Design as enabler of anticipatory systems: The MakeinProgress case study

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Abstract

In this paper we investigated the relationship between anticipation and design. Through a case study, we analysed the role Design plays among the anticipation processes in regards to the development of a territory. The functional structure of anticipation is based on a three-part scheme: a normal part, a model of the normal part, a steering device able to steer the normal part according to the outcomes of the model. The case study represented the model whereby the possible evolution of the normal part is experienced. The aim was to test whether design could enable anticipatory systems by operating as steering device and by supporting its action through processes of prefiguration, vision and realization. The case study 'MakeinProgress' (MiP) was born from an opportunity in the territory — the architectural recovery of a former "Filanda", funded by local authorities with public financing. The MiP project started as an incubator and then converted with the intervention of design. To convert MiP we applied an action-research approach. In the case of MiP, the local community could be seen as an autopoietic system, whereas the tools, belonging to the Service Design and to the Design for Social Innovation, acted as steering device. The paper presents the process whereby people were enabled to define new job opportunities out of their passions, to exploit the available space to the best of its potential, linking the territory to the national and international circuits. MiP is a concrete demonstration of the possible role of Design among anticipation mechanisms, thanks to the application of Service Design tools. MiP also acts as support for the creation of models to be used to support the public system and governments and to support the community.

Keywords: MakeinProgress, Anticipation, Service Design, Social Innovation.

Theoretical introduction

Futures studies

> When man discovered that there could be yesterday and tomorrow, he had discovered the two Kantian categories of temporal and spatial. These became the tools with which he shaped images of the future, both in another time and in another space (Polak, 1973, p. 3).

Pondering about the future has always been a prerogative of humankind, however a systemic thinking of the future came about between the First and Second World War in response to the need to develop programmes for the war-oriented planning. The purpose of systemic thinking was to analyze the initial conditions to inform decisions for planning a better future for social and economic life.

Further structuring of systemic thinking led to Futures Studies, with the goal of exploring "alternative futures – the possible, the probable, and the preferable" (Bell, 1997, p. 42).

In other words, analyzing various possible futures rather than focusing on a single, inevitable future. Understanding how these scenarios lead to different actions in the present is the purpose that moves this discipline. Below, we will briefly go through the anticipation concept and how it overlaps with design.

Anticipation and Discipline of Anticipation (DoA)

Discipline of Anticipation (DoA) is a sub-discipline of Futures Studies, the simplest and more immediate definition is provided by Roberto Poli: "Anticipation is future-based information acting in the present situation" (Poli, 2010, p. 13). A strong relationship between anticipation and design emerges in this definition. Design is a future-oriented discipline (see "Anticipation and design") and also all efforts to gain knowledge of the future represent a form of anticipation, which thus becomes a pervasive phenomenon in our lives, both consciously and unconsciously. In other words, anticipation "is a way of generating the of necessity imaginary futures on the basis of probabilistic or non-probabilistic thinking in order to understand and act in the present" (Miller et al., 2013, p. 9). Several ways of knowing the future, alias different ways in which anticipation manifests itself, are systematized in the Discipline of Anticipation (DoA).

The DoA addresses the codification of the myriad of systems of anticipation, both conscious and nonconscious. The DoA develops, sorts, and diffuses descriptions of the processes/systems of anticipation or how the later-than-now enters into reality (Miller et al., 2013, p. 3).

The DoA has the merit of bringing the idea of the future into our perception of the present by using it as a means to improve research and how we make sense of the present. Through simulations of the future, the DoA evaluates what the consequences of decisions taken in the present might be.

Anticipation and design

Therefore, expert design operates on two level: on the one hand, day by day and issue by issue, it sustains social actors in the constant co-designing process in which we find ourselves. On the other, it works as a cultural operator, collaborating in the creation of the shared images and stories that underlie a new idea of well-being (Manzini, 2015, p. 204).

Friedman and Stolterman (2011, p. VII) provide a very consistent vision of design: "The urge to design – to consider a situation, imagine a better situation, and act to create that improved situation – goes back to our prehuman ancestor. Making tools helped us to become what we are – design helped us to make us human".

