

1 Strategic Innovation Area – People Powered Future

1.1 Definition of the strategic innovation area

Design driven innovation has the power to change our future. By design we mean systems of staging processes of innovation and reconsideration in complex and ambiguous situations with several stakeholders, mixed knowledge-foundations and no self-evident approaches. The

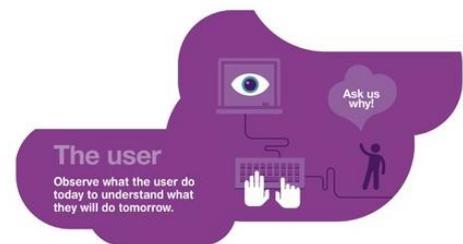


People Powered Future SIA will build a stronger and more competitive Sweden and aims at achieving a paradigm shift in the awareness, understanding and uptake of design in policy-making and in the public and private sectors at large. The consortium seeks to continuously strengthen Sweden's design innovation eco-system by leveraging on networks and actions, hosted and implemented in a joint process. The People Powered Future consortium aims for a change that can only be achieved through the commitment from a wide range of stakeholders and a network of actors within

Sweden and internationally. Therefore the process of connecting activities and stakeholders, future and existing, is the key for People Powered Future, not a new organization.

1.2 The innovation area in facts and figures

Sustainable development is about quality of life, now and in the future, and entails resilience of environment, culture, economy and wellbeing. For future decision making to lead in the right direction, a holistic and inclusive perspective is needed that spans environment, people, economy and culture. An increasing number of Swedish companies turn to design to balance traditional product oriented, technology- and research-driven innovation with customer-driven innovation capabilities. This corresponds to increased market demands for more flexible, customized and complex solutions, increasingly stemming from the global challenges. In this context, Swedish business needs a strong capability of developing complex, customized, high-end offerings. Several reports show that companies that use design are twice as profitable as companies that don't.¹ This is key for facing the increasing global competition and the shifting focus from mass production to flexible production of advanced goods and services. Moreover, long-term sustainable prosperity requires handling the pressure on public finances caused by a growing share of care-takers in relation to the working force. Attracting and retaining the competence to maintain efficient and desirable public service is a challenge. Design processes enable citizens and employees to be co-creators of public wealth, thus enabling higher satisfaction and a focus on what really creates value. Design also develops democracy including and involving citizens directly in developing and exploring alternative futures.



¹ Design Council Stock Portfolio Index 2004, SVID 2004,2008, Norwegian Design Council 2009/10, Design effectiveness industry report, BNO, Rotterdam School of Management 2012

1.3 International position and competition

Large shares of Swedish design, in terms of research, education and commercial services, are of high international standards. There are successful Swedish design providers², in business and academia, acting on the global market with large international networks. Umeå Institute of Design has been ranked as the best design school in Europe, North- and South America three years in a row.³ In 2014 alone, two international high level conferences take place in Sweden: DRS 2014 and The Service Design Network conference in Stockholm.⁴ Since 2008 there is a national research school in design, D!, with 16 universities and university colleges involved. The school has so far been funded by the Swedish Research Council through an earmarked governmental grant of 25 MSEK, covering costs for PhD courses. The additional funding for PhDs, of over 100 MSEK has been raised from other sources. While the expected number of PhD students initially was around twenty, the result is that 65 students have been enrolled, a development which will ensure an internationally unique competence base for a Swedish design innovation eco-system. Internationally D! is unique and international competitors learn from the Swedish, and earlier Nordic, examples.

The widening of the design concept, from a confined creative practice within traditional industrial product development to a driver for innovative transformation of systems, services,



organizations and environments, is a global trend. Even though design in practice, research and education are of high international standards, the role of design is still an under-developed aspect in the Swedish innovation debate. Furthermore, the Swedish design community is not structured to produce a maximum collective output that would strengthen the Swedish innovation capability.

