

DESIGN FOR
INNOVATION
IN WALES:

INDUSTRY,
SERVICES
& SOCIETY

Manifesto



The world is changing faster than ever. There are unprecedented crises – economic, social, health and environmental.

As a creative and dynamic nation, we have the opportunity to be at the forefront of meeting those challenges in Wales.

¹ Conclusions on Creating an Innovative Europe. Council of the European Union, 26 May 2010, p. 4.

² Creative and Cultural Industries Economic and Demographic Footprint. Creative and Cultural Skills, 2008.

³ The Value of Design Factfinder Report. Design Council, 2007, p. 97.

But how?

Through innovation driven by design.

Design is a strategic discipline that can bring about positive and practical changes to our lives. By looking at things differently, design solves problems and transforms ideas into something tangible and viable. In the Council of the EU, innovation is recognised as the means to address a whole range of challenges:

'The Council invites the Commission and Member States to give special attention to design considering its leverage effect on innovation performance, taking into account economic, social and environmental sustainability aspects and stresses the need to establish platforms for exchanging knowledge, experiences and best practices on design issues as a competitive advantage for European companies.'¹

As this policy remit expands, design proves it can realise ideas and add value to all aspects of our society. If Wales is to embrace design, it is imperative to engage with this EU policy.

The potential of design does not stop there. It can convert social concerns into economic opportunities. This can be seen across our three areas of focus - industry, services and social innovation:

— In **industry**, design enables companies to develop competitive products and services that respond to consumer expectations and also promote a culture of sustainability and innovation. This is evident in Sir James Dyson's 'Ingenious Britain Report', commissioned by the Conservatives, which makes proposals to boost British industry and technology.

— **Public services** can become sustainable through design by taking a user-centred approach, designing in better value, greater efficiency and accessibility.

— **Social innovation** is where a design process is applied to engage people in exploring local challenges. Design allows people to participate and implement solutions to improve social cohesion.

Design is already happening in Wales and accounts for the greatest proportion (22%) of Wales' creative industries (this is mirrored in the UK economy too). The creative and cultural industries contribute £465M to the Welsh economy, of which 36% comes from design.²

But this does not go far enough. Despite such encouraging figures, businesses in Wales take limited advantage of design; only 17% use product and industrial design in their business.³ In the public sector design is used mainly for communication; its strategic potential to develop efficient systems, services, products and processes is ignored.

Many countries across the globe have embraced design at policy level. Wales needs to step up to the mark and harness the power of design for innovation. If our nation is to create user-centred services, embrace social innovation and excel as a competitive economy, the Welsh Assembly Government must act now.

By looking at things differently, design solves problems and transforms ideas into something tangible and viable.

Design

‘Design is what links creativity and innovation. It shapes ideas to become practical and attractive propositions for users or customers. Design may be described as creativity deployed to a specific end.’

[Cox Review of Creativity in Business: Building on the UK’s Strengths. HM Treasury, 2005, p. 2.](#)

Sustainability

‘Meets the needs of the present without compromising the ability of future generations to meet their own needs. The concept requires equal consideration of economic productivity, social balance and environmental protection. None of the three sustainability dimensions should be developed at the expense of the others.’

[Our Common Future \(Brundtland Report\), World Commission Report for Environment and Development, 1987.](#)

Innovation

‘The implementation of a new or significantly improved product (goods or service) or process, a new marketing method, or a new organisational method in business practices, workplace organisation or external relations.’

[Guidelines for Collecting and Interpreting Innovation Data \(Oslo Manual\), OECD, 3rd Edition, 2005.](#)

Service Design

‘Service design uses design techniques like thorough client research, collaborative ideas generation, early stage prototyping, and testing to deliver services built around the real needs of clients. It simplifies complex problems and delivers solutions that are future focused and cost conscious.’

[Design Council \(available from: \[www.designcouncil.org.uk/about-design/Types-of-design/Service-design/What-is-service-design/\]\(http://www.designcouncil.org.uk/about-design/Types-of-design/Service-design/What-is-service-design/\)\).](#)

Social Innovation

‘This refers to changes in the way individuals or communities act to solve a problem or generate new opportunities. These innovations are driven more by changes in behaviour than by changes in technology or the marketplace and typically emerge from bottom-up rather than top-down processes.’