As a strategic problem-solving process as defined by ICSID (World Design Organization, n.d.), design is a future-oriented discipline. What else is in fact the strategy if not a "game that looks to the future – the sequence of actions and feedback, which must be, in some way, discounted to the present?" (Zurlo, 2012, p. 4).

During its evolution, design has guided the changes in the society to which it belongs and made them explicit. Design is therefore closely related to the concept of time, highlighted in the discipline of *Advanced Design* (Celaschi and Celi, 2015) which focuses on the systemic aspect of design and its relationship with time in the long term. This means building a desirable and understandable future, identified before the other possible ones.

Factors such as form, function, value and meaning are integrated within the *Advance Design* in scenarios belonging to the distant future, thus providing the opportunity to position ourselves in a dimension of anticipation (Deserti, 2015, p. 46).

Advance Design therefore has the ability to integrate future within the ideation of new concepts: "The capacity to understand context constraints, strong and polymorphous reframing capabilities and mediation skills" (Celaschi and Celi, 2015, p. 166) are the features that link Advanced Design to Anticipation, and again "More importantly, design also involves the capacity to anticipate the correspondence between theories and models, which can only be verified by experimentation or the actual realisation of the design artefact" (Zamenopoulos and Alexiou, 2007, p. 423).

So, what do Design and Future Studies have in common? The disciplines share their future-oriented approach and use the same key methodology, namely scenario building. "In designing, various scenarios may be built at every stage of decision making; and in futures thinking, scenarios are built upon researches to be employed for altering policies and actions accordingly" (Irmak, 2005, p. 4) (Figure 1).

When concerned with social innovation, Design capitalises on an open and participatory approach, engaging its users directly as co-authors of the processes and goals of the project. By analyzing the structure of an anticipatory system (refer to Poli, 2010, for further details), we note that the simplest system consists of 3 elements "a normal (i.e. not anticipatory) system S, a model M of S, and a steering device D able to steer S according to the outcomes of M".

In a system like this, therefore, the role assumed by the steering device would be to change the trajectory taken by the system in case this one is moving (were to move) from a positive state to a negative one.

The analysis made in this paper concerns the role design plays among the anticipation processes in regards of the development of a territory. Our aim is to test whether design can enable anticipatory systems by operating as a *steering device* (thus means, following the Poli definition, like a device able to put back on course the system if the trajectory is moving towards an undesirable state) and by supporting its action through processes of prefiguration (pre-see), vision (seeing) and realization (to-do) (Zurlo,
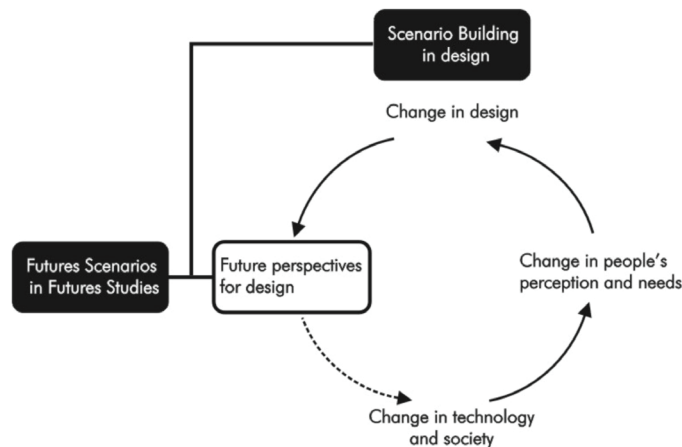

Figure 1. Method of Drawing Future Perspectives in Design. Source: Irmak (2005).

2012). The role of Design, like it will be better described in the next paragraphs, among the anticipation processes, also in the local and territorial development process, is so to make it tangible and visible the output.

If these kind of output are usual policy or marketing plans that not involve the population, in this case through the creation of a demo service it was possible to allow the population test the service before its official launch, allowing moreover to redefine some characteristic of the service and the policy around him (design operated like a physical and proactive *steering device*, allowing to re adjust the trajectory of the process in order to reach a positive state).

