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Lithuanian Design Policy Workshop Report



DESIGN
FOR
EUROPE



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Summary

Design is an approach to problem-solving that can be used across the private and public sectors to drive innovation in products, services, society and even policy-making by integrating user needs. According to the European Commission's 2013 Action Plan for Design-driven Innovation:

'A more systematic use of design as a tool for user-centred and market-driven innovation in all sectors of the economy, complementary to R&D, would improve European competitiveness. Analyses of the contribution of design show that companies that strategically invest in design tend to be more profitable and grow faster.'

The European Commission is encouraging all EU Member States and Regions to develop Design Action Plans. Between 2012 and 2016, Design Action Plans have been adopted by national government in Denmark, Estonia, Finland, France, Ireland and Latvia. The European Commission has tasked Design for Europe (a consortium of 14

partners) with implementing aspects of the EU Design Action Plan. Design for Europe aims to raise awareness of and build capacity for design in enterprises, the public sector and policy. Design for Europe has conducted a number of events in Lithuania in 2015 and 2016 in collaboration with the Design for Europe Ambassador the Lithuanian Design Forum.

On 3 May 2016, Design for Europe facilitated a Design Policy Workshop for 18 stakeholders representing government, the innovation agency, academia, the design sector and design promotion organisations to jointly develop a set of policy proposals to enhance the supply of and demand for design in Lithuania. The workshop, led by Design for Europe Expert Dr Anna Whicher, used design methods to develop policy ideas (policy for design by design).

When policy-makers develop innovation policy it is based on an analysis of the Innovation Ecosystem - the actors and

initiatives contributing to innovation in a country or region. Design policy should, by extension, also capitalise on the strengths and tackle the weaknesses of the Design Ecosystem - the actors and initiative contribution to design performance.

By mapping Lithuanian's Design Ecosystem and investigating the strengths and weaknesses, stakeholders were able to develop a set of shorter and longer term policy proposals for the better use of design in Lithuania. The group generated around 70 policy ideas that were refined into a set of 10 higher impact actions.

Policy recommendations ranged from mapping existing innovation programmes to integrate design, simplifying the application procedure for the Design LT funding for businesses, training civil servants in design thinking, hosting joint events between the Lithuanian Design Forum and the Lithuanian Confederation of Industry and training in design for incubators and

innovation advisors. Through on-going engagement with Design for Europe stakeholders in Lithuania, particularly the Lithuanian Design Forum, will be able to take these policy actions from ideas to implementation.

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Head of Design Policy
PDR (International Design and Research Centre) at Cardiff Metropolitan University

Method

The Design Policy Workshop focused on four hands-on exercises using design methods to build consensus among the stakeholders:

