brief. A typical sprint lasts five days during which the team progresses through stages of mapping, sketching, deciding, prototyping and testing.

Greenhouse is a condensed version of a typical five-day sprint. With preparation and support of PDR user researchers and designers, participants of Greenhouse have two and half days to analyse available data on a live challenge, undertake user research, distil insights, generate new ideas and prototype solutions.

Project provider

Greenhouse is run by PDR, Cardiff Metropolitan University.

Target group / Beneficiaries

Greenhouse was developed specifically for people working within the public and third sector. Specifically, innovation labs, improvement and performance teams, commissioning, innovation, business improvement, performance management, information technology, audit and operations.

The ultimate beneficiaries of the solutions developed through Greenhouse depend on the topic of the live challenge.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

Main elements of the project

The critical task before the Greenhouse sprint is to formulate a meaningful design challenge that the session is centred around. A great design challenge is inspiring, short and specifies the target use groups and deliverables of the sprint.

Greenhouse combines a live challenge, set and assessed by a public body, with expert facilitation of design process and techniques. This approach ensures that the participants involved can elevate their expertise in user-centred innovation processes within a real-life context.

Preparation for Greenhouse starts with the research. Good outputs are built on having great research for participants to work from. PDR then mentors the project team in delivering its design project which involves jointly defining the challenge, planning the user research, jointly analysing the user insights, developing concepts, testing prototypes and making recommendations for upscaling.

Budget and funding sources

Greenhouse is individually priced depending on the client and the topic of the live challenge. It requires two or three expert facilitators' time during the sprint, as well as time for preparation work and follow-up.

Duration

The event usually takes two and half consecutive days, starting in the afternoon of day one, but it can also involve allowing time for the project team between the project phases to undertake additional work, e.g. three days over a month's time.

Methods for measuring and evaluating the project

Greenhouse is evaluated twofold:

- ideas being further iterated for implementation,
- participant experience survey in terms of learning and satisfaction.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

Overall evaluation of the project

PDR have delivered over 30 Greenhouse sessions in different countries across Europe. Most of them produced workable solutions and inspired participants to adopt design methods in their daily work.

Lessons learned

What worked well

The right preparation is key to smooth running of the process. The sprint challenge statement needs to be relevant and inspiring – tied to the team goals. It needs to have a clear target audience or target segment. It is also beneficial to properly plan user research options beforehand, so that the project team does not stumble upon a barrier to progress in the process.

What could be improved for next time

The Greenhouse session typically ends with much excitement and joy, but what is most important is to ensure implementation and long-term impact. Therefore, after each sprint there should be a pathway to launch elaborated and a follow-up with challenge owners and participants.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

6.3 SPIDER-HACK by PDR

Description

Brief outline

SPIDER-HACK was a hackathon-style event to crowdsource ideas for new software, apps, digital services and products that give young people better opportunities to find employment and training. It was part of a pilot service design project undertaken by Cardiff City Council & PDR on developing solutions for young people not in education, employment or training (NEETs).

Scope

SPIDER Project (Supporting Public Service Innovation using Design in European Regions) was carried out as a transnational initiative partly funded by the Interreg IVB North West Europe programme between January 2013 and September 2015. It aimed to demonstrate the value of service design as a process for public service innovation that can achieve cost savings for providers and better user experiences for citizens through the pilots on Europe's toughest social challenges:

- Youth Unemployment,
- Ageing Society,
- Public Sector Reform.

As part of pilot projects to tackle youth unemployment, project partners from Wales adopted a service design approach to come up with solutions for NEETs. Having conducted user research among young people, a number of initial challenges were defined around awareness, accessibility and understanding of employment and training services available to young people. The project team decided to host a SPIDER-HACK, a hackathon to bring together young people, businesses, third sector organisations and Cardiff Council staff. The aim for them was to work with the support of designers and developers to build prototypes for new digital products and services for NEETs.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

Project provider

The SPIDER-HACK was organised by PDR, Cardiff Metropolitan University and Cardiff City Council.

Target group / Beneficiaries

The term 'NEETs' (Not in Education, Employment, or Training) describes a very broad range of young people and this event focused on helping specifically 16-18-year olds make important decisions about their future. Young people of this age potentially have the most difficult decisions to make and the broadest range of choices available. Participants of the event explored how web and mobile applications can help young people decide whether to go to university, look for alternative training or to attempt to start a career and find employment?

Main elements of the project

The hackathon was the 'ideas gathering' phase of a larger project that followed six-stage process based on service design methodology developed for the SPIDER project:

1. Framing the challenges - enables public authorities to rethink entrenched assumptions through close engagement with users and defining where the greatest impact is achieved.
2. Concept development - enables service users and providers to co-develop new service models using creative techniques.
3. Prototype development - defines the detail of how the new service will operate.
4. Prototype testing – with test groups of 25 citizens, this highlights strengths and weaknesses of the new services, reducing risk at implementation stage.
5. Scaled-up delivery - partners visit each pilot, analyse the service design process and scale-up delivery to 75 additional citizens.
6. Transnational exchange & evaluation - involves repeating the steps in the second region and collecting data to evaluate the pilots.

The SPIDER-HACK took place over two days and involved hands-on designing, making and testing digital mobile apps and online software that uses the data Cardiff Council has on the jobs market. An extensive background research, including desktop and user research through vox-pop, was done prior to the event and the results and insights informed the session.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

Budget and funding sources

The SPIDER project was funded by Interreg IVB North West Europe and Welsh Government.
The hackathon prize was sponsored by NOKIA Developer and EDGE Data Systems.
The budget for organizing SPIDER-HACK was around €10,000.

Duration

The event itself took two days, while the whole pilot project, from research to implementation and evaluation stage, over two years.

Methods for measuring and evaluating the project

The SPIDER-HACK resulted in 5 early stage prototypes, of which one was chosen for further development by a panel of PDR designers and Cardiff City Council staff.
During the next stage, 10 young people took part in structured user testing sessions at PDR's user testing lab. This exercise showed how NEETs currently search for work on the internet, use social media and the usability of existing services. Young people were confused about the offer – it was not clear what the services were offering and which were the most relevant. These insights were used to develop Pointr – a portal which provides simple, clear and relevant links that describe what people get from the service. A prototype service was tested with over 1,000 users, that allowed for validation of assumptions and further improvements. The final version of the portal went live in June 2015 and in the first three months since launch (June-Sept 2015) the service has hosted over 3,000 users.

Overall evaluation of the project

The hackathon event ultimately led to a usable service. Pointr has been designed to operate at no cost to the council. Service providers update their own links and link titles. The benefit to service providers is that more young people are finding their services and courses, saving resources and expenditure on communications and marketing.
The main advantage of the service for young people is that Pointr uses the language that they use and not the language of government. Usability trials conducted in PDR's user testing lab proved this was more effective in speeding up search for young people. Pointr makes young people more likely to be successful in finding the right opportunity. If just one person does so using Pointr, progressing into EET from NEET is a cost saving to a public purse of approximately £104,300.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

Lessons learned

What worked well

The time constraint of the hack event and working towards a near artificial deadline quickly provided five fairly well-formed concepts of digital solutions. The informal and social atmosphere encouraged collaboration between teams of people with very varied background and expertise. Creative and experimental character of the event was conducive to developing innovative ideas.

What could be improved for next time

The usual downsides of hackathons, like having no clear game plan or likeliness of newly formed teams wasting time were mitigated by having a framework plan for the event and regular check-ins with professional mentors. The team behind the winning idea was also involved in further development, unlike most often when the teams usually dissolve at the end of an event. Nevertheless, the pace of hackathons is fast and exhausting, so it is important to plan a lot of breaks.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

6.4 Recycling by EDC

Description

Brief outline

The goal was to increase recycling of materials by increasing people's motivation to recycle.

Scope

Increase recycling of materials by increasing people's motivation to recycle:

- Find out the main obstacles by interviewing different users.
- Generate solutions.
- Pilot selected solutions.

Project providers

- Innovation unit created by Estonian Ministries (Merilin Truuväärt)
- Estonian Ministry of Environment (Made Saadve, Liisa Mihkla, Andrus Pirso, Sigrid Soomlais)
- Estonian Ministry of Finance (Mari Kalma)
- Estonian Recycle Organisation (Merike Koger)
- Local Government of Harku (Lembe Reiman)
- Association of local Governments (Krista Kupits)
- Waste sector company Paikre (Keit Nestor)

Target group / Beneficiaries

- Households
- Local Governments
- Ministry of Environment
- Wider society

Main elements of the project

We used service design framework and methods:

- 26 interviews with members of different households
- 2 seminars with wider stakeholders

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- several seminars to implement selected solutions
- experiments to test selected solutions.

We worked on 4 solutions in more detail:

1. Common colour and picture signs for recycle bins and packages, common recycling guidelines

User interviews revealed that there are a variety of recycling systems depending upon where you live/ work/ go to school. Recycling system is inconvenient and messy. Where should I throw away what? Do I need to wash packages before recycling? Recycling should be intuitive and quick. Therefore a common colour-and picture scheme as well as common guidelines were developed during the project for recycle bins and packages and key actors agreed on using them.

2. Recycling bag experiment in Kuressaare

Several local governments, including the town of Kuressaare, have implemented a door-to door recycling collection service. The take up rates have not been very high. In Kuressaare only 16% of private houses had joined the free service after a year of its implementation. We wanted to test if the take-up rate goes up if we simplify the process of joining. We sent out two types of letters, randomizing the recipients - A) a letter that stressed cost savings and environmental impact of recycling and called people to sign a service agreement; B) same letter with a recycling bag calling people to put the bag behind their fence on a certain date and then sign the agreement. With the letter A 5,7% of recipients signed the agreement, while 22,9% signed the agreement eventually with receiving letter B and the recycling bag. Taking out some friction really does the trick.

3. Coffee-cup experiment in 3 cafeterias

We tested an idea that had worked very well in one of the english university campus cafes: instead of offering a discount for people using their own reusable cup, they lowered the coffee prices and showed the price of the cup as extra. We tried out similar schemes in 3 cafes with regular customers in Estonia. During the 12 weeks that we tested it, there was no significant fall in the use of disposable coffee-cups and this idea was not scaled.

4. Reusable drinking cups at a local festival

Harku local government holds a local festival every year. For two years now, they have only allowed reusable cups to be used in the festival. Each cup had a deposit. Our team interviewed handlers and users in the festival and got very positive feedback. This experience and knowledge is shared with other local governments and festival organizers.

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Budget and funding sources

European Social Fund, State budget - Estonian Government Office and Estonian ministries.

Duration

March - November 2019 (9 months).

Methods for measuring and evaluating the project

Experiments helped to prove whether the designed selected solutions work.

Overall evaluation of the project

Selected ideas were tested and implemented. Overall it was a successful project. The end-goal cannot be reached only by increasing people's motivation. Current recycling system needs to be improved as well.

Lessons learned

What worked well

Cooperation is the key - involving partners from all levels to the project team helps prompt implementation.

What could be improved for next time

1) Starting with discussion and agreement between key stakeholders rather than another draft version of a law brings quicker results.
2) Rigorous testing if and how something works is a good start for learning what works before scaling something.

This project has received funding from the European Union's Horizon 2020 Research and Innovation Programme under Grant Agreement No 853667.

6.5 Cancer Patient's Customer Journey by EDC

Description

Brief outline

The goal was to change cancer patient's customer journey to be more client-centred and secured in order to support discovering the disease in early stages and offer better treatment.

Scope

There was three go-actions planned:

- To map the entire cancer customer's journey with its problems
- To collect suggestions from family and special doctors according to the need of cancer customer's journey and in order to amend cooperation between different parties
- To develop solutions and piloting.

Project providers

- Innovation unit created by Estonian Ministries (Daniel Kotsjuba, Merilin Truuväärt)
- Estonian Ministry of Social Affairs (Kristiina Hunt)
- North Estonia Medical Centre Foundation (Vahur Valvere, Helis Pokker, Kristi Rannus, Merike Värik, Terje Peetso, Elina Revo)

Target group / Beneficiaries

- Households
- Local Governments
- Ministry of Environment
- Wider society

Main elements of the project

Main activities:

- 20 interviews with cancer patients (17) and their family members (3)
- 1 focus group interview with patients

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- 7 interviews with special and family doctors
- 1 focus group interview with department of palliative treatment (7 people)
- Visiting the Helsinki University Hospital
- Several workshops forming the outcome of interviews and research

Methods used:

- Face to face interviews
- Focus group interviews
- Study visit
- Workshops (customer journey mapping, analysing the interviews outcome, grouping similarities, identifying main problems, designing possible solutions)

The structure of used design tools:

- The workshop included 3 parties: patient, doctor and patient's family
- The mapped journey included 5 parts: symptoms, the first appointment, receiving a diagnosis, after treatment

Budget and funding sources

Republic of Estonian Government Office, Republic of Estonia Ministry of the Interior, and all other joint ministries (finance, economy and communication, social, education and research, environment).

Duration

9 months

Methods for measuring and evaluating the project

During this project evaluation was not reached.