Anticipation and design in the recovery of territory

In projects that deal with territorial empowerment and cultural heritage we notice how the 'project anticipation' (Fanzini and Rotaru, 2015) uses some tools from *service design and social innovation* (Manzini, 2015). Specifically, the 'project anticipation' involves three stages: a *foresight*, a *forecast* and a *real anticipation one*[1]. Within the foresight stage the tools used are those suitable to the interpretation of weak signals like *quantitative methods.* In the phase of forecasting some visions are modeled through *participatory practices.* Finally, the last phase, the one strictly linked to anticipation, provides for the *definition of strategies* and the resulting *action plans.*

The foresight and forecasting phases are identified also by Curan in *The Anticipation of Converging Industries: A Concept Applied to Nutraceuticals and Functional Foods* (Curan, 2013). The author describes some main differences between them, as shown in Table 1.

The scenario defined by the analysis of the elements discussed defines the question that moves the entire research: "What is the role played by design among the anticipation processes in regards of the development of a territory?"

The presentation of the case study *MakeinProgress* (*MiP*) (www.makeinprogress.org/wordpress/) is intended to show, in a practical way, how design enables participatory processes.

The idea was to physically anticipate some practices on the territory using an action research method directly in the territory, 'making' a demo service for experimenting with different kind of activities and working areas the idea potentiality.

The make in progress case study

A top-down opportunity: a virtuous public financing mechanism project

The project started within a broader action called 'Distretto Culturale Evoluto (DCE) Monza Brianza', led by the Province of Monza Brianza (www.distrettoculturale.mb.it) with the support of Fondazione Cariplo as part of the 'Distretti Culturali' programme (www.distretticulturali.it). The challenge launched by Fondazione Cariplo was to solicit the restoration of historic-architectural buildings and design activities within them capable of ensuring vitality and sustainability for the future.

The Monza Brianza DCE selected four major buildings: Palazzo Arese Borromeo in Cesano Maderno, Ca' dei Bossi in Biassono, Castello da Corte in Bellusco, Ex Filanda in Sulbiate.

The idea for Sulbiate in particular, considering the former industrial nature of the asset, was to implement a restoration process for the creation of a business incubator.

However, given the reduced effectiveness of business incubators, which can at least be partially ascribed to the global economic crisis and limited public budget, the Monza Brianza Province, the City of Sulbiate and the Monza Brianza Chamber of Commerce have entrusted a review of The Monza Brianza DCE project to the Design Department at the Politecnico di Milano (POLIMI), with the goal of redefining the model of services in a consistent way with the territory and its real potential. A new service model was developed, called: "Innovation and enterprise: the Filanda of Sulbiate as a sustainable recovery site for crafts, renewable energy and new technologies. The model focused on social innovation (Manzini, 2015), cultural entrepreneurship and the 'making' phenomenon (Anderson, 2012). The renewed project was pitched at a regional call, Aster Funding[2], and obtained the required funding. Despite some delay in the initial planning, the restoration works and the project were completed, €1.6 million in funding were invested for the recovery/res-

Table 1. Differences between forecasting and foresight (Curan, 2013).

Forecasting	Foresight
Basic points, topics and research questions have to be clarified in advance.	Basic points, needs and research question are still open and looked for as part of te foresight process.
More quantitative than qualitative.	More qualitative than quantitative.
More result oriented, can also be performed by individual people or in a single studies. Describes future options, result more important than the communication aspects.	Brings people together for discussion about the future and for networking make use of the distributed intelligence.

[1] Fanzini and Rotaru (2015) stated that *Foresight* is the exploratory forecasting activity practiced through scenaristica and the development of action strategies, forecast, is past oriented forecasting activity practiced through the analysis of data and the extrapolation of time series.
[2] Aster Program - Local Development Agreements for Settlement of New Business Activities (http://www.eupolis.regione.lombardia.it/shared/ccurl/716/576/invito_aster_fase1.pdf).

toration of a former Filanda and the implementation of an innovative model of management; all without affecting the municipal financial reserves and creating opportunities for the territory.