Exercise 1: Examining the State of Play

Exercise 2: Mapping Lithuania's Design Ecosystem

Exercise 3: Investigating the Strengths and Weaknesses of the Ecosystem

Exercise 4: Developing Policy Proposals

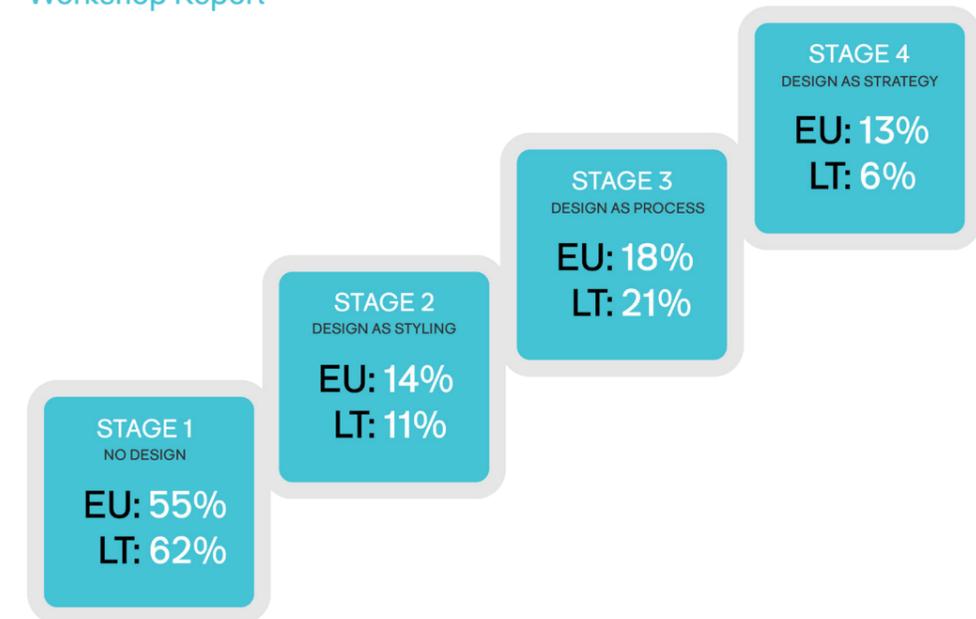


Figure 1: Design use in Lithuanian companies compared to the EU average in 2015.
Source: Innobarometer 2015: Innovation Trends in EU enterprises

Examining the state of play

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The first task was to ensure that all stakeholders had a common understanding of the two main concepts of the day – design and policy. All participants shared their insights and it was rapidly established that both design and policy share some attributes – both are concerned with problem-solving and ideally involving users in the process.

It was also necessary to examine the current design performance in Lithuania compared to the EU average. The Design Ladder, which categorises company use of design according to four stages, has become the reference framework in Europe for assessing design performance.

The four stages are:

- 1) No design
- 2) Design as styling
- 3) Design as process
- 4) Design as strategy.

In 2015 design was included in the Innobarometer survey on innovation trends in enterprises (see figure 1).

Lithuania is below the EU average on companies using design. According to research in Denmark, companies that use design generate a growth in revenue 22% than those that do not use design (Danish Business Authority, 2003). The Innobarometer survey can be used as a tool to benchmarking the impact of future design policy actions in Lithuania to monitor if companies climb the Design Ladder.

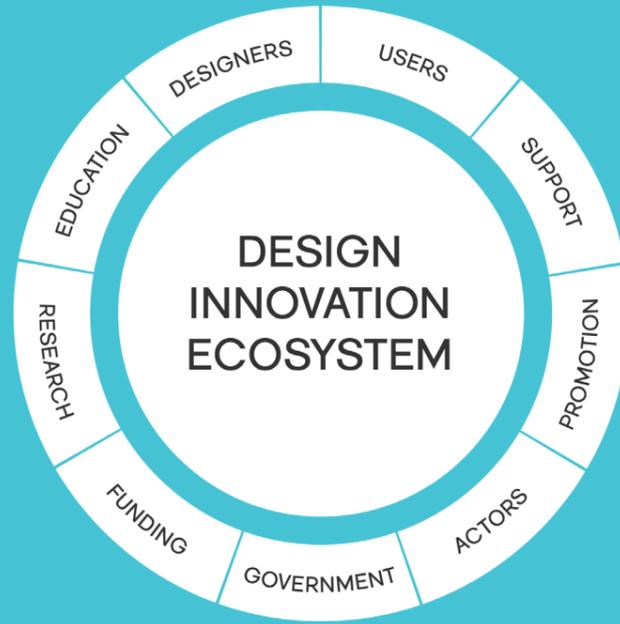


Figure 2: Design Ecosystem model

Mapping Lithuania's Design Ecosystem

Lithuania already has a multitude design activities ranging from design support programmes, design promotion initiatives and professional development for designers. The first exercise mapped the stakeholders and initiatives in the Design Ecosystem using a pre-prepared 'map' of the actors to build upon. This provided context for the day and enables participants to build on existing design infrastructure. Through previous research, PDR has identified nine components of a Design Ecosystem (see figure 2). On large posters, the workshop participants identified the actors and initiatives for each component.