Overall evaluation of the project

1. There is a need for a position nurse-coordinator to minimize arrangements issues between all parties.
2. Medical plans should include support treatment specialist

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3. Online registration system should allow to book appointments more than 4 month ahead
4. The doctor receives all patent's treatment data before the appointment
5. For ER health issues there is a external system for signing patients into the hospital
6. The new oncology department will be designed according to patients and their family needs
    - The design is made in collaboration with students from Estonian Academy of Arts.
7. Patient-Reported Outcome and Experience Measurement should be taken into use in cancer treatment and broadly in medicine – solutions that support patients and the service provider. Some examples:
    - Noona is a smart cloud-based mobile service designed to capture patient-reported outcomes in Oncology. We connect cancer clinics with their patients online to improve survival and save clinical resources. https://vimeo.com/233037615/969e0cdfa9
    - Kaikuhelth.com

The main outcome was that this project was chosen as a joint project in collaboration between two medical centers – North Estonia Medical Centre Foundation and South Estonia Medical Centre Foundation. The project was continued with pilots by Siiri Heinaru from North Estonia Medical Centre Foundation and the support of the Innovation unit.

Lessons learned

What worked well

Really good aspects were that research plan, outcome validation, ideations and study of good practices was done together with project stakeholders.

What could be improved for next time

- Research should be done together – that gives a better understanding of what the patient goes through and possible bigger buy-in from stakeholders.
- Piloting with defined measuring should be done as a core part of the project with stakeholders. This project was left to the Medical Center.
- The main suggestion of improvement is to involve as many in house personnel into the project as possible. That will spread the word around and people feel that they are the one making innovation.

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6.6 Conclusions

The co-creation can be insuperable and indispensable in many cases no matter what the reason is – lack of resources or the complexity or wickedness of the problem to be solved.

Introduced cases illustrate well how important it is to apply design thinking and service design in the process of co-creating services and solving problems. In this sense – design thinking means also compromises between parties.

A desirable result is given by the way of working, where in the course of co-creation support and guidance materials are used. Support and guidance materials help to give the structure to the cooperation of the related parties and reach a sufficiently meaningful result to start offering the service.

As it was possible to discover, all co-creation relationships are unique. Still, any instructions or tools do not replace the specialized moderator in the co-creation process. Organizing smooth and effective co-creation requires not only good will but also knowledge and skills.

The important thing is to co-create the content of the service so that the service is at least emotionally the success of the service for all parties involved with the service. At the state/local level, the main goal of public services is to support citizens quality of life – contriving and well-being.

Most of today's problems are complex challenges involving social networks and activities needed for prevention, easing and elimination fall beyond the scope of one organisation.

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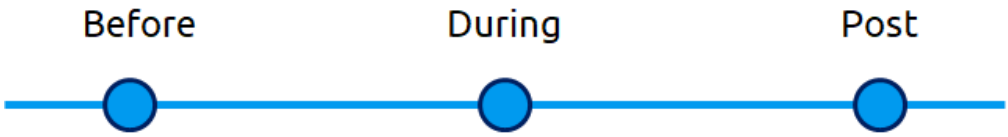
7. SET UP YOUR OWN / WHAT TO DO



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.

This Before part includes the following:

- **Discover** a Social Challenge
- **Define** the problem
- **Develop** the process.

HOW TO DISCOVER A SOCIAL CHALLENGE?

The scope of the social challenge

Discovery builds a solid foundation for your ideas meaning opening up to new opportunities and getting inspired. Every design process begins with a specific and intentional problem to address – it is called a design challenge. One of the hardest parts of the design process is framing a challenge that is approachable, understandable and actionable. It is the same with a social challenge. In the context of work for social betterment, one refers to social impact when a measure produces results in the form of changes within the target group, in that group's living environment, and/or in society at large. In the current Design Options Paper's context, we approach social challenges involving the following target groups:

- Public sector
- Citizens
- SMEs.

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If you have recognized the target groups and set the hypothesis for a possible challenge towards it, the next important thing would be, to determine the level of effect you are aiming to reach. There are different levels at which social impact can be achieved. In order to define what success would look like, one must be familiar with the background: the initial state of affairs, the project's environment, and the needs of the target group. It is also important to figure out who is the challenge owner, how big their commitment and who are supporting stakeholders around. These levels of effect are illustrated using the results staircase:

Picture 1: Results staircase

Results at the societal level will here be referred to as "impact". In the illustration, this is represented at level 7, at the top. The level of effect should be chosen realistically, and it should be achievable in a reasonable time frame with affordable resources. The chosen level of effect will reflect the whole scope of the challenge and it has to be confirmed by doing preliminary work - gathering pieces of evidence.

Gather evidence

One good way to gather evidence for a very large task – choosing an achievable social challenge level, is to use an Elephant Technique, which helps to divide "the elephant" (the scope) into "bite-size" pieces (evidence) and addresses the need of assessment and context analysis with following criteria throughout all involved stakeholder's group:

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- Behavioural statistics
- Resources
- The timing
- Legislation
- Previous cases, articles
- User research
- Context analysis: what has been done before – what worked or not?

After monitoring and evaluating gathered data, there is a good possibility to end up with different scenarios of formulating the problem statement. To remind, monitoring is used for documenting inputs, outputs and easily captured results. An evaluation examines and evaluates processes, results and social impacts. Evaluations can be carried out at various points in time. So, the final question to be answered before discovering the right social challenge is how to state the problem correctly, that it would lead you to the chosen impact.

Problem statement

There is no correct answer to whether to firstly approach businesses and then involve a government level interaction or vice versa. At the end of the day, the important part is to motivate all target groups working together aiming to achieve the impact of the social challenge project. To make sure you do not choose the problem that you might have easy access to solving, but it has little effect on the impact, you have to carefully form the problem statement because this is where the actual work starts. Moreover, the statement is a key story for selling the idea to target groups which are crucial to involve for succeeding.

A problem statement should describe an undesirable gap between the current-state level of performance and the desired future-state level of performance. A problem statement should include absolute or relative measures of the problem that quantify that gap, but should not include possible causes or solutions.

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Key elements of an effective problem statement include:

- Gap: Identify the gap (pain) that exists today.
- Timeframe, location and trend: Describe when and where the problem was first observed and what kind of trend it is following.
- Impact: Quantify the gap (cost, time, quality, environmental, personal, etc.)
- Importance: To the organization, the individual, etc. to better understand the urgency.

Tips: Good examples from Estonia of how ideas are gathered to solve social challenges

In 2018, based on a suggestion from the public sector and social innovation task force, The Government Office together with 6 ministries created a joint unit in order to fix the issues of inefficient public services and to provide relevant support and expertise to ministries. The task force concluded that public offices should use more innovative and evidence-based methods and modern capabilities in providing better public services. Also, business incubation, educational and accelerator programs could initiate social challenges using an open call format. In Estonia, there are several active initiatives in that field, for instance, NULA incubator - a development programme created by the National Foundation of Civil Society (NFCS) to offer support for smart, effective, and innovative ideas that resolve acute problems in the Estonian society; and UNILAB - a competition for students seeking for the best student projects that incorporate usable solutions for everyone. The aim of the competition is to encourage students to develop projects that work for all target groups of the society, including for persons with disabilities.

Tips: PDR's suggested criteria for choosing the problem

When it comes to the social challenges, PDR has worked on themes such as improving use of public spaces (parks, markets etc.), regenerations of post-industrial sites, kids' obesity, services for the elderly, NEETs, homelessness, improving benefits system, public transport, digitisation of public services, streamlining internal processes, business-academia support services, among others.

From PDR's experience, it makes design sprint process easier if:

- The challenge is well-defined and inspiring. It has a clear goal that is easy to relate to for the main stakeholders groups;

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- You can clearly identify the target audience and main stakeholder groups and are able to engage them in user research and co-creation process;
- You don't try to solve wicked problem at first, focus on what is realistic to have impact;
- The potential solution can be taken-up and scaled ensuring that the results of the process will have follow-up.

DEFINING THE PROBLEM

The more complex, wicked, and intertwined the situations and challenges become, the greater the need for user-centric design. Defining the problem helps to separate emotional assessments of a problem and build it on facts and also helps to understand if and how the problem is important and the reasons for that. In this stage make sure the stakeholder is "in" and committed to the process.

Design is a consciously driven creative process that begins with identifying the roots of the problem and is leading to the development of new and high-quality, economically and ecologically viable products and/or services based on the needs and wishes of the user.

In the public sector, it is common practice for a service to be created as a result of legislation. Policymakers and service providers are different people, so the services we develop are often hindering and do not live up to our expectations. Design thinking seeks a balance between the needs of the state and reverses the development process - services are not developed from the inside, but from the people, and thus solutions have been developed with a long-term positive effect. By placing the user at the heart of service development, design thinking creates value for both the service provider and the service consumer. Public services that work for a person, as the needs of the employee and the organization have also been taken into account in the process of providing services.

The purpose of diagnostics is to thoroughly analyse the problem described by the teams (ideally of 6-7) to frame the problem, to identify the parties and user groups involved, to get to know the users and their needs. Correctly defining the problem is the most important part of the whole service development process and creates the preconditions for success. It is human nature to immediately propose solutions to problems and to start solving them quickly. However, by solving the wrong problem from the user's point of view, a solution is achieved that does not guarantee the desired change. Prioritisation is important so you don't overstretch yourselves and risk being ineffective.

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Framing the problem – problem tree analysis (full spectrum of the problem)

Look at the problems in more depth and detail, what information do we have and what is still missing? Look at the problems in the broadest possible context and from different users. Look for answers to the questions: whose problem is it, what exactly is it, who is affected, what is the vision, is there a problem at all? Focus on aim and objectives. What is the gain and who gets the gain? What values should the service have? What would be the obstacles in future?

Problem tree analysis helps to find solutions by mapping out the anatomy of cause and effect around an issue.

Stakeholder mapping

Stakeholder Mapping is a process and visual tool to clarify and categorize the various stakeholders by drawing further pictures of what the stakeholder groups are, which interests they represent, the amount of power they possess, whether they represent inhibiting or supporting factors for the area to realize its objectives, or methods in which they should be dealt with. It allows us to understand who the stakeholders are for the area. Stakeholder mapping is a collaborative process of analysis, debate and discussion that draws from multiple perspectives to determine appropriate partners. Stakeholder mapping can be done initially even with post-it stickers. For example, using a matrix as shown in Picture 2, in the upper left sector you place parties that may have a large impact on problem solving and/or success of the service, but whose interest in the problem against the solution or provision of the service is low. However, the lower left area helps select the parties who are not active and there is no point in investing resources in involvement. There is no correct answer, rather discussions on the subject are valuable.

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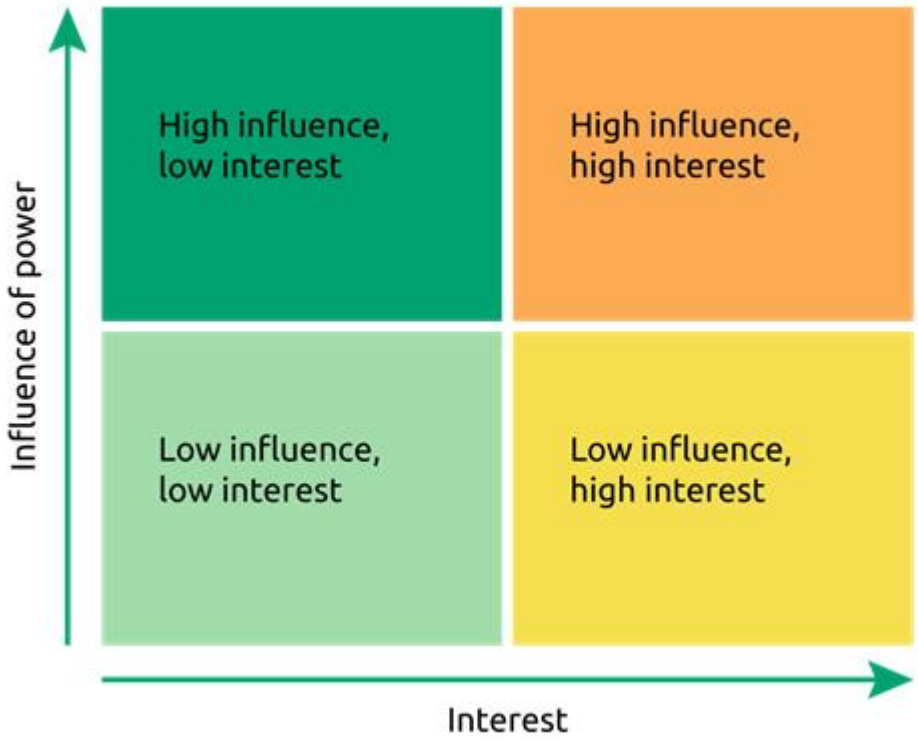

Picture 2: Stakeholder mapping

User survey

The user view helps to see problems as a whole and across organizations. Only by seeing and understanding the real nature of the problems can the public sector become more flexible, adapt policies to the real situation and create new solutions and systems that offer added value in a whole new form (social innovation). As a result, design thinking, and the use of design process tools and techniques will lead to significant changes in both policymaking and the delivery of public services. This allows for better use of resources and greater value for people.

User surveys help us reach real people who face a problem. Direct contact with service users helps to gain a deep understanding of how people use the services, and in turn this inspires them to find new solutions. It's about finding problems in people's lives, uncovering the importance of those problems, understanding what the problems entail, and learning how people currently solve those problems.

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Personas

Creating personas helps to understand the user - people are different, and if you create the solution only from your own point of view, it may not be the best possible.

Having personas gives focus - you will know who you're creating the solution for and you have clear priorities.

Creating personas helps to create a process to achieve several goals at once.

First of all, its preparation helps to highlight the human dimension of clients and increase the empathy of the co-creation parties towards the target group. On the other hand, bringing personality to the card emerging discussions highlight each co-creation process the personal beliefs of the person involved; and assumptions about the target group. There must be probably everyone who has some of their own original attitudes and correct opinions.