There is a big potential in increasing the use of existing design research in business, third and public sectors. Design modules need to be integrated in a higher number of education programs, and design education needs to be adapted for new design users. Knowledge producers in the field of design, in both academia and business, need to develop new offerings in response to the changing markets and the widened scope of design. And the use of design in policy areas will continuously increase. Today we can see design and policy being brought closer, not only in EU by the European Design and Innovation Platform financed by the European Commission and run by Design Council in UK⁵, but also on the national level in UK, Denmark and France for example⁶. At an EU level, design is seen as a key driver of user-centered innovation. This is articulated in EU's Strategy for growth, through The European Design Leadership Board (founded by the European Commission) in the board's report *Design for Growth and Prosperity*⁷ and in the 2013 action plan⁸ of the European Commission to promote design as means for innovation. The Europe 2020 Flagship Initiative Innovation Union includes design among its identified priorities. *People Powered Future SIA* will be a strong and important player in delivering appropriate actions in Sweden.

² For example: The Swedish firm Doberman, developing design driven innovation processes for New York city, Verryday was appointed "Design Team of the year" by Red Dot in 2014 <http://red-dot.de/pd/celebration/design-team-of-the-year-2014-veryday/?lang=en>

³ <http://www.teknat.umu.se/pressinformation/nyhetsvisning//designhogskolan-topprankas-for-tredje-aret-i-rad-cid239176>

⁴ <http://drs2014.org/en/>, <http://www.sdgc14.com/#&panel1-1>

⁵ http://ec.europa.eu/enterprise/policies/innovation/policy/design-creativity/index_en.htm#h2-1, <http://designforeurope.eu/>

⁶ <http://www.mind-lab.dk/>, <http://blog.la27eregion.fr/-About-la-27e-Region->

⁷ http://ec.europa.eu/enterprise/policies/innovation/files/design/design-for-growth-and-prosperity-report_en.pdf

⁸ http://ec.europa.eu/enterprise/policies/innovation/files/design/design-swd-2013-380_en.pdf

A number of countries have already adopted national or regional policies for design, e.g. Denmark, UK, Australia, China, India, Korea and Singapore. *People Powered Future* includes strategic alliances with bodies in a number of these countries. Policy makers at all levels are increasingly aware of the need for creative, multidisciplinary, multi-stakeholder and multilevel collaborations of thinking and acting in order to solve the global challenges. The design process provides such new ways of working together across borders, in new modes of combining development of new knowledge with new capabilities for experimental and learning processes for change.

2 Potential for the strategic innovation programme

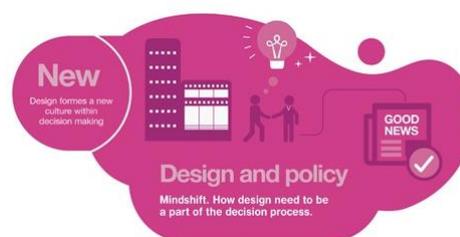
2.1 Visions and goals for the strategic innovation programme

- The first and largest aim for *People Powered Future* is to create, roll out, maintain and develop the open design process guiding the future research and innovation calls within the strategic innovation area.
- *People Powered Future* will create the platform that enables a set of strategic activities and open calls to strengthen the Swedish competitiveness and capability to face societal challenges through design.
- The consortium and the People Powered Future process gathers committed stakeholders and users, existing and future, within Sweden and internationally that share a vision and combine resources to strengthen the design eco-system in Sweden.
- The People powered future SIA is for Sweden to strengthen its overall position as a design lead nation with opportunities to influence development of innovative policies to tackle major societal challenges and the European innovation policy process.

2.2 The most important challenges/needs and why public intervention is needed

On a European level, design is recognized as a critical factor for differentiating Europe and its power to innovate on a global scale. Based on the same arguments, it is urgent that Sweden fosters design capabilities as an essential tool and component in the national innovation structures and innovation policies.⁹

The big challenges ahead require big transformations in the way public administration and businesses are organized and developed. We need to dare experimenting and prototyping, as well as develop our ability for systematic learning. We need courage to leave our expert roles and trust the users. We need to work across boundaries. This calls for increased insights in the potential of design and user involvement to permeate our society. Therefore, public intervention is needed to sustain a process open for influence from future design users to give direction to the research and innovation agenda in Sweden. Without such strategic intervention there is a risk that design-aware organisations and leaders reside mainly outside of Sweden, Swedish businesses, public sector and policy areas, which impair Sweden's competitiveness and value-creation.