Investigating the Strengths and Weaknesses of the Ecosystem

Having identified the players in the Design Ecosystem it was necessary to analyse the strengths and weaknesses of each component. Each component of the Ecosystem is interdependent meaning that if a component of the system is underperforming it has implications for every component. In essence, the supply of and demand for design should be in equilibrium. As such, a design policy or action plan should take into consideration every component of the system. In groups, the participants explored the strengths and weaknesses of the Ecosystem to assess the level of systematic interaction between actors and initiatives in order to identify gaps and opportunities.

Developing Policy Actions

Based on the stakeholder mapping and the strengths and weaknesses of the Design Ecosystem, the workshop participants generated a set of policy proposals for tackling gaps in the system. As a group, these were refined into a set of concrete actions. By having representatives from government, industry, the design sector, academia and the third sector, the policy proposals are tangible, targeted and realistic.

Design Ecosystem Lithuania



Education Providers

- Vilnius Academy of Arts (VDA)
- Vilniaus kolegija / University of Applied Sciences (VIKO)
- Kaunas university of technology (KTU)
- Vilnius College of Design (VDK)
- Vilnius College of Design and Technology (VTDK)
- ISM university (Innovations Management Programme)
- Vilnius Gediminas Technical University (VGTU)
- Design Library Kaunas

Education Beneficiaries

- Undergraduate & postgraduate students
- School pupils
- Design teachers
- Designers

Research

- Design Innovation Centre (Vilnius Academy of Arts)
- Economic Research Centre
- Research Council of Lithuania

Other

- Kickstarter
- Banks
- Business Angels

EU Funding

- Creative Europe Desk in Lithuania
- European Social Fund Agency
- European Union Intellectual Property Office (EUIPO)
- Lithuanian Business Support Agency

National Funding

- Lithuania Council for Culture (LKT)
- Agency for Science, Innovation and Technology (MITA)
- Lithuanian Business Support Agency (LBSA) – Design LT programme
- Lithuanian Culture Institute (Attache for Culture)
- Lithuanian Innovation Centre – Inovouchers programme closed

Norden

- EEA Grants

Regulations

- The State Patent Bureau
- Smart Specialization Strategy
 - Inclusive & creative society priority
- Regulations in architecture & product design

Governance

- Ministry of Culture of The Republic of Lithuania – (LRKM)
- Ministry of Economy of The Republic of Lithuania (UKM)
- Ministry of Education and Science (SMM)
- Lithuanian Culture Institute
- Lithuania Council for Culture (LKT)
- Regions and municipalities
- 'Lithuania Celebrates 100' initiative

Design-led Business

- ACME Baltics
- Stumbras
- Biržų duona
- Red Brick Beer
- Good Design Award Winners

Municipalities

- Vilnius Municipalities
- Kaunas Municipalities

Industry

- Confederation of Industrialists

Other Instruments

- Incubators LT+
- Business Cluster LT
- E-business LT
- New Opportunities LT
- Enterprise Lithuania
- Innovation scouts academia-industry
- Atverk.lt (2012 - 2014)

Promotion Bodies

- Lithuanian design forum
- Lithuanian Designers' Society
- Association of Creative and Cultural Industries
- Lithuanian Graphic Designers Association

Private Business Initiatives

- 'wapsva' design house in Šiauliai
- Pop-up Shop 5 summer/winter stories
- LT Design shop "Ūmėdė"
- LT Design shop locals.lt

Others

- Design Innovations Centre (VDA)
- Agency for Science, Innovation and Technology (MITA)
- 10 Science Parks

LAB/HUB/Incubators

- Electrolux Design Lab
- MAD lab
- Užupis Arts Incubator
- hackLAB

Designers

- Database of designers www.dizainovacija.lt
- Ted X Vilnius
- Design Thinking School
- Technology Competition for children