Planning and evaluating quality

Co-creation helps to agree on the quality assessment with the parties involved. Using the design thinking tools helps to plan and test quality assessment. The danger in a co-creation process is that everyone has agreed in a hurry and quality criteria is left too broad and general.

- Quality criteria?
- KPIs - what to monitor?
- Who and how is monitoring?

How can we…?

Generating ideas?

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DEVELOP THE PROCESS

Once you made a choice and clearly articulated the problem that you are aiming to address, it is time to construct the process through which you are going to engage SMEs in providing solutions to your local challenges.

There are multiple tried and tested approaches for collaborative problem solving. During our peer learning we discussed methods such as:

- Design sprint – design methodology based on interdisciplinary collaboration through iterative divergent and convergent thinking and making phases that generally works well for proposing tangible solutions to complex issues, such as social challenges. Design sprint is a time-constrained framework that uses a design process to solve specific design problems using interdisciplinarity, rapid prototyping and user testing. The main idea is to bring people together from different disciplines and intensively facilitate them through a process to draw out new and innovative ideas. Design process phases are typically known as Discover, Define, Develop, Deliver; or Empathize, Define, Ideate, Prototype, Test.
- Hackathon – similarly to design sprint, hackathon is an event where participants intensively collaborate in limited time to solve a specific task. The difference is that the hackathon is less structured and focused on digital solutions and therefore usually involves computer programmers and others involved in software development.
- Challenge prize competition – is a contest or other scheme that offers a reward to whoever can first or most effectively solve a given issue.

Whichever approach you are going to choose for your pilot, there are a number of things to consider to ensure smooth running of the process and achievement of a desired solution at the end. Preparing for a collaborative social impact process is just as important, if not more important, than running it. There is a general rule of thumb for design sprints that you should spend as much time for preparation, that you intend the sprint to run for. You need to ask yourself the following questions:

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Who am I trying to attract?

You need to consider what type of innovators you need to solve your challenge. Are they sector specific or broad spectrum of experts? Eligibility criteria for participating in your pilot should define the key skills and experience to enter your process and detail what is going to be expected from participants once they are selected.

How am I going to attract them?

Solving social challenges is rewarding in itself, however it is useful to verbalize what an SME taking part in the process can get atop the sense of doing a good deed. Publicity, strengthened Corporate Social Responsibility, or new skills and capabilities gained in an innovation process with experienced mentors. It is good to consider as well potential financial incentives, be it a prize or investment.

Who else will be crucial?

In your discovery stage, you have identified the key people linked to the challenge that you are trying to solve – challenge owners, community groups, stakeholders. Now, you need to decide what their involvement in the process is going to be – are they going to join the project teams, inform their work as experts or judge the solutions? You might want to consider having facilitators or mentors to keep the teams on track. If the solution is likely to have a scope for commercial scale up, why not invite potential investors.

How do I communicate my goal?

Take time to think how to turn your challenge into a well-written brief that drives action. Package background information, your insights on the challenge and success factors into a useful introduction for participants without hinting your preferences or possible solutions. You do not want to waste their time on searching for basic information but also need to leave space for their own discovery, interpretation and creativity.

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How do I select a winner?

Align the selection criteria with your goals. Construct clear terms and conditions to avoid disputes. Take into consideration legal aspects such as ownership of intellectual property rights. Define your commitment – do you or the challenge owner commit to take the solution forward and implement it?

Do I have everything I need to run this?

Sprint, hackathon, challenge prize or other? Go through the stages of your selected process and set the milestones. Decide on the budgets, timeframes, venues, logistics and resources. Write it all up in an implementation plan that will describe your challenge solving process from start to evaluation. Remember to state what the desired outcome is and define measures of success for an easier assessment. Work also on a risk register to identify potential barriers and to plan for what can go wrong.

This stage is crucial, planning and preparing properly mitigates risks and increases chances of success. If done poorly, you will not only fail to address your challenge but also waste a lot of resources and discourage people from engaging in social challenge solving. Therefore, prototype and test your process until you make sure that you can get the best out of the process.

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7.2 During

Depending on the chosen process, the 'during' can be anything from an intensive one-day sprint to a couple of months given to participants to submit their ideas for a solution. It is the time to work closely with your innovators and actively support them to get to the desired outcomes.

Deliver

You have now designed your pilot and it is time to get the ball rolling. Whichever the process you selected to run, you will need to take care of participants, space (whether physical or digital), keeping the timeframes, support during the process, a distinctive and positive finale and what comes next.
People are key in your process, so start promoting your pilot and inviting people early enough to ensure that you have all the important participants and stakeholders in place. Consider the date carefully. Avoid the summer, holidays, and other major events that your target group might want to attend. Weekends are hard for people who are attending in their professional capacity. Weeknights are hard for parents.

When preparing the space, try to go beyond the basic requirements. It is all about creativity, so you want your participant to feel energized from the start. If the process is in-person, find a venue with lots of light that you can make your own. That might mean moving furniture or taking over whiteboard walls. On digital platforms, make an effort to create inspiring working spaces or template tools for collaboration. There are a lot of tips on how to make online team work more engaging, but as a prerequisite, check that all your digital tools are accessible and usable for all involved.

Collate your user research and summarize main data on the challenge, as well as confirm the presenters – challenge owners, community representatives or external experts who can succinctly present key facts or share a fresh perspective on the challenge. Prepare all necessary supplies, props and arrange catering, if required.

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A few days before opening the process, contact all invited and potential participants with the final agenda and guidelines on how to get to the venue or how to connect to an online platform. Remind everyone what the main goal of your pilot is, what are the rules and principles of collaboration to set expectations regarding the process and the outcome.

Once the pilot is launched, you need to build a positive and welcoming atmosphere to quickly get people involved in the activities. Make everyone feel like they have an important mission to complete and something valuable to contribute. Whether you have facilitators or not, it is crucial to have someone managing the process, who checks that every project is going smoothly, can help to make decisions or correct the course of action. Therefore, it is strongly recommended to incorporate various forms of support – technical expertise, access to target groups or even small financial support to make sure that the teams do not get stuck on a petty obstacle. Encourage the teams to share their progress live to increase interest and media coverage.

At the end of the problem solving process, invite all the teams to demonstrate and pitch their concepts. But keep things quick and snappy. Depending on your judging and selection criteria, announce the winner and celebrate. Events such as sprints or hackathons usually end with much excitement and joy – teams have created the impossible in a short amount of time. You need to have a follow-up plan ready to keep that energy going and not let it slide when everyone gets back to their day-to-day roles afterwards.

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7.3 Post

This final 'post' part is about evaluation and debriefing, which – despite getting neglected in many cases – is considered extremely important. If done in a systematic way, it can provide valuable feedback about the implemented service/programme, both with regards to the service/programme itself as well as of its impact on the involved parties and the final beneficiaries. Thus, it can be divided in two parts: a) internal process and b) external process.

Internal process

This process aims at evaluating the programme/service provided in terms of the methodology/tools used, the project team's competencies, organisational aspects (timeline, conditions, communication) etc. At this point, feedback can be collected by all the people that took part in the programme, with the use of different tools (individually or in combination), such as survey questionnaires, personal interviews, focus groups etc. What is important at this stage is to assess the impact that this whole process had on the participants by exploring their experience and trying to capture any unintended impact.

As the result of processing and analysing the findings, the organisation will be able to better understand the value of the service/programme offered and to identify its weak points, so that it can proceed to any amendments for improving service/programme for the next time. Moreover, based on the feedback gathered on the beneficiaries' satisfaction rate, the organisation is able to identify their needs. This gives the opportunity to redirect them to another programme/service offered, or to design and develop a new one.

Moreover, success stories and case studies can be elaborated as the outcome of the specific service/programme, which can be used as promotion material for a future one.

External process

This process has a multiple scope: to disseminate the results of the service/programme; to further enhance the cooperation with the beneficiaries; to create a pathway to implementation.

Dissemination of the concrete results of the service/programme is the best way of promoting the offering as well as of showcasing the process itself. Of course, there is a variety of dissemination means that an organization can choose from, depending on its specific needs and capabilities.

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The 'after-sales services' that will maximise the value of the collaboration with the beneficiaries, could include the following actions:

- 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 into the spotlight
- Utilize them as potential mentors in upcoming programmes/services (if such a feature exists).

Through all the above-mentioned actions or any other that serve the same purpose, an organisation could increase the loyalty of its beneficiaries, which is a relationship that gives great returning rates and secures the sustainability of the organisation as a whole. Furthermore, it prepares the ground for scaling up.

Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) are a type of performance measurement, evaluating the success of a certain service/programme/project/activity. They are valuable tools for monitoring the progress of the service/programme, especially when related to pre-defined goals.

The KPIs can be identified and categorised, depending on the specific nature of the service/programme. Thus, they can refer to the internal process followed or to the results emerged etc. here are some examples:

- Number of people engaged in the process
- Number of SMEs taking active part in solving the social challenge
- Number of ideas being further iterated for implementation
- Percentage of sub-solutions adopted
- Number of success stories/case studies developed.

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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 the design methodology and the DOP.

At first, KEPA conducted a primary background research, in order to frame the urban social challenge that was going to be addressed in the pilot. It was decided to work on 'How might we develop a common profile of the civil society organisations and strengthen their role in the local ecosystem of Thessaloniki'.

Then, the partners held the Pilot Action setup co-creation workshop, so as to design the process that will be followed during the pilot testing.

From that point, KEPA proceeded to the implementation of the pilot action, which lasted 2 ½ months.

In the next paragraphs all the steps taken throughout this pilot action are being presented in detail, from recruiting the representatives of CSOs and SMEs that would take part in the co-creation activities, to the final prototypes that were derived from the whole process.

8.2 Before - Preparation of the Pilot

To test the methodology outlined in Chapter 7 of this DOP, the partnership held a three-day co-creation workshop using a mix of design tools. The workshop took place online with the support of a virtual whiteboard tool – Miro. In preparation of the workshop – KEPA began the process with scoping of the potential social challenge as prescribed in our 'Before' phase. By engaging with a civil society organisation Social Dynamo, KEPA have been able not only to get an overview of the breadth of the issues addressed by civil society actors but also learn about challenges faced by the Greek civil society ecosystem itself. Social Dynamo, a joint initiative of the Bodossaki Foundation and the City of Athens, is a support hub for organisations and active citizens' groups helping them to develop and achieve their goals. Through a series of discussions KEPA and Social Dynamo decided to direct the urban social challenge towards the empowerment of civil society organizations (CSOs) in Thessaloniki. They have also agreed the framework of our collaboration, timelines, roles in the pilot and specific contribution and involvement in the whole process. That laid foundations for the collaboration on the pilot.

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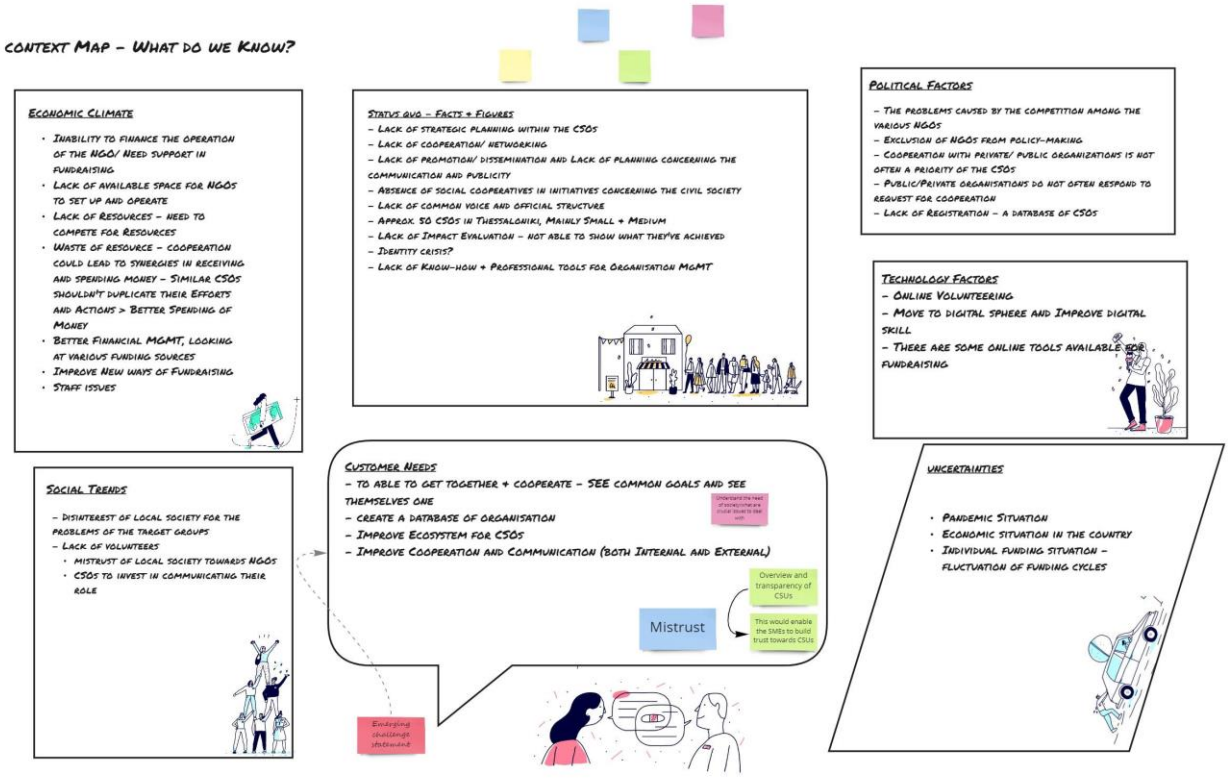
With the outline of the addressed challenge, KEPA undertook a background research, including desktop research and a series of discussions with Social Dynamo on the current status of the CSOs in Thessaloniki, their special features and needs for empowerment. Desktop research involved studying the current literature on the subject including academic journals and international reports, as well as analysing findings of the key surveys – the CSOs needs assessment survey and a national survey of the effects of the COVID-19 pandemic on the CSOs.