Design and anticipation within MiP

The Design Department at POLIMI advised on the MiP project in order to secure the Aster funding. More-over, its promotional strategy facilitated the acceptance of the project by the local community, as Sulbiate is a suburban territory that knew little of the new dynamics of creativity and gave no explicit signs of interest in the issues of the *making*.

Design played a key role through the implementation of various actions in the *MiP* project. In Table 2 the process followed for *MiP* is compared to the method of anticipation in cultural heritage projects[3].

FORESIGHT: Analyzing and reviewing the territory potential and similar projects

In order to define a potential model suitable for the valorization of the specific territory, we started by under-standing the dynamics of similar projects, from a macro to a micro perspective. We analysed national and interna-tional case studies (mapping 19 cases), analysed the terri-tory of Vimercate (quali-quantitative mapping of territorial evidence), identified and enhanced weak signals, and dis-covered talents on the territory (collecting ideas).

Macro analysis: International and national case studies

Nineteen projects, (selected for the good practices demonstrate into the regeneration of territory with the aim of create local development) similar to MiP have been surveyed, both on national or international territory. The purpose of the analysis was to check whether and how Design, social innovation and public policies were going to define a sort of *ecosystem* or *ecology* of innovation, as defined by Manzini and Staszowski (2013).

In these specific contexts the active and involved role of citizens is emphasized where political, social and design innovation creates or is intended to generate new forms of business; a social and responsible business that will set up a model of innovation that Manzini has defined as *resilient innovation* (Manzini, 2015).

Where *social innovation* helps us to determine how we want to live differently, *technical innovation* builds new platforms that allow these possibilities to operate, or cre-ate new tools that enable these possibilities to become real. The *Design innovation,* instead, can contextualize these possibilities and turn them into formats that we can understand and use, building demos of policies, processes and situations. *Business innovation*s can make these for-mats replicable and propagate them to the society, and *policy innovation* can help institutionalize these innova-tions. A complex picture emerged from the 19 projects: 94% of Italian projects make use of public funding and as many as 65% of all projects were born from top/down type activities. 50% of these projects do not continue after they run out of public funding.

It also emerged that Design was more widely used with a technical/instrumental role in building the identi-ty of the initiatives and in their narrative (storytelling), to enable co-design and participatory Design (via Service Design tools) whereas prior analysis and strategic action activities were less frequent. In the few cases where De-sign was explicitly present and used in a transversal way, as in the Sulbiate case, the results of the analysis were: a better definition of the outcomes, and the prevalence of "mixed" processes where, thanks to co-design and partici-pation, bottom-up and top-down processes coexisted and complemented each other.

The model assumed for Sulbiate aimed to overcome the limitations highlighted in our analysis by generating new work and revenue from the management of the as-sets, in search for a resilient innovation model. The model also allowed the creation of stable and participatory net-works in the territory as well as defined a new operative/ associative mode, meaning that projects that used De-sign as a strategic key aspect became more independent from public funding. All of these considerations lead us to

Table 2. Comparison between the process developed in MiP and the Anticipation stages in Cultural Heritage Projects.

MiP Process	Anticipation stage in Cultural Heritage Projects
Analysis and reevaluation of the territory potential and review of similar projects	Foresight stage
Defining a new scenario (from business incubator to Open Lab/Maker Space)	Forecast stage
Anticipating the scenario (*MiP* as Demo Service/Policy)	Anticipation stage
Evaluating the results (People participation and feedback - Action Research Method)	
Defining the sustainability model (making + coworking + food + art + social services)	

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[3] For more details please refer to the section "Anticipation and design in the recovery of territory".

define the model that has been applied to Sulbiate as a *Design driven top-down interaction*[4]: a project in which, given a top-down opportunity (i.e., DCE project for the functionalization of the Filanda), the Design, which played the facilitator role, defined (as bottom-up practice) the conditions under which this opportunity could be taken by the local community, involving them directly in a learning process where some demonstrative activities were tested.