⁹ OECD Reviews of innovation policy: Sweden, 2013

2.3 Renewal of the innovation area by the innovation programme

The Swedish innovation strategy¹⁰ builds on a broad definition of innovation and a broad scope of innovation policy. It stresses the importance of design, organization, marketing and development of business models. Furthermore, the innovation strategy highlights the need for better coordination between different policies, and different sectors of society. It emphasizes the importance of involving people in co-creation and open innovation. The Government's strategy for a digital collaborative public administration raised the need for simple, transparent and innovative solutions based on user needs. The design process is as natural as necessary to succeed in these ambitions and *People Powered Future* aims to deliver on that.

The People Powered Future SIA will organize, develop and maintain an **open, involving process built on design principles to create knowledge and support decision makers**, in order to stimulate needs driven innovation in all sets of surroundings. The nine needs from the agenda have been developed to a number of **key initiatives** that each has a number of activities to be rolled out (some of them already running with funding from different sources)

To do so the consortium seeks funding for organization and management of the People Powered Future SIA and a reserved budget to be used for open calls and actions within the strategic activities listed in 2.4.

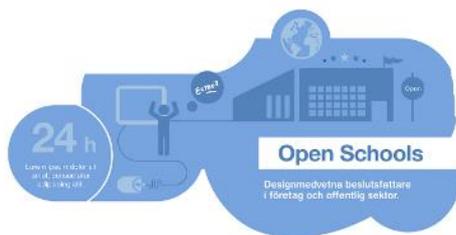
kSEK	2014	2015	2016	2017	2018
Program office	300	3 000	3 000	3 000	3 000
Strategic activities		10 000	15 000	15 000	15 000
Open calls		20 000	30 000	30 000	30 000

2.4 Contribution to the addressed impact goals

Conditions	Activities	Results	Vision and goals	Impact goals
<p>Design driven innovation has the power to change our future. By design we mean the systems of staging processes of innovation and reconsideration in complex and ambiguous situations with several stakeholders, mixed knowledge-foundations and no self-evident approaches.</p> <p>Strategy and leadership for the People Powered Future Process and SIA based on the needs and vision from the National design agenda</p> 	<p>Open School</p> <p>Research Networks</p> <p>Innovation in business</p> <p>Innovation in public sector</p> <p>Impact labs</p>	<p>Spreading knowledge</p> <p>Developing knowledge</p> <p>Sustainable and competitive business</p> <p>Sustainable and effective public sector</p> <p>Knowledge transfer</p>	<p>Enabling a set of key actions and open calls to strengthen the Swedish competitiveness and capability to face societal challenges through design.</p> <p>Strengthen the design eco-system in Sweden.</p> <p>For Sweden to make use of design when it comes to influence the development of innovative policies to tackle major societal challenges and the European innovation policy process.</p>	<p>Sustainable development and decision making through a holistic perspective including environment, culture, economy and welfare</p> <p>More flexible, customized, high-end offerings from Swedish business</p> <p>A public sector attracting, retaining the right competence delivering efficient public services</p> <p>Including and involving citizens developing the democracy</p> <p>Design aware decision makers</p>

¹⁰ National Strategy for Innovation, Regeringskansliet Oktober 2012

2.4.1 Open School

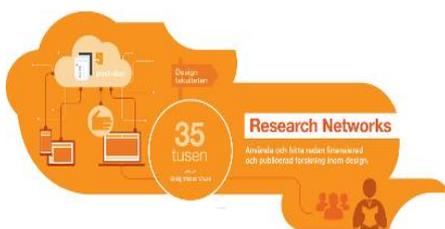


Description of initiative: The need for design knowledge is expanding rapidly. To act on this Open Schools will foster design competencies. Open Schools includes targeted activities in a multitude of delivery modes where business, public and third sector, schools and academic partners bring the best of their knowledge and education to

other design users.

Activities funded and running; Design management SALAR-SVID. Strategic activities to be funded: Open School – platform, Open school – Life Cycle Management, Chalmers; Service Design Academy – BEDA, design aware leaders.

2.4.2 Research Networks



Description of the initiative: Development of research nodes of international excellence, in cross- and multidisciplinary collaborations as well as with actors in all parts of society. Increased collaboration with leading international research and innovation milieus is crucial to strengthen Sweden as a design-led nation.