Equipped with findings and insights from the background research, good practices identified through peer learning and co-developed methodology, the project partners assembled virtually on 23, 24 and 25 September 2020, for the pilot co-creation workshop, prepared and facilitated by PDR. Having reviewed project goals and progress, partners discussed the gathered evidence on the challenge and jointly completed the Context Map (Picture 3 below) to have a systemic view of the issue and its environment including economic, political, social and technology factors.



Picture 3: Context map

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This mapping exercise allowed us to identify emerging problem areas such as:

- Lack of networking and cooperation causing duplication of efforts and competition for scarce resources;
- Weak external image and communication of impact leading to mistrust between CSOs and from the public;
- Lack of professional skills such as management, digital, marketing, social innovation etc.

Those problems areas were further discussed using the Challenge Tree tool, which helped us to delve deeper into root causes by asking why is this a problem and how does this problem arise. The tree metaphor allowed us also to talk about potential 'fertilizers' – what can we use to make the situation better; and 'fruits that we want to prune from the tree' – our intended results for the pilot. From these discussions we were able to develop the first iteration of the challenge definition framing the problem into 'how might we…' format, identifying stakeholders, defining success for organisations involved and KPIs to measure that success. The first day concluded with identifying the gaps in our knowledge on the challenge and deciding on who is and how they are going to explore the missing elements.

Those additional information and insights were 'downloaded' at the beginning of the second day of the co-creation workshop. It allowed the team to refine the challenge definition tool by formulating the challenge statement as well as specifying the people involved in the process, their goals and measures of success (Picture 4 below).

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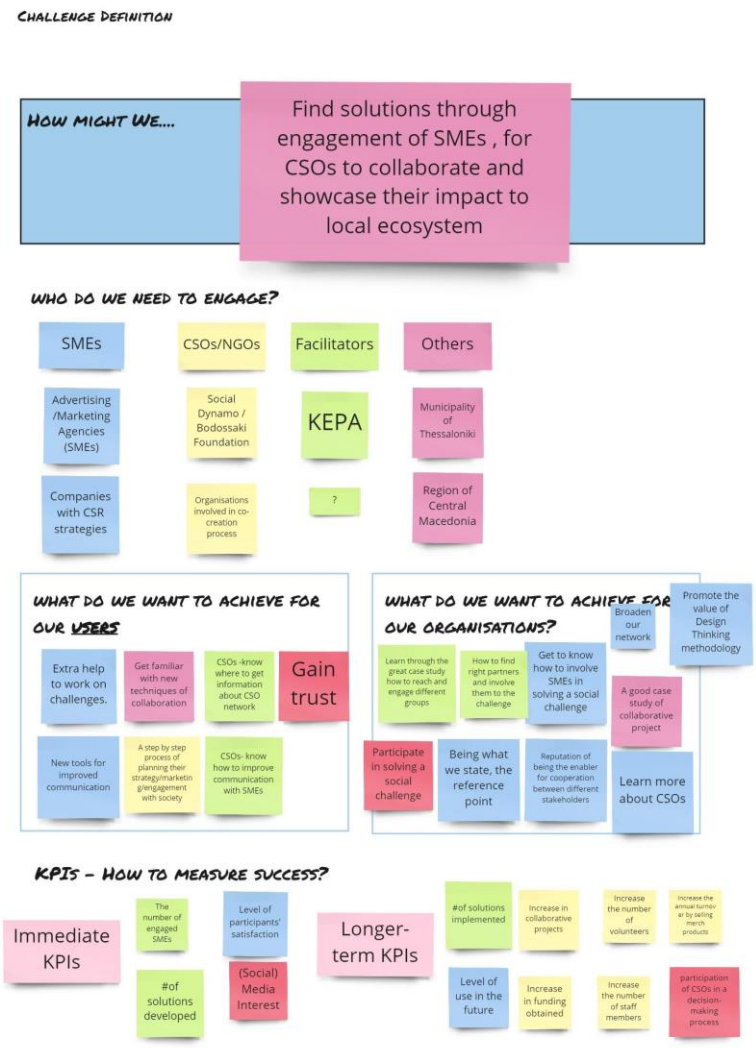

Picture 4: Challenge definition

For the rest of the day, the project team split into two sub-teams working on the development of the pilot process itself with the help of tools based on the business model canvas and service blueprint. Having two teams participating in a healthy competition was meant to obtain more varied perspectives and ideas on how the pilot process should look like and to ensure that everyone is engaged in the co-creation process. Both teams prepared a draft plan of the pilot including its objectives, management, target audiences and marketing mixes used to attract them, as well as a methodology for conducting the workshop for SMEs and CSOs. A step-by-step process outlining both

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front and back-stage actions was laid out on the service blueprint template. That created a target operating model for the pilot and provided everyone with a shared understanding of individual stages of the process, including preparatory phase, delivery and post-pilot evaluation and follow-up. We have also discussed details of the pilot programme such as delivery logistics, eligibility and selection criteria and tools used in the workshop.

Both teams' solutions were pitched and compared on the third day of the workshop. We collectively combined the best elements of both concepts into one process for the delivery of a pilot called 'Super CitizenS(ME) Lab' (Picture 5 below). The project team was then joined by the main stakeholder – Social Dynamo for consultation and feedback on the proposed process. With approval and enthusiasm from our civil society partner, KEPA took the blueprint for further development before launching the pilot programme.

Picture 5: Pilot delivery process

The outcome of the process

The project team gathered the findings and insights needed from the three day workshop and designed a pilot action that was named Super CitizenS(ME) LAB, which had to be managed and conducted by KEPA and the main stakeholder Social Dynamo. The objective of the pilot action was to "Create opportunities for CSOs to showcase their impact and in addition trigger collaboration between them". The target groups of the pilot were CSOs and SMEs. Both of them had different motives to join the action. On the one hand, what could stimulate the CSOs would be the improvement of their profile and strategic planning, the future trust that would be gained by the citizens as a result of a better showcase of their impact, the cooperation among CSOs and SMEs and the funds that would probably be able to attract. On the other hand, the motivation for the SMEs

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would be to raise their CSR profile, the possibility to acquire new skills, such as the use of Design Thinking methodology, the extension of their network by cooperating with CSOs and also the possibility to promote their work to a new audience. Additionally, the team placed the short- and long-term KIPs, as success metrics of the result of the pilot action. The short term KPIs were the number of the engaged CSOs & SMEs, the level of participants' satisfaction, the social media attraction that the action gained and also the number of the solutions that were developed. As for the long term KPIs, those included the increase of collaboration between CSOs and SMEs, the increase of the number of volunteers, the growth of the annual turnover by funds and selling merchandise products, the participation of CSOs in new decision-making process, the increase of the staff members and finally the number of solutions that were implemented or the level of use of them in the future.

The final pilot action guide and the steps that KEPA followed, were stated on the service blueprint tool, which would solve the challenge "How might we develop a strong common profile of Civil Society Organizations towards the local Ecosystem".

The steps of the pilot action and the division of responsibilities for implementation are presented below:

#	Pilot Action Steps	Responsible
1.	Selection of the CSOs who will receive the call	Social Dynamo
2.	Create the call for CSOs, using Google form application	KEPA & Social Dynamo
3.	Launch the call via email	Social Dynamo
4.	Create a pool of CSOs through the application forms	Social Dynamo
5.	Separate the CSOs applicants in 3 groups. Every group will participate in one of the 3 scheduled online workshops.	KEPA & Social Dynamo
6.	Create the call for SMEs, using Google form application	KEPA & Social Dynamo
7.	Launch the call & launch the call via email	KEPA
8.	Create a pool of SMEs through the application forms	KEPA

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9.	Separate the SMEs applicants in 2 groups. Every group will participate in one of the 2 scheduled online Ideation & Prototype Workshops	KEPA & Social Dynamo
10.	Organize & conduct the 1st online workshop with 6-10 CSOs, via Miro platform, validating the findings of the research and narrow down the challenge	KEPA
11.	Present & validate the key insights of the 1st workshop	KEPA & Social Dynamo
12.	Organize & conduct the 1st online Ideation & Prototype workshop with CSOs & SMEs, via Miro platform	KEPA
13.	Organize & conduct the 2nd online Ideation & Prototype workshop with CSOs & SMEs, via Miro platform	KEPA
14.	Form the 2 prototypes that came as an outcome of the 2 workshops	KEPA
15.	Present and evaluate the 2 prototypes to a stakeholder panel	KEPA
16.	Final reform the 2 prototypes, using feedback of the evaluation	KEPA
17.	Present the process and findings to Social Dynamo	KEPA

8.3 Results derived during the pilot

Preparation

The pilot action started with continuous online meetings among the KEPA team and the main stakeholder Social Dynamo, while preparing the calls for expression of interest addressed to CSOs and to SMEs. Social Dynamo, as an organization that aims in civil society capacity building, published an open call, that targeted at least 12 small & mid-size CSOs, stated in Thessaloniki, that were already registered in national listings. The great network of Social Dynamo helped to collect 15 applications from CSOs (the target was 12), representing different fields of activity and size.

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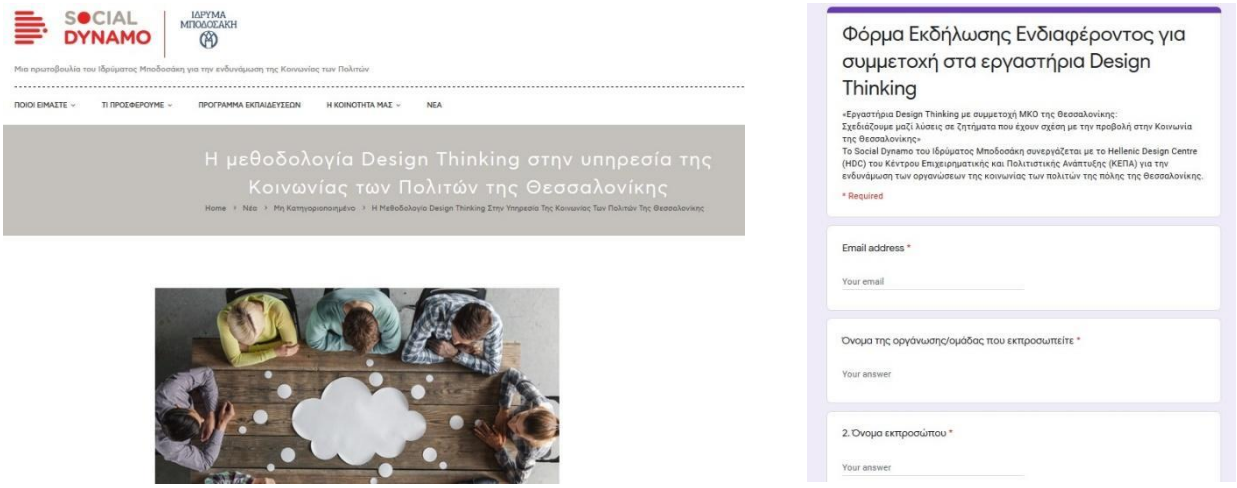

Picture 6: Call for expression of interest addressed to CSOs

On the other side, KEPA, as an organization that aims to enhance the competitiveness of Greek SMEs, published the second call for applications of SMEs and the result was 11 applications (10 was the target). It is worth noting, that in KEPA's marketing plan of the call, was a creation of a video that would attract more professional applicants such as advertising, marketing and consulting companies that were targeted from the beginning due to the pilot's stated challenge.

Picture 7: Call for expression of interest addressed to SMEs

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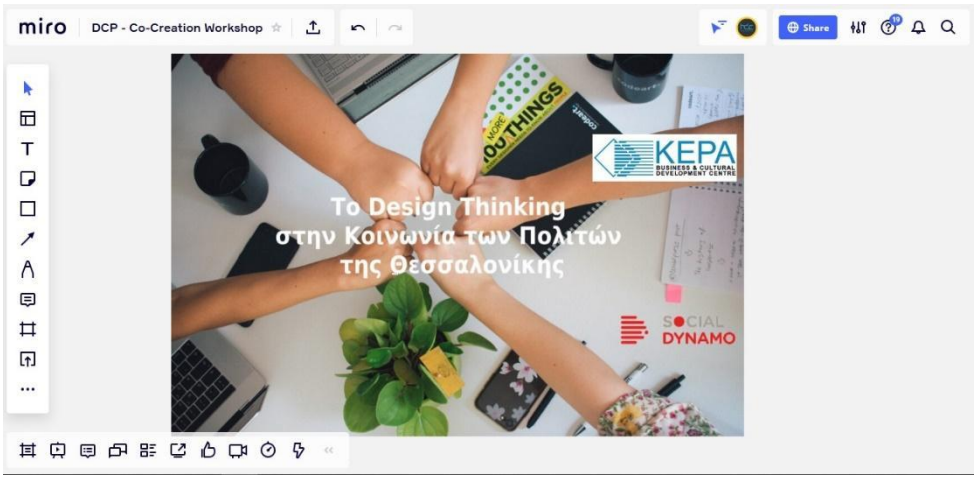
The final requirements of both open calls were set up as a result of the resources of KEPA, the organizational plan and the implementation stages of research, ideation & prototype workshops. Additionally, the 3 workshops in total, would take place online due to lockdown in Greece. Lastly, the duration of online workshops would last 3-4 hours, because it would be unproductive to last longer.