Macro/micro analysis of Vimercate territory

Sulbiate (Wikipedia, 2016; Comune di Sulbiate, n.d.) is a small town of 4000 inhabitants, in a suburban area, with a number of industrial and craft enterprises still easily accessible from the poles of creativity of Milano and Monza and it is close to Vimercate. A quali/quantitative analysis of data provided by the Monza Brianza Chamber of Commerce[5] shows that the territory of Sulbiate and surrounding municipalities are underdeveloped by a manufacturing production point of view, especially when compared to other areas in Brianza such as Monza, Lissone, Seregno and Meda, with over 200 companies/km². This element, combined with the reduced number of new manufacturing enterprises developed in recent years in the territory, the same enterprises that could /should have populated the hypothetical business incubator, led all the stakeholders to reconsider the ongoing model. This is a unique example of local politics, led by the Monza Brianza Province, where overwhelming evidence reshaped an ongoing project, redirecting it from an industrial focus to a viable social business model, which is attractive to new forms of companies and associations.

Micro analysis: identification and enhancement of weak signals

To find local resilience and identify any weak signals, it was decided to start a door to door inquiry sending a simple postcard to all the citizens, as we were for a social and participatory meaning of the project. The basic idea was to enable the majority of citizens to participate by studying a simple and deliberately non-technology tool, easy for all: a card to fill out. Use of cards[6] is common for the management of brainstorming and creative sessions, so we decided to use them for their directness and *anti-technological* qualities, in an era where social relations are often developed on the net. We created 3 slogans/questions deliberately broad and inclusive that called for participation: (i) Do you want a space? Create it!; (ii) Do you know how to do it? Prove it!; (iii) Do you have an idea? Propose it! (Figure 2).

The slogans were on the front of postcards, deliberately allusive and without any detailed indications for the compilation, while at the back there was a simple form to fill out. The distribution among the citizens has taken place by the municipality and the postcards were delivered in random order to the citizens. The Ideas Collection lasted between the 5th and 30th of June 2014. Around 34 ideas have been received:

- 19 proposals submitted by citizens of Sulbiate and neighboring municipalities and associations that already operate in the area;
- 11 project ideas with business proposals;
- 4 cooperation offers by professionals and companies.

The initiative included several communicative actions both on-line (www.makeinprogress.org/raccolta-di-

Figure 2. Make in Progress Postcards.

[4] As Manzini stated in his recent publication: "Even though collaborative organizations have been introduced as bottom-up innovations. That is, innovations (mainly) deriving from actions "from the bottom". A closer observation of their evolution from initial idea towards more mature forms of organization indicates that their possibility of long-term existence, and often even of their start-up, depends on complex mechanisms, and that the initiative taken directly by the people concerned (bottom-up interaction) is always supported by information exchanges with other similar organizations (peer-to-peer interaction) and by different kinds of intervention from institutions, civic organizations or companies (top-down interaction)" (Manzini, 2015, p. 82).

[5] The report "Il sistema imprese Monza-Brianza ed il Distretto di Sulbiate" (*Monza Brianza Industrial System and the Sulbiate District*) was curated by Venanzio Arquilla and Venere Ferraro, Design Department, Politecnico di Milano.

[6] Most famous and diffused ones are: Ideo Method Card (www.designkit.org/methods).

idee) and offline (3 public presentations in Sulbiate and Vimercate) likewise we have provided an online form which had a much lower response compared to the cards. Out of 3000 people reached we received 34 different and interesting proposals, and among those 10 people have emerged spontaneously from the start, more than 60 people were involved in the collection of ideas and approximately 200 joined events and workshops. With the belief, later confirmed, that active participation and physical presence facilitates the processes of interaction and exchange, we brought together all participants in a *workshop for the discussion and planning of the development of ideas*. Ideas have emerged in different areas: food production and food culture; training and educational initiatives; fabbing and tinkering; art and culture; services and volunteering activities; crafts design and prototyping. The participants were gathered on the basis of the thematic areas and a discussion of the development of the individual areas and projects has been activated. This activity revealed several people with great potential and resilience with whom we never had the opportunity to collaborate before.