Government

- Design LT programme
- Competence LT
- Agency for Science, Innovation and Technology (MITA)
- Lithuanian Council for Culture programmes for Design and Creative Industries
- Lithuanian Innovation Centre

Awards & Festivals

- GOOD DESIGN award
- NAPA award
- Young designers' award
- DESIGN WEEK
- Baltic textile and Leather exhibition
- What's Next Conference
- Furniture. Design. Interior 'Fair
- Japan-Baltic design week
- Fashion Infection
- Login conference
- Trade missions for Lithuanian design studios

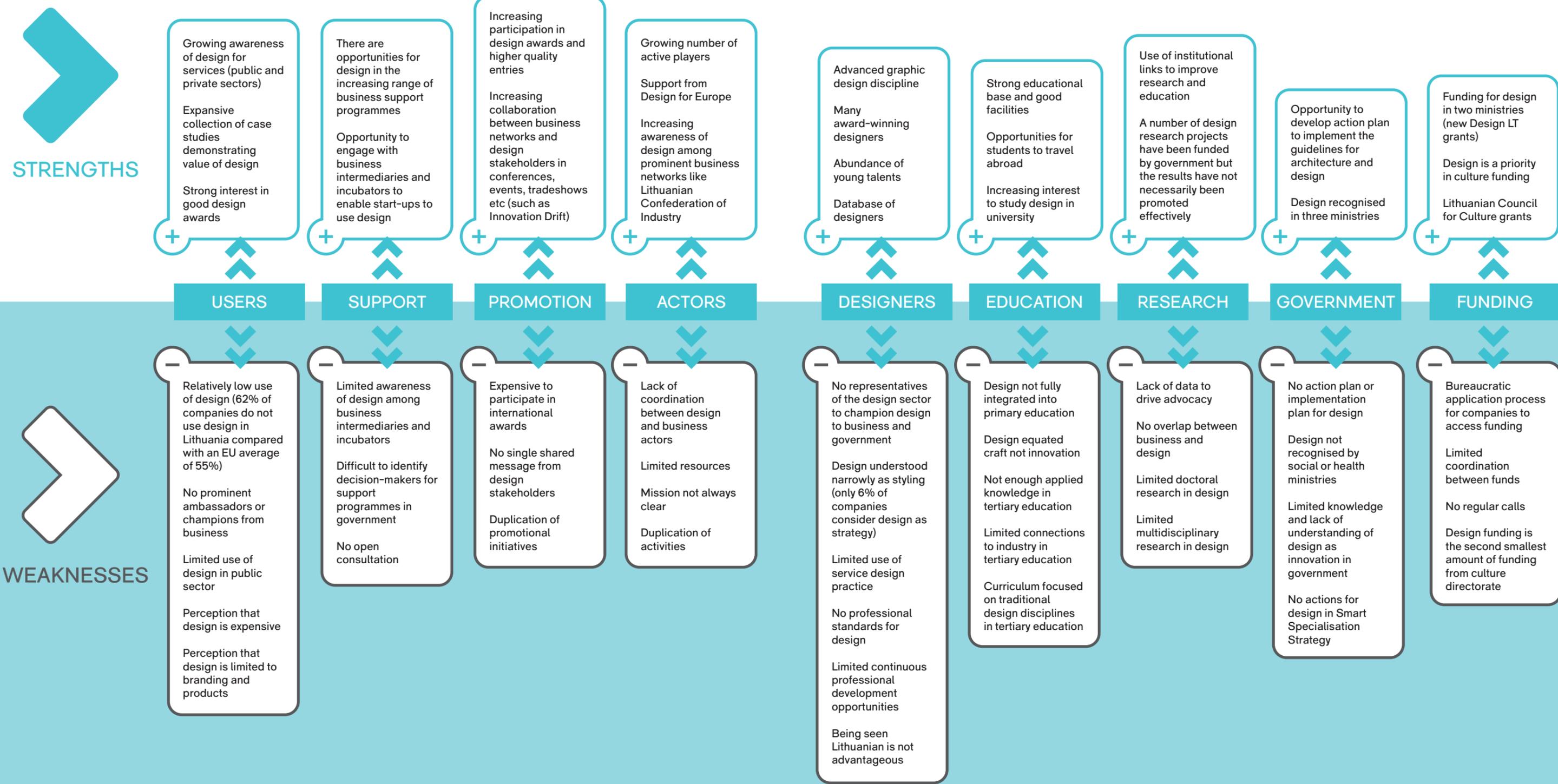
Media

- Interjeras.lt
- Magazine CENTRAS
- www.dizainika.lt
- Magazine 'Mano namai'
- Design for Europe

NGO

- Association of Creative and Cultural Industries
- Lithuanian Design Forum
- Lithuanian Designers' Society
- Lithuanian Graphic Designers Association
- Lithuanian Engineer Industry Association
- Knowledge Economy Forum

EXAMINING THE STRENGTHS AND WEAKNESSES OF THE DESIGN ECOSYSTEM IN LITHUANIA



Policy Actions

Government		
1	Establish a steering group "Design bridge" with a representative from each of the 3 key ministries to monitor implementation of design action plan as well as representatives of design and business	Short Term
2	Develop a three-year Design Action Plan (non-political document) with specific actions for each ministry	Short Term
3	Identify key government sectors and propose actions for how design can achieve those objectives	Short Term
4	Train government officials in design thinking	Short Term
5	Raise awareness of design in public procurement so that the government can 'lead by example' and commission user-friendly solutions	Longer Term
6	Engage with business lobbying and advocacy groups that engage with government to communicate the added value of design	Longer Term
7	Explore new solutions for how government measures the return on investment of design programmes	Longer Term
8	Appoint design managers in various government ministries	Longer Term

Funding		
9	Host pre-launch meetings with ministries on Design LT	Short Term
10	Simplify funding application form for Design LT	Short Term
11	Set up a funding page to enable citizens to donate their 2% GPM for design initiatives	Short Term
12	Map all innovation programmes and embed design in existing programmes to ensure long term funding	Short Term