Deliver

Due to Covid19 movement restrictions in Greece, KEPA team, as the "Designers" of the pilot action, organized the 1st online workshop with representatives of 7 CSOs applicants of the call, aiming to collect more information about the CSOs and the challenges that they were facing.



Picture 8: Online platform of co-creation workshop

Via the online platform miro, the KEPA team gave the opportunity to participants to interact by using Design Thinking online tools, such as Retrospective Tool, SWOT Analysis and 5Why's achieving to extract more insights about CSOs and narrow down the main challenge, that were stated at the beginning of the pilot, in more precise ones. The participants in the 2 online workshops that followed would work on the sub-challenges, to extract new ideas and design prototypes that would solve those challenges.

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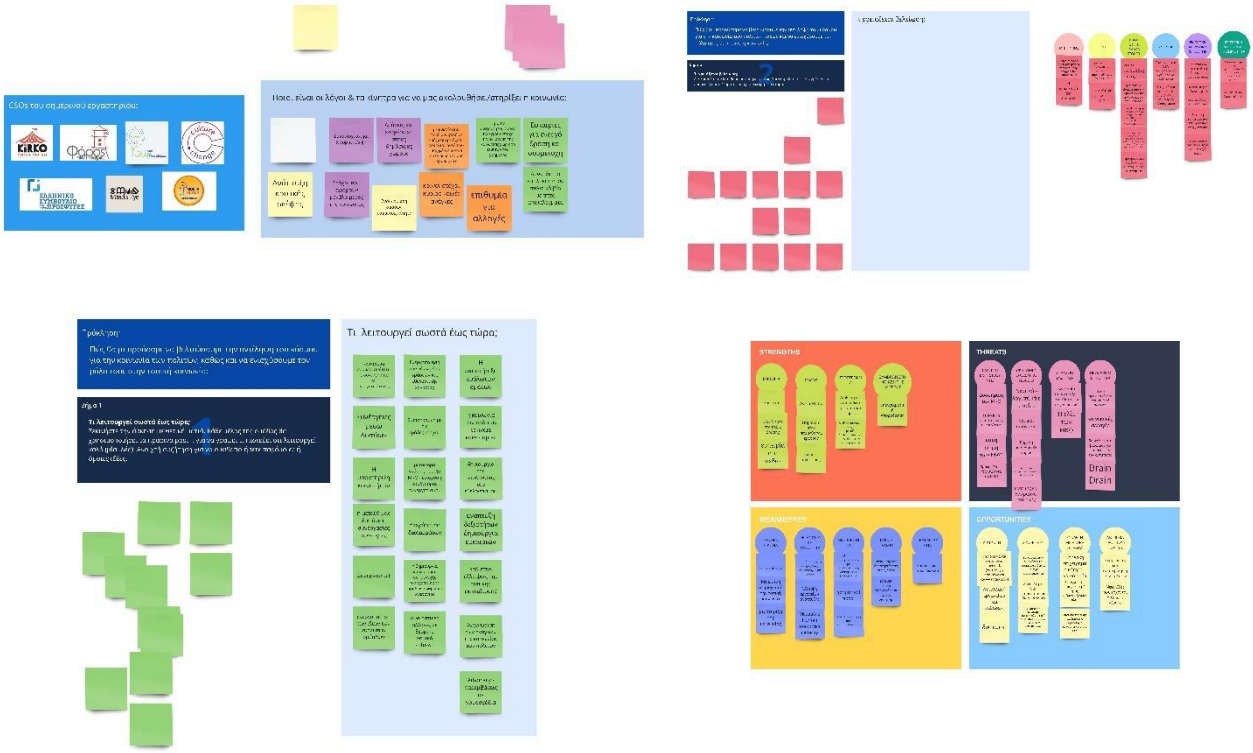

Picture 9: Key insights from co-creation workshop

The key insights of the first online workshop, separated in pros and cons of the CSOs and their ecosystem, but also what were the main desires of them.

<u>Pros:</u>

- CSOs enhance collaboration
- CSOs create a Culture of Volunteering – Engagement of youth
- CSOs support vulnerable groups of the society
- CSOs point out social needs
- CSOs have long-term civil society experience
- CSOs contribute in decreasing unemployment numbers
- CSOs have a collaboration mentality
- CSOs contribute to policy decisions

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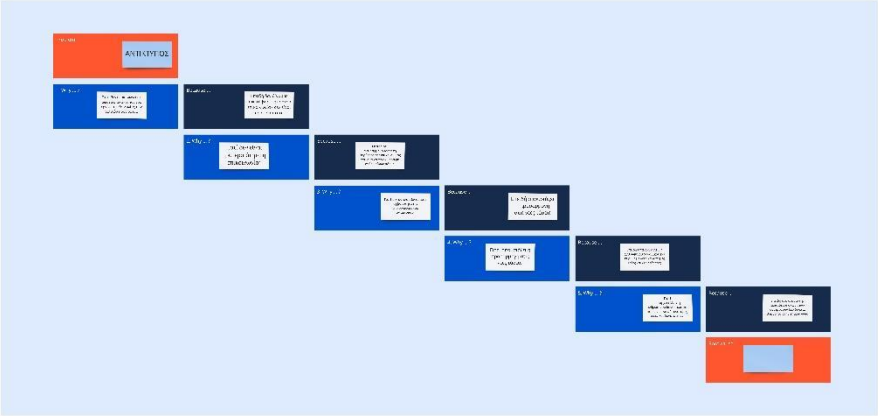
Cons:

- CSOs face lack of understanding of the added value of CSOs to the society
- CSOs face lack of creating an impact to the society
- CSOs face difficulties to design an efficient promotional plan of their actions
- CSOs face lack of pointing out information & needs of vulnerable groups of the society
- CSOs face lack of collaborations with local authorities, private companies and educational institutions
- CSOs face lack of entrepreneurial skills
- CSOs face sustainability problems due to lack of human & financial resources

CSOs desire to:

- Develop networking and collaborations with local authorities, private companies and educational institutions, aiming to share know-how and expertise and to undertake projects of mutual interest.
- Design an effective and productive marketing plan that will strengthen the profile of CSOs towards the society and also increase the participation of the citizens in volunteering actions.



Picture 10: 5 Why's tool

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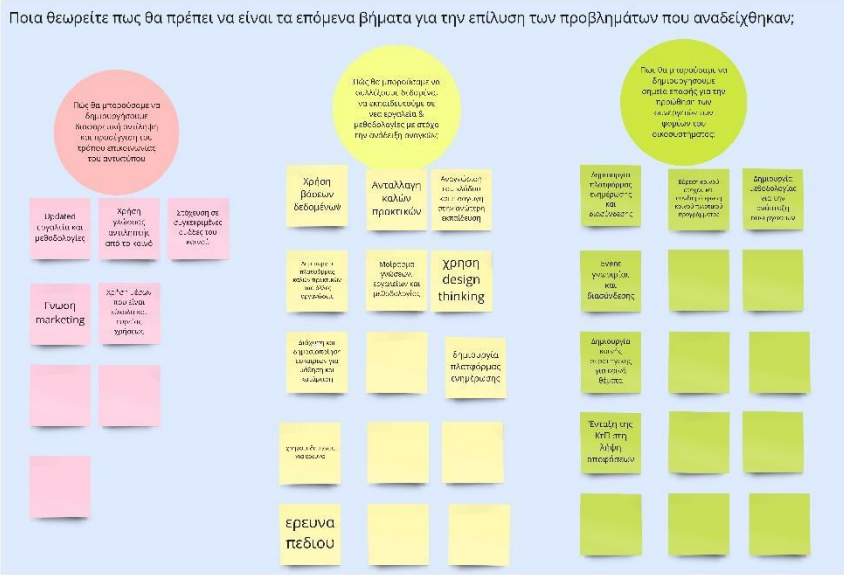
Later on, the KEPA team used the "5 Whys" tool, in order to analyse the problems and to point out the real challenges faced by CSOs. As a result of this process, the participants came up with 3 new sub-challenges that would be used, as a starting point, in the following Ideation & Prototype stages.



Picture 11: Next steps to find solutions to the sub-challenges

<u>Sub-Challenges:</u>

1. How might we create a mutual perception and approach of the impact of the actions of CSOs, the value of communicating the impact and the methods needed to be achieved?
2. How might we collect data, train in new hard & soft professional skills, methodologies and business tools and also how might we point out the needs of targeted groups?
3. How might we create touchpoints to promote collaborations between CSOs and ecosystem's organizations?

At the end of the first online workshop, the participants used classic brainstorming tools and extracted ideas that would also be used in the next stages.

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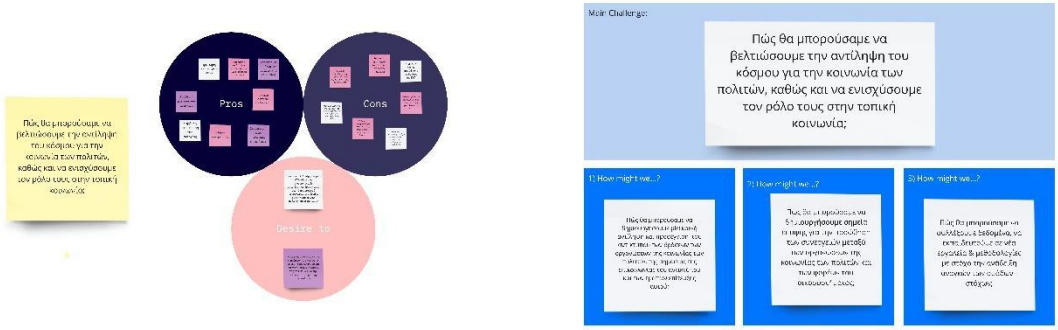
Social Dynamo in an online meeting that followed, validated as the main stakeholder, the results of the workshop and in collaboration with KEPA decided to work on the 2 out of 3 sub-challenges. The reason was that firstly Social Dynamo had already organized training courses for hard & soft professional skills development, to be implemented at the beginning of new year. Secondly, it would be more efficient, in terms of final outcome of the pilot but also in terms of Design Thinking, to have an outcome of 2 different prototypes.



Picture 12: Starting point of Ideation workshop

In the next two online workshops, where the Ideation & Prototype stage took place, it was time for SMEs to contribute and share their knowledge of expertise in advertising, marketing and consulting fields of work. Representatives of overall 7 SMEs and also representatives from 6 CSOs, different ones than in the previous workshop, interacted by using ideation and prototyping tools that aimed to design solutions, according to the sub-challenge they voted in the beginning of every workshop.

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Picture 13: Ideation brainstorming

When the results of the last online workshop were presented, the participants voted one out of two sub-challenges, so they would continue to the Ideation & Prototype phase. We happily noted that both groups of every workshop chose a different sub-challenge so it was obvious that the pilot action would be completed having two solutions and prototypes.

Every group of each workshop, after selecting the one sub-challenge that they would work on, used the classic brainstorming tool and extracted ideas that would help to solve the specific sub-challenge. KEPA's team as the facilitator of the process, clustered the pool of ideas in categories and then every participant picked and matched some of them to build a solid new one. One last step before the prototyping stage, was the selection of the prevailing ideas, so participants voted and the results were the two solutions named: 1) 'From People to People' and 2) 'From Vision to Mission'.

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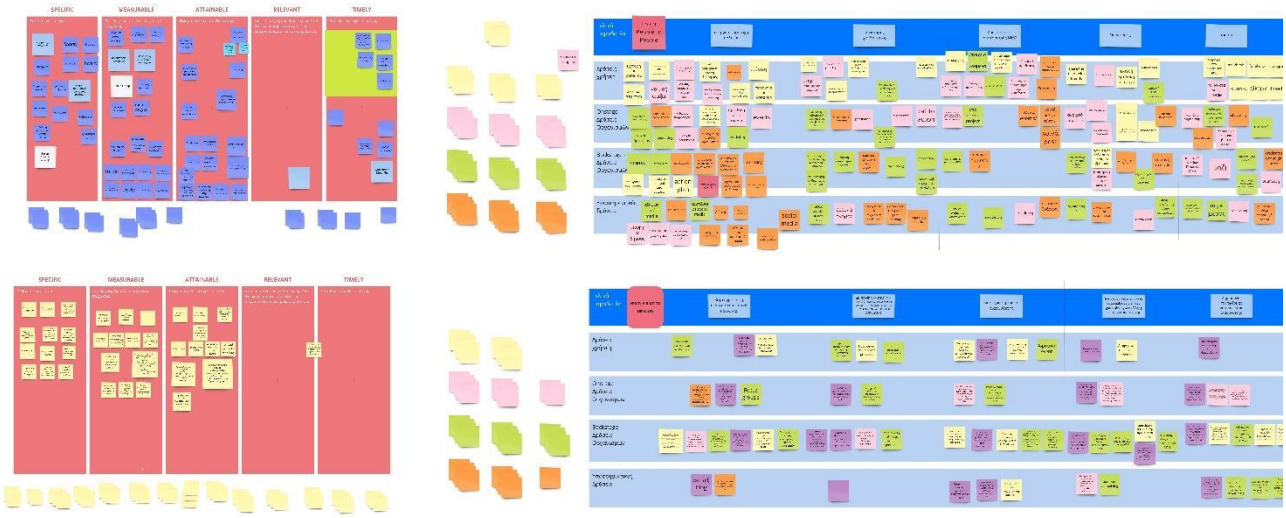

Picture 14: S.M.A.R.T. and Service Blueprint tools

The last stage of the two online workshops was Prototyping. The facilitators team guided participants to use S.M.A.R.T. and Service Blueprint tools, where information and details about the solutions would be pointed out.