Activities funded and running: Post Doc- Flexit, Riksbankens Jubileumsfond; Designresearch.se, SVID;

Forum för tjänsteinnovation (partly); Strategic Activities to be funded: Design Research School D! – funding from 2015; Nordic version Designresearch.se; NordCode; Research cluster - Design for Service and Social Innovation and design; Research Cluster - design and sustainability and urban development

2.4.3 Innovation in business

Description of initiative: This initiative gathers and disseminates information, methods, examples and actions on how to use design to achieve a profitable, sustainable business. This initiative will be carried out partly in collaboration with other sectorial SIAs. This initiative will support both designers and clients in the innovation and change processes needed to develop messages, products, services, processes, systems or environments that meet future requirements.



Activities funded and running; SP Service labs, Tjänstelyftet (open call relevant for the SIA area), Nordic Design Impact, Innovationspilöterna. Activities to be funded: Ledarskapslabbet (planned open call relevant for the SIA), open calls, and impact labs, joint activities and open calls with existing SIAs and Forum för Tjänsteinnovation, job rotation, mentors.

2.4.4 Impact Labs

Description of initiative: Impact labs are knowledge intensive service providers (in academia, business or the public sector) – This action is to act upon the need of knowledge transfer by using design process for experimentation, prototyping and testing to create and refine new ideas. People Powered Future will form a national structure connecting existing and future Impact Labs.



Activities funded and running, Experio LAB at the County Council of Värmland, Forum for Social innovation, Malmö, Green Leap, Stockholm, Sliperiet, Umeå. Activities to be funded; platform for impact labs, open calls for impact labs relevant for 2.4.5 and 2.4.6

2.4.5 Innovation in public sector

Description of initiative: People Powered Future intend to create a movement to make design an obvious and powerful tool to bring about co-produced solutions and efficient services that citizens need and demand. This will be done through best practices and customized training and building on existing and new networks for shared learning through networks, open schools and management training.



Activities funded and running; Lead-users, SVID, National council for design and service innovation in public sector, FRÖN (Vinnova) Design for health and welfare (SVID/SKL), Radical Change (Vinnova och SKL)

Activities to be funded; Open Schools, job rotation, Impact labs, mentors.

2.4.6 Design and society

Description of initiative: The People Powered Future General assembly process will use design to formulate future open calls and activities within the strategic innovation area. The open calls and strategic activities will be relevant and developed together with other SIAs or/as well as for society at large through design driven innovation.

Activities to be funded; open calls formed together with other SIAs and International institutions.

3 Actors

3.1 Coordinator (programme office)

The program office is now run by SVID, the Swedish Industrial Design Foundation but becoming a SIA the executive body for the People Powered Futures will be the project board, with a chairman and board according to the instructions of the call. A program office will be undertaking the day-to-day management of the SIA. For the strategic activities, listed above, **task forces** and project managers will be designated. They will create and facilitate the process involving stakeholders from research networks, impact labs, open schools, innovation in public sector and innovation in business and design in society but also developing future key initiatives and open calls.

3.2 Main actors supporting the programme

The actors behind *People Power Future SIA* are among others D!, the national research school in design, the Swedish Industrial Design Foundation, the Service Design Network Sweden, Linköping University, the Business and Designlab at HDK, the Swedish Association of Designers, design companies and other industries, Design councils from Spain and England, Umeå Institute of Design and the Danish cross-governmental innovation unit Mindlab. The project board listed on the last page in this proposal represents a wide range of stakeholders that support and has been involved in the process developing this draft, or expressed to do so in developing the final proposal for stage 2 in this call. Furthermore over 60 people¹¹ from