For instance, Vénera, an Albanian artist whose work was exhibited at the Venice Biennale and who lives near the Filanda, Alessandro, a communicator interested in food, Virgilio, former manager of a local IT company in pre-retirement, Alberto, creative designer interested in self-production and creative recycling, Francesco, designer interested in Making, Enrico, internationally renowned photojournalist who lives in Sulbiate, Riccardo, an expert on new technologies and augmented reality, Nicola, musician and avid blogger expert in food.

These people (hence the Work Group) were set at the center of the project. Some of them came under the category of NEET[7] and saw possible job opportunities in the Filanda, others, guided by their passion, wanted a place to do what they love and share it with others. Everyone was responsible for the area under their competences. The designers, Francesco and Alberto, were specifically trained to manage the Makerspace by WeMake (a leading Fablab in Milan) which have organized some technical workshops also offered to citizens. Venera and Enrico were able to use their experience to serve the community by simulating some training activities through some workshops. All contributed to the development of the management model and of the activities under the supervision of the Design Department at POLIMI. This process has been one of training on the job and learning by doing, where everyone became more aware of their own means and has learnt new skills to work in teams.

FORECAST: Defining a new scenario, from business incubator to Open Lab/Makerspace

What emerged from the stage of foresight was the need to redirect the project in response to the needs of the local area and its identified talents. What is therefore the new scenario? The idea of putting a makerspace in this municipality aims to enable social cohesion through diversified production experiences, both individual and collective, which act as enterprise generators with a social purpose.

Making, in accordance with the definition of FabLand (Bianchini *et al.*, 2014, p. 10), is seen as a tool to create on different levels:

(1) Not only economical value but also cultural, social and environmental in relation to the territorial own capital;

(2) Enabling local communities and activating learning processes;

(3) Bring together citizens and local policymakers to define new policies related to specific problems.

The challenge proposed to us as designers was: What kind of open Lab (Ibert, 2015) / maker space (Menichinelli, 2016) could work in this territory? Who are the potential users?

To answer these questions, we have therefore tried to create a "what-if" like situation to put in place a real anticipation process.

Anticipation: Anticipating the scenario (MakeinProgress as "demo service")

While the renovations were made to the Filanda site, the project MiP was conceived as a series of activities and actions of high social impact in order to:
• involve the productive community of the territory;
• connect to the creative networks in Milan and to the productive platforms of the Brianza industrial district;
• better define the design and business model of the Filanda by linking it to the making and fabbing enhancing the local resources that have emerged.

A demo-service or a demo-policy was configured so far on three different levels:
(i) Re-functionalization of Sulbiate Civic Center
(ii) Experimentation and cultural dissemination/ Workshop for citizenship
(iii) Territorial Networking/Special Projects

Re-functionalization of Sulbiate Civic Center

The stage of prototyping of the demo-service, once collected all the proposal and the various ideas, saw the re-functionalization/hacking of a space in which start working really on the activities. We identified a space used as a meeting center for various local associations annexed to the town library that, as many spaces of this kind in Italy, lacked spatial and environmental design quality. This space became an opportunity for the citizens and the council: it became a shared and active social network where various activities were able to coexist and a new space management mode was set. The same associations were involved and benefited of the *re-design* and *re-configuration* of the co-working space and meeting rooms. Through a participatory process most of the tables were replaced with new technical planes, the space assumed new chromatic solutions and different elements of modular furniture were self-built and used for it, even after the end of the initiative, as

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[7] As defined by the EU the NEET are people "Not (engaged) in Education, Employment or Training" (Eurostat, 2015).

a sign that a new social commitment was triggered by *MiP*. The space was used for various activities, such as co-working, training, seminars and exhibitions. The basement area of the building was also *re-functionalized*, a room used for DiY nativities made by citizens, was boosted with minimal instrumental equipment turning it into a mini-FabLab (temporary makerspace) in which you can do:

- Small making and fabbing activities, experimental for the Filanda, with the introduction of machines for digital fabrication;
- Activities that are useful for citizens and associations e.g., temporary bicycle cooperative, repairing of objects.