Participants followed a step-by-step process starting with S.M.A.R.T. tool, where they had to answer questions that would frame the bigger picture of the solution.

- What do you want to achieve?
- How will you measure the success of the project?
- How can you achieve your goal?
- When will your goal be implemented?

After having pointed out the information on the two voted solutions, the participants had to complete the last step of the workshop. The Service Blueprint prototyping tool was used to describe in detail, every step that had to be completed for the implementation of each solution. The members of the two groups filled in the tool, answering thoroughly about the user's actions, onstage and backstage actions and also supporting processes that would help to implement the final suggested solutions.

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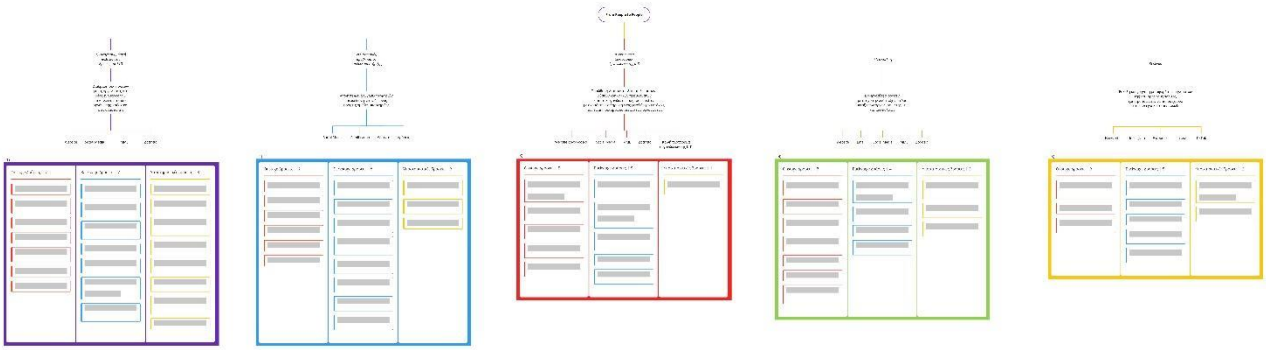
Form the Prototypes

KEPA's team, as the designer of the process, gathered the information that came out from the two last online workshops and designed the two final prototypes, in order to present them to a stakeholders' panel for evaluation.

Prototype #1



Picture 15: 1st Prototype

The first formed prototype named "From People to People", is separated into five pillars in order to indicate all the details for its implementation. This prototype was suggested by the 1st workshop's participants, as a solution to the challenge: "How might we create a mutual perception and approach of the impact of the actions of CSOs, the value of communicating the impact and the methods needed to be achieved?". Additionally, the Goals and the KPIs of the project were also identified, so as to have a more thorough overview of the proposed project.

Goals	KPIs
Active participation of citizens	Number of participants in actions
Increase social media followers	Increase of financial contribution
Increase loyal volunteers & participants in CSOs actions	Publicity growth
Design an effective message to citizens	Networking
Upgraded & mutual perception of CSOs from citizens	Set up metrics per goal
Collaborations	

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"From People to People"

#	Pillars	Definition	Implementation
1.	Citizens participate actively in CSOs actions	Interaction between citizens & CSOs on media	Website, Social Media, Media, Actions
2.	Needs identification of supporting groups	Point out of the needs of supporting groups, via research methods and tools	Social Media, Gamification, Website, Actions
3.	Networking & co-ordination between CSOs	Promotion of transparency & results of the actions that CSOs arouse, in order to additionally attract the collaboration between the organizations	Website of every CSO, Social Media, Media, Actions, a sharing online platform between the organizations
4.	Networking with the rest ecosystem	Collaborations & actions aiming to grow the network of CSOs	Website, Email, Social Media, Media, Actions
5.	Promotion in media	Quick & effective promotional actions from CSOs to citizens, using the most contemporary communication tools	Newsletter, Instagram, Facebook, LinkedIn, TikTok

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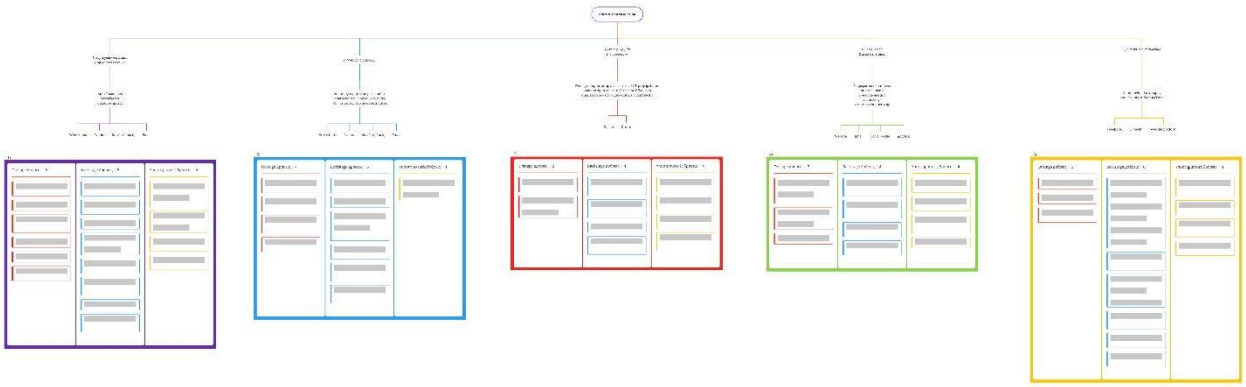
Prototype #2



Picture 16: 2nd Prototype

The second prototype was named "From Vision to Mission" and followed the same pathway to implementation, as the previous one. This one answers the second challenge that the participants of the 2nd workshop tried to address, which was "How might we create touchpoints to promote collaborations between CSOs and ecosystem's organizations?". As in the last prototype, Goals and KPIs were also identified.

Goals	KPIs
Create a new Registered Listing	Number of registered CSOs
Participation of organizations, private companies & local authorities	Level of co-operational funding in actions
Creation of a mutual sharing online platform	Number of new financial instruments
Cost saving resources through collaborations	Funding absorption
Communication & interaction among organizations	Metric of employment
	Collection of answered questionnaires among involved organizations (>80%)
	Number of participants per organization's category
	Number of volunteers
	Number of collaborations in EU & National projects

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"From Vision to Mission"

#	Pillars	Definition	Implementation
1.	Map the local ecosystem	Map out the needs of the local ecosystem	Workshops, Events, Co-operating actions
2.	Establish a register	Creation of a new register, aiming of the collaboration between CSOs & the ecosystem	Workshops, Events, Co-operating actions, Email
3.	Match making & networking events	Matchmaking events between CSOs, local organizations and citizens that aim to grow their network	Online, Onsite
4.	Social Media & Lead Generation	Marketing & Lead Generation campaigns in social media due to data collection	Website, Email, Social Media, Actions
5.	Online sharing platform between CSOs	Creation of an online platform that all CSOs will network and communicate to the ecosystem their actions and messages	Facebook, LinkedIn, Website platform

As already mentioned, both prototypes were formulated in a way to provide all the necessary information, including onstage, backstage and supporting actions.

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Test the Prototypes

As the last stage of the Pilot Action, KEPA organised an online panel discussion, during which the two final prototypes were presented to representatives of CSOs (different from those having already participated in the previous activities). The reason for this event was to get the feedback from people that represent the end-users of the whole process, with regards to the final solutions' necessity and feasibility as well as to their refinement.

The outcome of this meeting ended to be fruitful, but also effective and that was because the participants of the panel agreed that both solutions could be merged into an integrated manual, that would help every CSO in its Strategic Design. Additionally, an issue that was highlighted was the need for a common voice of CSOs towards the citizens. A creation of a mutual sharing online platform that would categorise every CSO by its expertise and field of work, could serve this purpose. Furthermore, the members of the panel agreed that social media could help only as a supporting action (instead of the main one) and also that the platform would encourage new collaborations and networking among the CSOs and the ecosystem. Moreover, they confirmed that a questionnaire is needed before any CSO registers in the platform. Last but not least, they underlined the strong necessity to find the proper financial instrument, in order to fund this ambitious project.

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8.4 After – Evaluation and improvement of the Pilot

KEPA's team, after the end of the final event, reformed the two final prototypes and designed a ready to use manual for every CSO, which presents in detail the process, the key insights of every stage and the final outcome of the pilot action. This manual presented and delivered to Social Dynamo aiming to be used as a guide, in order to implement parts of the solutions. In conclusion, KEPA in collaboration with Social Dynamo would deliver and provide this manual to every CSO in Greece.

Lessons learned

What worked well

The collaboration between KEPA and Social Dynamo was extremely productive, as also was the co-operation with all the participants of the project. The representatives of CSOs and SMEs, pointed out the value of the methodology of Design Thinking in challenges and also how this process helped them to interact, even in difficult times such as the lockdown in Greece. The methods and tools that were used to bring out the creativity of each participant and also the provision of great results and solutions for implementation. On a final note, CSOs pointed out the extreme need of collaboration among them, as well as the guidance from a big supporting organization such as Social Dynamo.

What we would improve for the next time

The only issue that KEPA's team faced as a challenge in the whole process was the procedure that used to extract more information about the problems that CSOs were facing at the time. As decided in the design phase of the pilot, consortium's partners agreed to conduct a workshop to address this need. The online workshop was productive but not as much as one-to-one interviews where the interviewer would feel more calm and open to share its thoughts. However, the online tools of platform miro helped the facilitators to extract as many insights as they needed to continue the process with success.

Another issue that was highlighted during the first workshop was the practical difficulty of interacting (by using the boards) and communicating (by using the video call) through miro at the same time. However, KEPA's team tracked this issue during the debriefing session and corrected it by making use of the zoom platform for communicating with the participants during the next workshops.

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9. CONCLUSIONS AND INTERPRETATION

This project begins with a recognition that we live and work in a rapidly changing world, and with these changes we face an ever expanding array of social issues. The priorities of the social issues we face change with our local and regional contexts, and so it makes sense to look to local resources when designing policies and mechanisms to achieve positive social impact. In addition, it makes sense to look at areas of current investment made by local and regional governments and assess how these expenditures might also stimulate positive social impact.

A common area of significant investment made by local and regional governments is in innovation support to Small and Medium Sized Enterprises (SMEs). This innovation investment typically aims to assist SMEs in achieving growth in order to increase employment and local standards of living. Indeed, it is in the provision of employment that many SMEs recognise as their main social contribution. However, many innovation support programmes do more than simply provide monetary investment for research and development; many innovation programmes have an ambition to upskill SMEs' innovative capacity, to enable them to address new problems in new ways, and to move beyond their current markets through the provision of new to company or new to market products and services. Where this ambition is successful, the result is a local community with new skills, and the potential to apply these skills to local social issues. Therefore, this project has raised important questions on how do we use what SMEs have learned, and how, in future, do we orchestrate innovation support to SMEs to develop positive social impact? And further, how do we build in the requisite ongoing relationships to understand SMEs social contribution post innovation support?

In order to begin to address these key questions, this project has built on the success of Design Thinking as a process to bring stakeholders together to develop solutions to complex and wicked problems. In this case SMEs and Civil Society Organisations (CSOs) worked together on the Super CitizenS(ME) Lab project to propose potential and viable social impact projects that could be delivered in collaboration between the parties. These workshops demonstrate that the innovative capability within SMEs can be redirected towards positive social impact, and that Design Thinking

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activities present a useful approach in stimulating the required activity. This is an important first step in harnessing SME innovative capability for social impact and provides an opportunity for innovation policy that benefits SMEs, CSO and governmental social impact ambitions. With the knowledge that there is potential for SMEs to contribute to social impact, a remaining question from an innovation policy perspective is how to motivate such SME social participation? With the pilot action, potential SME motivations included raising their CSR profile, the acquisition of new skills, the extension of their network by cooperating with CSOs and the promotion of their work to new audiences. These drivers can be built upon by governments through the requirements to demonstrate social impact as a condition of innovation funding. Such requirements additionally have the potential to be beneficial to SME competitiveness, as it stimulates an ability to better articulate social impact, which can in turn lead to improved performance in contract tendering in competition with larger organisations that are well-versed in presenting such social agendas.