[Ezio Manzini, Politecnico di Milano – SEE Bulletin, May 2010.](#)

How can we secure the vision of a design-led Wales?

Immediate actions

Encourage individual Assembly Members to form a cross-party group for design and innovation, in order to:

- Create a platform and bring together stakeholders
- Map design stakeholders across Wales.

The group's key responsibilities

- Develop a vision of design in Wales
- Drive design into public procurement
- Ensure design is included in future innovation policies
- Co-ordinate an annual design summit.

Long-term goals

- Engage the wider community with design
- Develop an export programme to sell Welsh design in Wales and abroad
- Realise the Welsh design sector's potential and raise their capability to address the skills gap
- Pilot design-led schemes in public services.

How design makes a difference.

PRIVATE SECTOR / PRIVATE SECTOR / PRIVATE SECTOR / PRIVATE SECTOR / PRIVATE SECTOR / PRIVATE SECTOR

DESIGN FOR FOSTERING INNOVATION IN INDUSTRY

Ara Chair

Orangebox, Hengoed and Ecodesign Centre Wales

Challenge

Anticipate increased sustainable procurement demands from customers.

Design in Action

Worked with the Ecodesign Centre to achieve Cradle-to-Cradle accreditation for the Ara Chair – the first European company in this sector to do so. Set up a recycling centre to take back products (and those of competitors). Integrated design within business operation and strategy and involved all employees to foster shared responsibility for the project's success.

Impact

Increased competitive edge with an ergonomic and stylish chair that is 98 % recyclable. Improved assembly times and resource efficiency with an impressive reduction of materials to landfill. And there is the ripple effect: 60 suppliers are making changes within their business in order to keep trading with Orangebox.

www.orangebox.com
www.ecodesigncentrewales.org

Melin Tregwynt Textiles

Melin Tregwynt, Pembrokeshire

Challenge

Revitalise a static business to enhance competitiveness in a global market.

Design in Action

With a history of Welsh weaving, this family business used design strategically: hired freelance weave designers to develop products and styles; combined traditional skills with modern design and updated colourways, structures, fabrics and finishings. Marketed their heritage to celebrate their story and point of difference, but also to inform the direction of their business.

Impact

Becoming design-led has driven the company into areas not previously considered e.g. bags and lampshades. They export 30 % of the cloth they produce, average annual turnover is over £500,000 and the business now employs 20 local people. Design connects Melin Tregwynt with its Welsh roots but also keeps the business fresh and focused on the future.

www.melintregwynt.co.uk
www.designwales.org/pages/films.htm

"WE USE DESIGN THROUGHOUT THE COMPANY ... ON A DAILY BASIS. IT'S NOT LIKE WE'RE BRINGING IN DESIGN AS A LAST MINUTE COSMETIC TO A PRODUCT."

Eifion Griffiths, Owner,
Melin Tregwynt

DESIGN FOR MORE EFFECTIVE AND INNOVATIVE SERVICES

Virgin Atlantic's Terminal 3

Virgin Atlantic and Engine Service Design

Challenge

Re-invigorate customers' service experiences in Virgin's flagship territory, Terminal 3.

Design in Action

Service designers Engine interviewed customers for insights on underlying needs and drivers. Visualised a passenger journey map to highlight and analyse issues. Worked with providers to ensure ideas were economical, and in-line with Virgin's brand values. Refined ideas using pros and cons exercises and journey narratives to innovate all aspects, e.g. self-serve kiosks with weighing scales (to avoid bottleneck at Bag Drop) plus bespoke re-packing areas.

Impact

Highly effective service design with customer-centric innovations for all classes that remove stress and add fun. In the first few months of opening, long haul passengers increased by 4 % overall, and by 10 % for Upper Class passengers.

www.virginatlantic-t3.com/html/satisfaction.php
www.enginegroup.co.uk/projects

"THERE'S A LOT MORE TO THIS THAN JUST BEING IMAGINATIVE. IT'S ABOUT BEING ABLE TO CHALLENGE PRECONCEPTIONS."

Joe Ferry, Head of Design and Service Design, Virgin Atlantic

"OUR ENVIRONMENTAL AGENDA IS OUR BUSINESS AGENDA AND DESIGN PLAYS A CRITICAL ROLE IN THAT PROCESS."