13	Identify what proportion of funding goes to design and understand the ROI of those interventions	Longer Term
14	Establish public private partnerships in design	Longer Term
15	Crowd funding for design	Longer Term
16	Encourage companies who participate in innovation vouchers and Design LT to apply for Good Design awards	Longer Term

Actors		
17	Establish a steering committee of design actors to provide input for the "Design bridge"	Short Term
18	Map key business associations and identify shared goals	Short Term
19	Establish a formal understanding (Memorandum of Understanding) with the LT Confederation of Industry	Short Term
20	Host a series of informal networking events and debates on key government themes and topics	Longer Term
21	Conduct a feasibility exercise on establishing a design centre	Longer Term

Promotion		
22	Host a joint event between LT Confederation of Industry and LT Design Forum	Short Term
23	Ensure LT Design Week is more business focused through closer links with LT Confederation of Industry	Short Term
24	Create a directory of LT and international speakers on various design topics to present at events	Short Term
25	Map business events	Short Term
26	Engage with business events to have a design speaker	Short Term
27	Introduce a design category to business awards	Short Term
28	Introduce more categories to the Good Design award such as 'public sector'	Short Term
29	Engage with the Ministry of Economy to raise the profile of design in the annual Innovation Drift fair	Short Term
30	Map key contacts in media	Short Term
31	Support media contacts to cover more design features in the printed and online press	Longer Term
32	Engage with the new Design Museum to introduce a virtual design museum experience and shop	Longer Term
33	Engage with the Ministry of Economy to provide grants for designers and businesses to attend world trade fairs	Longer Term
34	Support designers to apply for international design awards	Longer Term
35	Find industry sponsors for a Year of LT Design	Longer Term
36	Find industry/government sponsors for a Lithuanian Design Pavilion at international trade fairs	Longer Term
37	Engage with media contacts to host a TV show on design	Longer Term
38	Encourage companies who participate in innovation vouchers and Design LT to apply for Good Design awards	Longer Term