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10. LIST OF SOURCES, IMAGES AND USEFUL LINKS

10.1 Sources

1) IDEO.org Design Kit
2) A practitioner's handbook "This Is Service Design Doing"
3) Danish Design Centre's Toolbox
4) Service Design Network publications and book recommendations
5) The next 40 years of design in Danish Design Centre's magazine "Shaping the Next".
6) Design Economy 2021: Commissioning Brief

10.2 Images

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10.3 Useful links

1. https://kepa.e-kepa.gr/european-programs/dcp/?lang=en
2. https://www.pdr-online.com/
3. https://disainikeskus.ee/
4. https://www.edutopia.org/design-thinking-for-educators-discovery-interpretation-week-two
5. http://www.social-impact-navigator.org/planning-impact/defining-social-impact/
6. http://ocw.uc3m.es/ingenieria-informatica/principios-de-ingenieria-informatica/the-elephant-technique
7. https://www.isixsigma.com/new-to-six-sigma/getting-started/how-to-write-an-effective-problem-statement/
8. https://www.riigikantselei.ee/en/news/innovation-unit-be-created-joint-ministry
9. https://nula.kysk.ee/en
10. https://unilab.ee
11. https://www.nesta.org.uk/toolkit/challenge-prizes-a-practice-guide/
12. https://ec.europa.eu/easme/en/h2020-innosup-05-design-option-papers
13. Miro online platform
14. Design Council
15. Dansk Design Centre
16. IDEO.org

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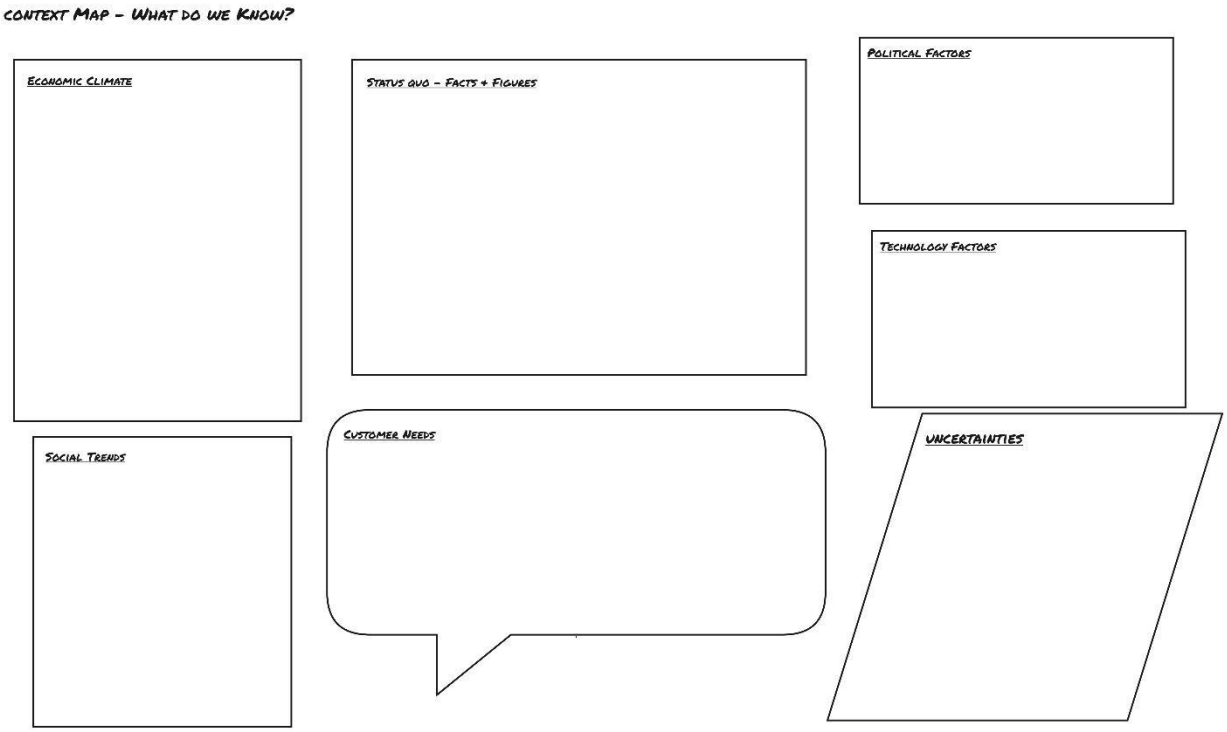
11. ANNEX I: TEMPLATES OF TOOLS USED TO DESIGN/IMPLEMENT THE PROCESS FOR SOLVING AN URBAN SOCIAL CHALLENGE

Tool #1_State of play



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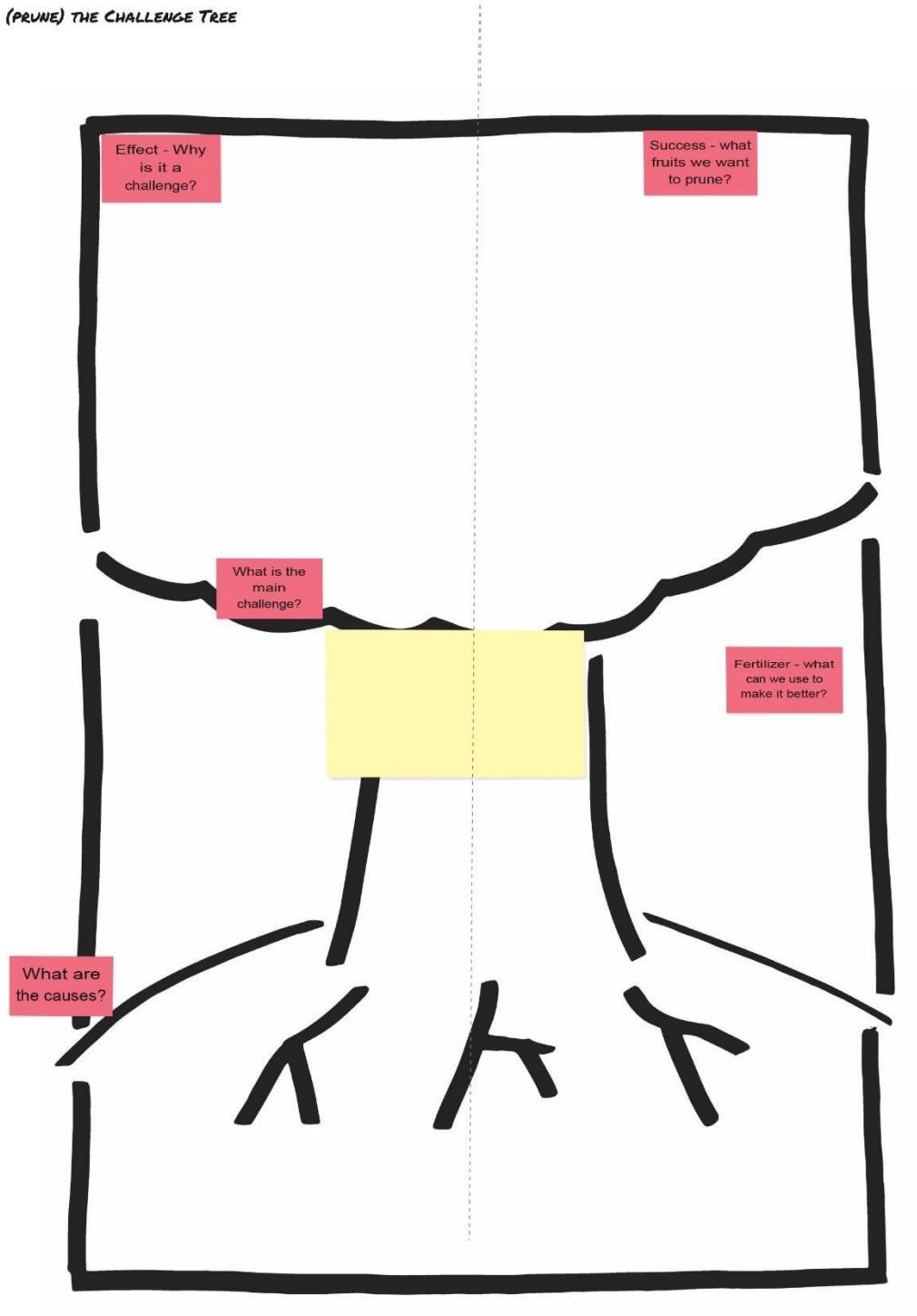
Tool #2_Challenge tree



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Tool #3_Challenge definition

Challenge Definition

How might we....

who do we need to engage?

what do we want to achieve for our users

what do we want to achieve for our organisations?

KPIs – How to measure success?

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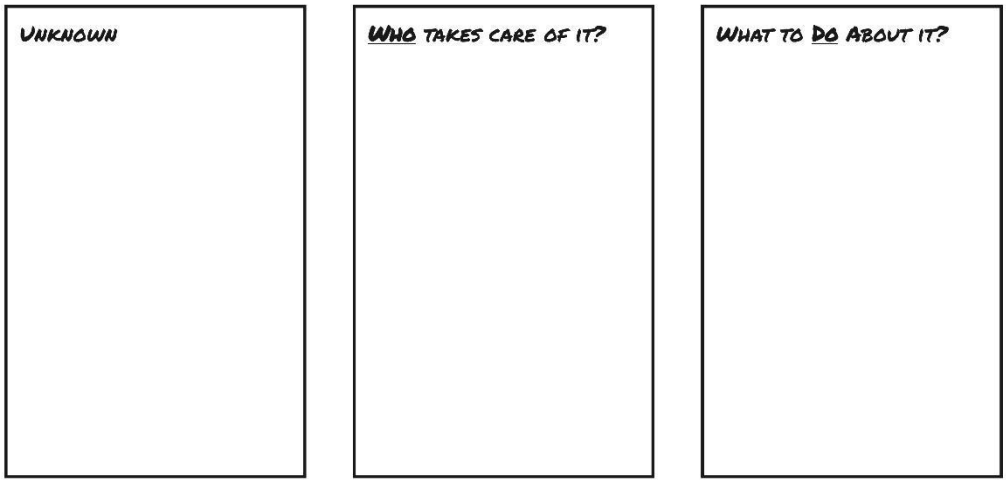
Tool #4_Gaps – Who Do



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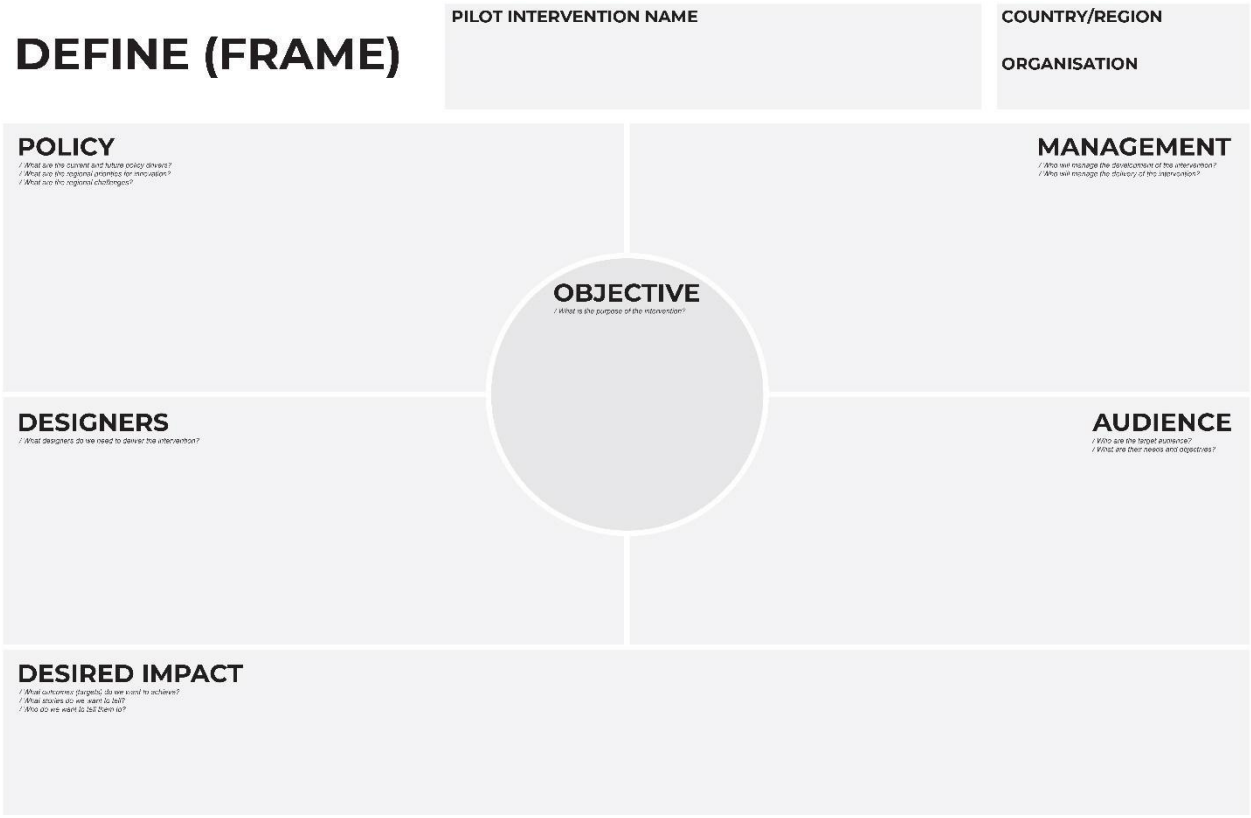
Tool #5_Define tool