Luke Palmer, Designer,
Orangebox Ltd

These case studies demonstrate how design has met a specific challenge. They cover three areas: design in industry, design in services (private and public) and design for social innovation.

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DESIGN FOR SOCIAL INNOVATION AND AN INCLUSIVE SOCIETY

Make it Work Project

Sunderland City Council and LiveWork

Challenge

To find a solution to the city of Sunderland's worklessness problem: of 37,000 unemployed only 5,000 were actively seeking work.

Design in Action

Service innovation company LiveWork developed and tested an original partnership approach. Brought together specialist community services to support those receiving benefits, but inactive in finding employment. Collaborated with over 280 practitioners, employers and clients and trialled a number of new service propositions.

Impact

The project supported over 800 people of which 200 have secured employment. David Freud, Minister for Welfare Reform, estimated it would cost £62,000 to get one person on incapacity benefit into the world of work; the average cost per individual on this pilot is less than £5,000.

www.sunderland.gov.uk
www.thenorthernway.co.uk
www.livework.co.uk/our-work/Sunderland-City-Council

"MAKE IT WORK IS BASED ON HIGHLY SPECIALISED DELIVERY WITH THE COMMON DENOMINATOR OF THE ABILITY TO REACH THE "DOUBLY DISADVANTAGED" (THOSE WHO ARE CARERS AND UNEMPLOYED, OR DISABLED AND UNEMPLOYED)."

Sunderland City Council

Urban Farming Project (DOTT07)

One North East and Design Council

Challenge

Re-engineer food systems in Middlesbrough to make them more locally sustainable.

Design in Action

Multidisciplinary design professionals applied design thinking to maximise community involvement. Mapped the city's food resources and identified how to connect them. Challenged 1,000 citizens to create a meal for Middlesbrough. Within nine months, volunteers organised a meal for 7,000 people with all food grown within the city limits.

Impact

Backed by the Minister for Food, Minister for Health and Mayor of Middlesbrough, the project secured £5 million to involve 10,000 residents to develop sustainable methods of growing, composting and recycling. Citizens are establishing food co-ops to supply the council's proposed community restaurant and the waiting list for allotments has risen from zero to 150.

www.dott07.com/go/urbanfarming
www.designcouncil.org.uk/Case-studies/Urban-Farming

"THE URBAN FARMING PROJECT CREATED A TREMENDOUS PARTNERSHIP ACROSS THE COUNCIL, EXTERNAL AGENCIES, VOLUNTARY SECTOR AND THE PUBLIC AND PRIVATE SECTORS. IT EXEMPLIFIED OUR STRONG BELIEF THAT DESIGN HAD SOMETHING TO OFFER."

Middlesborough Council

Southwark Circle

Southwark Council, Sky, Department for Work and Pensions and Participle.

Challenge

Improve the quality of life and wellbeing of older people in the London Borough of Southwark.

Design in Action

Social innovation group Participle engaged with over 250 elderly people and family members in an inclusive design process; this generated insights into their fears, needs and aspirations. Developed a membership organisation called Southwark Circle to help people take care of household tasks, forge social connections and find new directions in life. The service has become a model for the transformation of social care.

Impact

The service is openly inclusive and empowering and monthly take up beat first year targets by 17%. A Circle also becomes financially self-sustaining in its third year, providing a three-fold return on investment and then year on year savings for Local Authorities beyond the break even point. Due to Southwark's success, three more Circles have been designed for launch in rural and urban UK locations this year, with a national service planned for 2011.

www.southwarkcircle.org.uk
www.participle.net
www.socialinnovationexchange.org/node/4778

"SOUTHWARK CIRCLE IS DELIVERING VASTLY IMPROVED CARE SERVICES FOR LESS MONEY DESIGNED BY ELDERLY PEOPLE FOR ELDERLY PEOPLE USING LOCAL SOCIAL NETWORKS TO BRING REAL IMPROVEMENTS TO PEOPLE'S LIVES."

David Cameron, Conservative Spring Conference 2009

By looking at things differently, design solves problems and transforms ideas into something tangible and viable.

ENDORSEMENTS

These organisations support the Manifesto for Design Innovation in Wales.



creative
& cultural
skills



iwar



PROMOTING
GOOD
DESIGN
PRACTICE

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