Support		
39	Host a series of briefings to communicate the added value of design to innovation advisors and scouts	Short Term
40	Provide a series of design training for incubators and innovation advisors	Short Term
41	Integrate design training for incubators and innovation advisors into existing mentoring programmes	Longer Term
42	Conduct a feasibility exercise on creating a Lithuanian Design Bulldozer	Longer term

Users		
43	Collate a set of 10 case studies of design in different sectors to emphasize the economic and social value	Short Term
44	Identify design champions from industries to become ambassadors of design in business	Short Term
45	Conduct a study on the barriers and opportunities to enterprises using design in Lithuania	Longer Term
46	Implement a city-level demonstrator of design for system or societal change (like Design of the Times in the UK)	Longer Term

Designers		
47	Establish a steering committee of design actors to provide input for the "Design bridge"	Short Term
48	Map key business associations and identify shared goals	Short Term
49	Establish a formal understanding (Memorandum of Understanding) with the LT Confederation of Industry	Short Term
50	Host a series of informal networking events and debates on key government themes and topics	Short Term
51	Conduct a feasibility exercise on establishing a design centre	Short Term
52	Engage with the Ministry of Economy to replicate the Design Economy study to establish the value of design to the LT economy	Longer Term
53	Identify international mentors to support the development of design expertise in Lithuania and arrange study visits	Longer Term
54	Coordinate an Open Studio Day to enable businesses and the public to engage with design agencies	Longer Term

Education		
55	Engage with the Ministry of Education to promote the lessons from the education initiative 'Design Recipes'	Short Term
56	Identify and partner with big companies to provide IP, legal, business and financial advice to design students (through Corporate Social Responsibility schemes)	Short Term
57	Host design competitions for primary school children (Olympics for Design)	Short Term
58	Calculate the number of design graduates in LT (undergraduate, postgraduate and doctoral)	Short Term
59	Host design challenges for undergraduate design students to gain multi-disciplinary skills	Longer Term
60	Introduce design and problem-solving to kindergartens	Longer Term
61	Engage with the Ministry of Education to explore vocational training and apprenticeships as an alternative to a tertiary degree in design	Longer Term
62	Provide training for secondary school teachers in design as problem-solving	Longer Term

Research		
63	Explore indicators and methodologies for measuring design	Short Term
64	Engage with National Statistics Office to collect data on design	Short Term
65	Engage with education institutions to introduce sandwich courses for masters courses in industry	Longer Term
66	Engage with education institutions to jointly accredit PhDs with international institutions	Longer Term
67	Conduct research to identify knowledge gaps in design	Longer Term
68	Engage with academic institutions and the Ministry of Education to provide additional funding for design PhDs	Longer Term
69	Establish multidisciplinary research teams within universities between social science and natural science involving design researchers	Longer Term

High Priority

	Action	Stakeholders	Timeframe
1	Establish a steering committee (including representatives of the three key Ministries) to develop, implement and monitor a Design Action Plan for Lithuania.	Lithuanian Design Forum, Ministry of Economy, Ministry of Culture, Ministry of Education and Design for Europe	Q2 2016
2	Map all innovation programs to identify where design might be embedded as an eligible component to ensure long term funding.	Lithuanian Innovation Agency, Lithuania Business Support Agency and Agency for Innovation, technology and Science	Q3 2016
3	Map key business associations and identify shared goals. Establish Memorandums of Understanding and host a series of joint promotional events.	Lithuanian Design Forum and Lithuanian Confederation of Industry	Q3 2016
4	Collate a set of ten case studies of design in different sectors to emphasize the economic and social value and promote to innovation advisors, scouts, intermediaries and incubators.	Lithuanian Design Forum and Lithuanian Innovation Agency	Q4 2016