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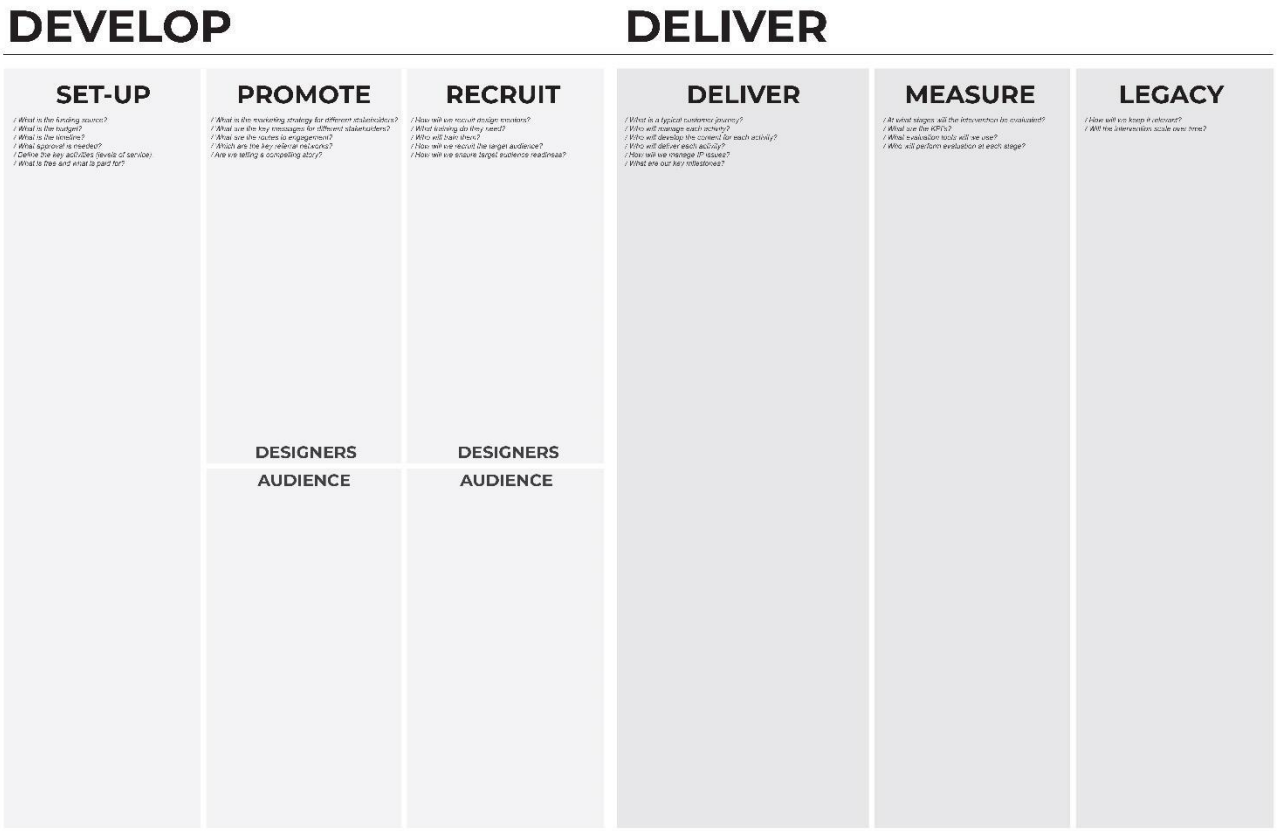
Tool #6_Develop & deliver tool



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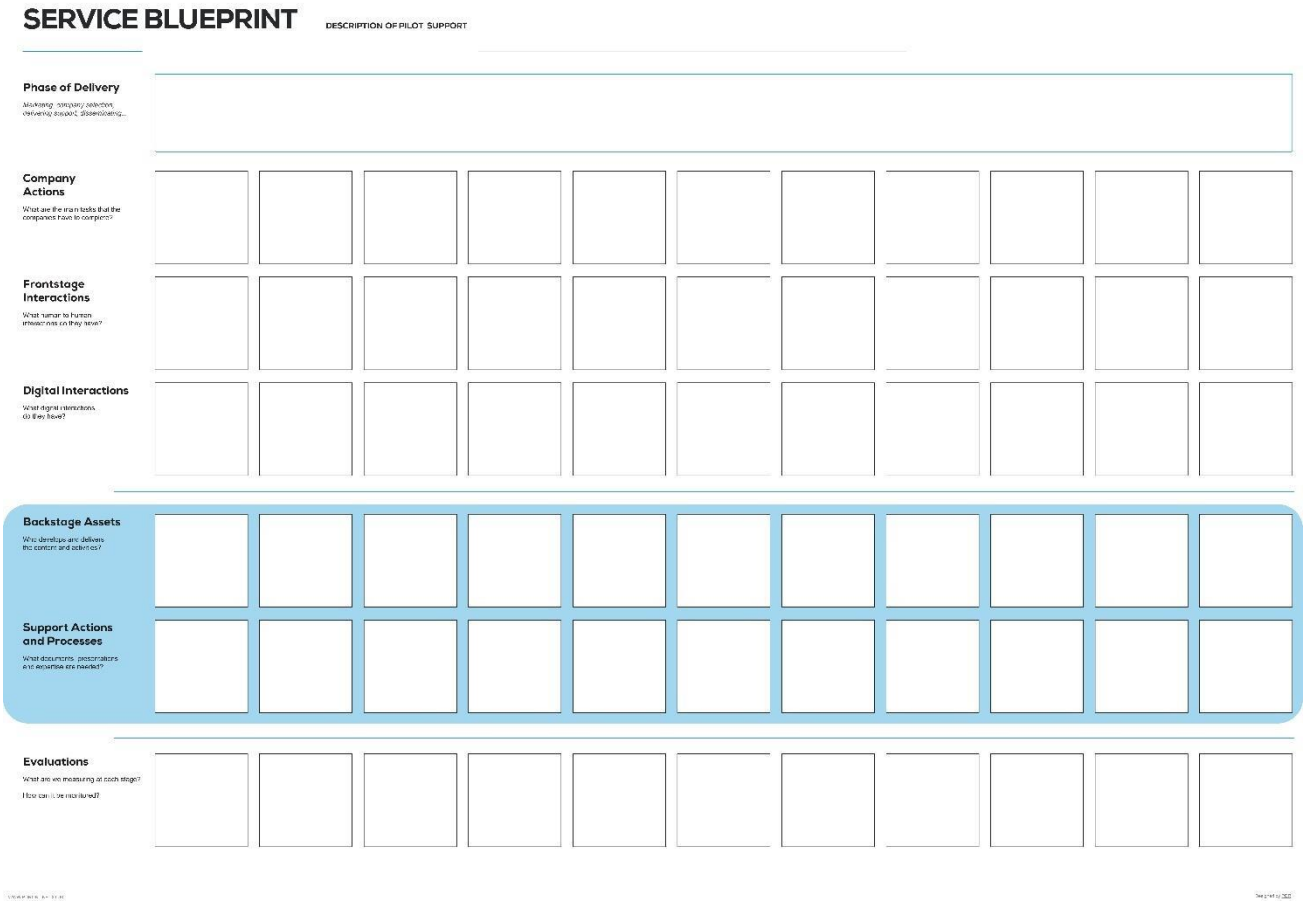
Tool #7_Blueprint tool



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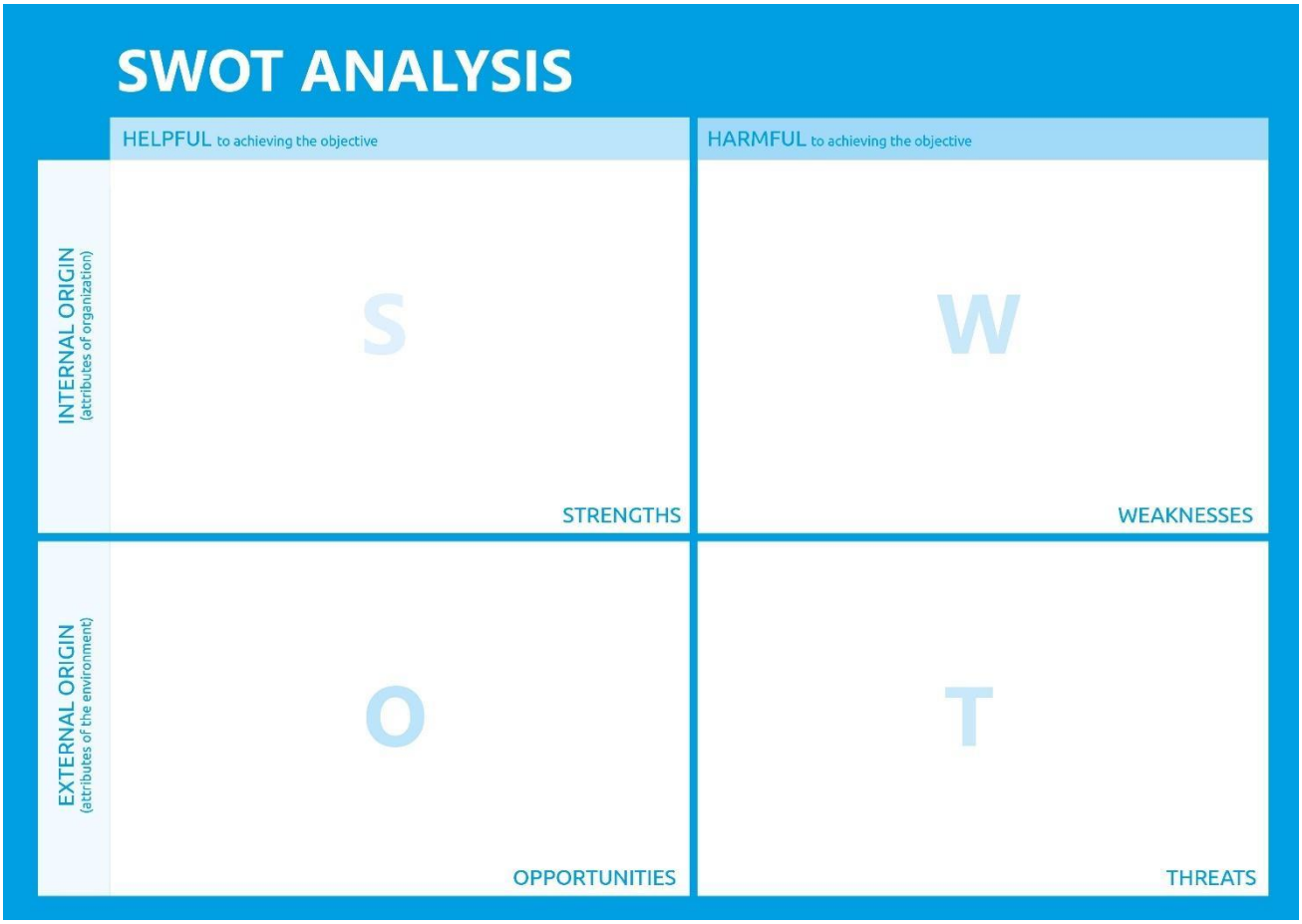
Tool #8_SWOT analysis



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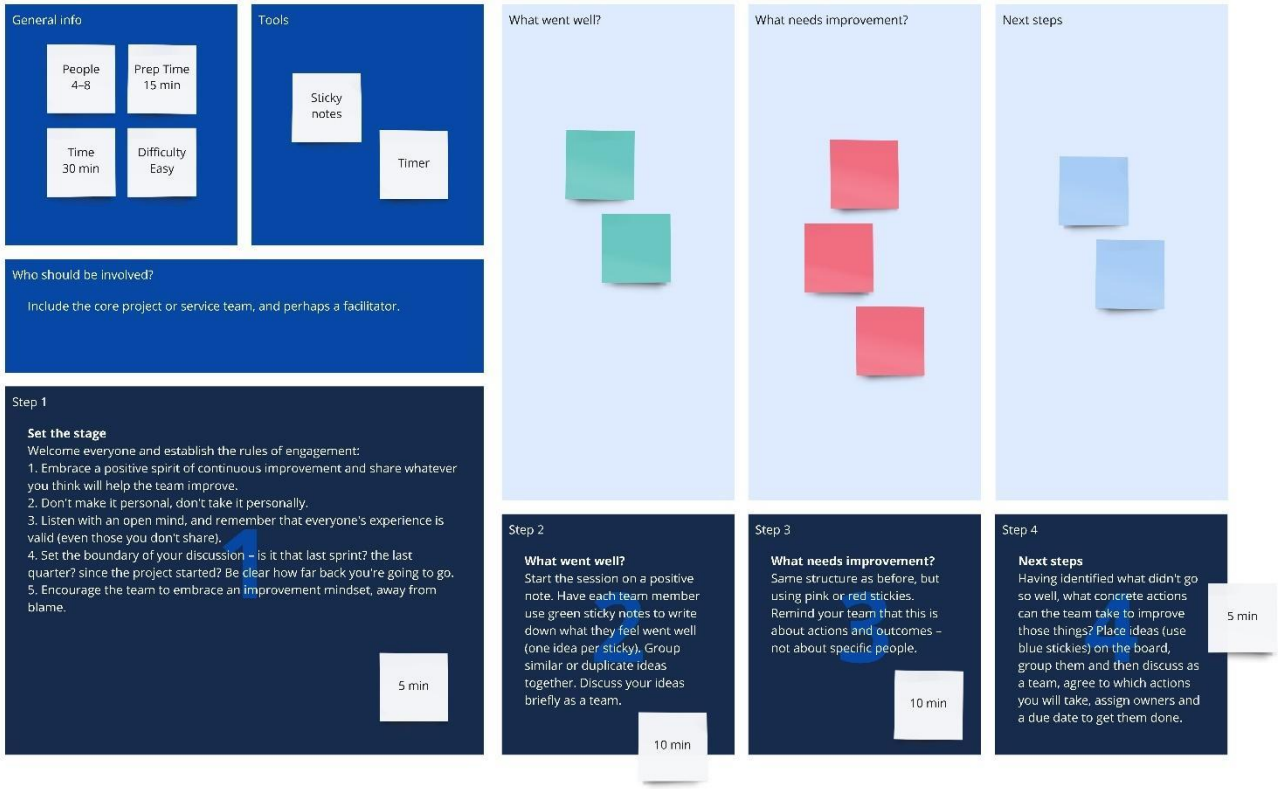
Tool #9_Retrospective tool



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Tool #10_S.M.A.R.T. tool

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