In compliance with the hands-on style we organized two specific workshops to hack the space: a painting one and a self-construction of the furnishings one, in collaboration with the Arrangements Laboratory of Politecnico di Milano. The workshops involved the active participation of the Work Group and other citizens all motivated by curiosity and desire to experiment. The space was used as a temporarily coworking by the Work Group, as lab for the making during activities and events and it has seen a more enhanced use by the associations themselves (Figure 3).

Experimentation and cultural dissemination/ Workshop for citizens

In order to make the citizenship closer to the issues of the future Filanda and to give to the Work Group the possibility to experiment and to train themselves some workshops were realized, some directed by the Work Group (Art and Photography), other directed by guest experts (We-Make and Tecnificio): Interactive lamp with Arduino, Experimental art, Photography, Upcycling 2D, Digital fabrication.

The topics were of great interest to the locals. Each workshop was attended by about 20 people, reaching approximately 200 participants in total. With this initiative it was possible to explore the territory and gain valuable insight for the development of the business model. For example, we found prominent interest for artistic experimentation, which had not been imagined at the beginning as possible area to be developed (Figure 4).

Territorial Networking/Special Projects

Several other initiatives were activated at the same time in the territory. For instance, an experimenting activity about art and making emerged among primary and middle school children of Sulbiate. It involved over 100 children and 3 teachers, counted a total of 10 days of training and experimentation, resulting in a final exhibition of the products realized. Other important activities included one with the association '*Asparago rosa di Mezzago*', a contest themed around the pink asparagus variety, and another realized in association with the '*Milano Rugby Festival*' which involved the digital manufacture of trophies by the Work Group (Figure 5).

Anticipation: Evaluate the results (people participation and feedback) to redefine the scenario (action research method)

The demo-experience final stage was the identification and evaluation of the achieved results:

(i) Thanks to the analysis of the territory and of similar projects we understood how a business incubator in Sulbiate was an ill-suited idea. We reacted by changing the direction of the project towards the creation of a cultural hub that will create social business in the territory.

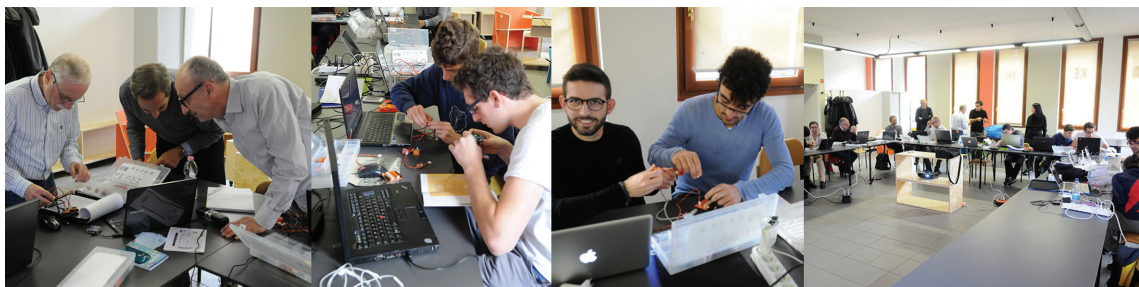**Figure 3.** Re-functionalization of Sulbiate Civic Center Moments.

Figure 4. Experimentation and cultural dissemination. Workshop for citizens Moments.

Figure 5. Territorial Networking. Special Projects Moments.

(ii) The success obtained with artistic experimentation workshops revealed a latent artistic demand by part of the territory. Therefore, we expanded on the initial idea of having a simple exhibition area – developed in the first stage of the project – by converting it to an area for artistic experimentation activities and provision of social services.

(iii) The Work Group, motivated and trained by this experience, has created an independent association: "MiP-MakeinProgress" (bottom up process).