5	Introduce a design category to business awards. Introduce more categories to the Good Design award such as 'public sector'.	Lithuanian Design Forum	Q1 2017
6	Host a series of seminars on service design (private and public) for designers. Develop a series of continuous professional development opportunities for designers in service design.	Lithuanian Design Forum and Vilnius Academy of Arts	High
7	Improve the database of Lithuanian designers (www.dizainovacija.lt) and provide networking opportunities between enterprises and design agencies.	Lithuanian Design Forum and Lithuanian Graphic Designers Association	Q3 2016
8	Train policy-makers and civil servants in design thinking.	Lithuanian Design Forum	Q1 2017
9	Engage with the Ministry of Education to promote the lessons from the education initiative 'Design Recipes'.	Lithuanian Design Forum and universities	Q2 2017
10	Engage with National Statistics Office to collect data on design.	Lithuanian Design Forum and National Statistics Office	Q2 2017

Conclusion

In some ways Lithuania is ahead of the design curve, in other ways it is lagging behind. For example, the newly implemented Design LT funding, which enables companies to invest around €10,000 in design for the first time is a very positive development. However, the companies that will most benefit from this funding are small and medium-sized enterprises that may find the application process too bureaucratic. It will be intriguing to see in the coming years if Lithuanian enterprises move up the Innobarometer Design Ladder. There are significant opportunities to engage with the Ministry of Economy and Lithuanian Innovation Agency to identify where design could be embedded in existing innovation programmes to leverage greater design performance in businesses. Design can be a difficult concept for governments to grasp. As such, learning by doing can be an advantage. A series of design thinking seminars could be held to stimulate appetite for design solutions in government.

Design policy actions for Lithuania should not necessarily focus on developing a new set of activities rather it should capitalise on the existing infrastructure within the Ecosystem. For example, there are a number of awareness raising activities that can take place with prominent business networks. Design is already a theme (although perhaps under-represented) at the Ministry of Economy's biennial Innovation Drift fair. By teaming up with larger industry bodies, the profile of design could be raised nationally by giving design stakeholders a more significant role within Innovation Drift. Design stakeholders could also engage (and potentially establish memorandums of understanding) with national business associations, such as the Lithuanian Confederation of Industry, to deliver some joint events. It would also appear that there is a significant opportunity with the large number of innovation advisors, scouts, intermediaries and incubators to prepare briefings and training so that small businesses and start-ups are able to take advantage of design.

Lithuania has a vibrant branding and product design scene. However, from the lack of service design entries into the 2016 Good Design Awards, it is clear that there is a lack of competence in service design. By integrating a service design category into the award scheme (for both private and public sector projects) designers will naturally shift attention to this newer discipline. Seminars or more structured continuous professional development opportunities could be provided for designers to embrace service design. Crucially, a priority should be to update the database of Lithuanian designers to enable clients to find an appropriate design expertise. The lack of service design capabilities is also systemic within the education system. It is necessary to return to early years education and re-think how design is taught in schools. This could begin with design competitions for primary school children (such as Olympics for Design). Creating an appreciation for user-friendly design at a young age is important to stimulate demand for design in later life.

Further down the line, it might be possible to identify and engage with big companies to provide intellectual property, legal, business and financial advice to design students through Corporate Social Responsibility schemes.

In short, there are many opportunities to stimulate the supply of and demand for design expertise in Lithuanian. There are some shorter-term wins as well as some longer term systemic ambitions. By developing a small number of design policy actions and appointing a steering committee (with representatives from the three key ministries) to oversee its implementation and monitoring within a few years it would be realistic to expect the performance of the Lithuanian Design Ecosystem to increase.



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