¹¹ Registered Statement of Intent per 2014-09-19

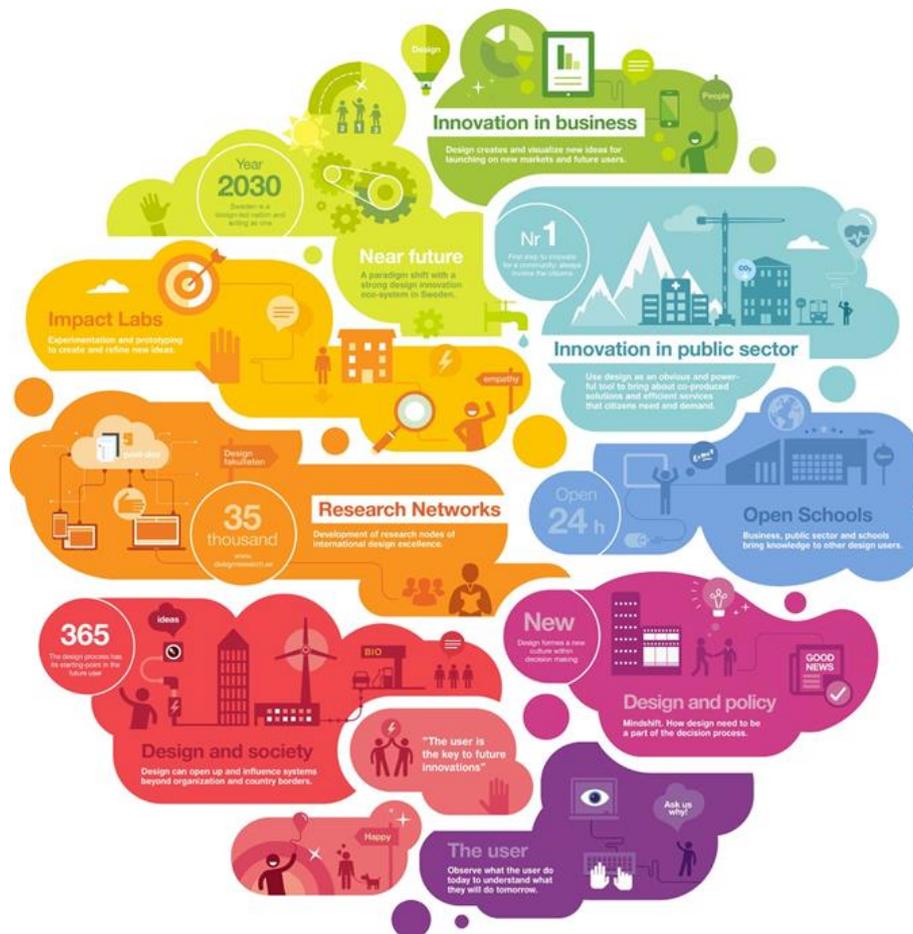
business, research, education and the public sector signed a Statement of Intent claiming: “I intend to take part in the People Powered Future process and the People Powered Future Assembly contributing, with my in-kind time and knowledge for Sweden to become a nation that takes design seriously and acts accordingly”. In this stage of the application the People Powered Future also approached business and interest organizations but the involvement and cooperation with them will be developed further during stage 2 of this application process.

3.3 Important actors that will be invited

People Powered Future SIA will accelerate the take-up of design innovation policies in Sweden and stimulate increased use of design through directly involving the public sector, business, academia and civil society in joint actions. The horizontal approach in the *People Powered Future SIA* will also contribute to and cross pollinate other SIA programs and initiatives. **People Powered Future General Assembly Process** – open for all stakeholders, 50-100 free seats. Through a joint design process strategic activities will be developed within the scope of open school, innovation in public/private sector, research networks and impact labs, as well as future open calls within the strategic innovation area. Engagement in this Assembly is free of charge but without compensation and the time from the engaged people will count as in-kind funding of the SIA. To capture the leveraged power of *People Powered Future SIAs*, continuous actions will be taken to sustain and expand the effect of design-driven innovation well beyond 2018.

3.4 Actors that will benefit from the programme

Actors from the private and public sector as well as education and academy will benefit from the program. For People Powered Future to make the greatest impact on innovation capability in Sweden we seek to widen, deepen, establish and maintain strategic actions already funded and running but also develop new activities and open calls for design-driven innovation. Aiming for a SIA like People Powered Future can only be achieved through a sophisticated process empowering commitment from a wide range of stakeholders.



3.5 Contact table

Name	Title	Contact	Organization	Role in
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Christian Bason	Innovationschef	chb@mind-lab.dk	Mindlab, Denmark	Project Board
Tomas Edman	Design manager	tomas.edman@liv.se	Experio Lab, Landstinget i Värmland	Project Board
Alex Liebert	Director Industrial Design	alex.liebert@se.atlascopco.com	Atlas Copco AB	Project Board
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Robin Edman	Vice Chairman of BEDA/CEO SVID	Robin.edman@svid.se	BEDA/SVID	Project Board