A group of citizens has been activated and enabled to start its own social business activity. The '*MakeinProgress-Verso la Filanda*' found its continuation and became real with the creation of the association "MiP-MakeinProgress" a real APS (Social Promotion Association). The business opportunity of *MiP* was born from the combination of top-down policies (i.e.; the recovery and functionalization of the Filanda) with bottom-up policies that saw as their goal the discovery of talents, the local activation, creation of new jobs and the reevaluation of the territory.

The business idea of *MiP* is based on a new model of enterprise that is able to generate business, social business, through the direct management of the spaces belonging to the community. The model that the project aims to create and diffuse is *horizontal*. The heterogeneity of the components are used as a competitive bonus and the creative energy of each component is coordinated without hierarchical organization. The project was born in the Monza Brianza Province and exploits the ability to manage the space of the Filanda. The goal is to nurture the growth of innovative ideas through new processes of contamination between art, design, making, crafts, media and food, as well as to trigger the generation/regeneration of new forms of production and businesses, activate competences in collaboration with local companies, craftsmen and institutions through advice exchange and mentorship for the realization of projects in order to enhance the micro-business and craft activities on the territory.

Anticipation: Redefining sustainability model (making + cowo + food + art + social services)

MiP as mentioned, is a project that aims to bring innovation in the territory of Sulbiate and neighboring communities through various activities, which will be fur-

ther analyzed in the following paragraph, related to the art world, making, training, food and shared workspaces. Besides these innovations *MiP* is an innovative business model which plans to generate employment by the management of the space and its services. Compared to the traditional management model of the FabLab (Menichinelli, 2016), *MiP* offers a mixed and integrated model of services, where the making is not the end but the glue of the activities of the generated processes. *MiP* has generated a possible bottom-up management model that defines new social innovation practices related to making activities and create a new awareness on the territory, enabling new forms of enterprise and participation.

The main limitation of the whole operation was the allocation of the space, that structured as a public call for tender, it needs for immediate economic sustainability and structuring of those involved. This limit in the case of *MiP* turned into opportunity.

Important subjects working in the Sulbiate area joined the project and contributed to the development of a sustainable business model where the activities covered by *MiP*, are added activities related to the theatre, thanks to the work of *Associazione DelleAli* (http://www.delleali.it/), and activities related to the third sector, with special attention to work, thanks to the participation of the *Consorzio Comunità Brianza* (http://www.comunitamonzabrianza.it/) which will open a job help-desk in the Filanda over to a female co-working and some services for children.

Conclusion

The anticipatory process held within *MiP* sums up in itself the attributes of both the forecasting and foresight processes identified by Curan (2013).

In this perspective, the project, atypical compared to other Italian and European situation, has proven to be an *experimental*, *innovative* and *open* one.

Experimental because it proposed a new collaborative way of doing activities in a space with a great architectural and functional value that has the ambition of becoming a reference point for a territory as vast as the Vimercate one.

Innovative from different points of view:

Development and financing: The project was born inside the Monza Brianza "Distretto Culturale Evoluto", the restoration/recovery of the Filanda has been fully funded

by Fondazione Cariplo e Regione Lombardia, with a group that had as leader the Monza Brianza Province, the Council of Sulbiate and Chamber of Commerce of Monza and Brianza which has provided the technological equipment.

Territory and talents: With the scientific and operational support of the Design Department of Politecnico di Milano and POLI.design, during the restoration, experimental actions have been launched, called *MiP*, involving the citizens and local actors, bringing out different talents, demonstrating a great resilience of the territory.

Management: The great challenge of the project was the "management" and in the implementation of a planned activities model that revolved around Making, Food, Art, Theatre and services. The strong idea behind the project involved the creation of new local jobs starting precisely with the management. The associations *Consorzio Comunità Brianza* and *Associazione delleAli* will support and will work with the group originated from *MiP*.

The project was therefore *open* to all contributions stemming locally or from elsewhere, with the ambition to link the local community to the creative and cultural national and international circuits.

The main open issue of the project was the financial sustainability during the time of the initiative. Usually, as seen in the case studies, and as it's apparent in one voice on the reflections related to the business model of maker space and Fab Lab (Menichinelli, 2016), when initiatives are linked to public funding, they struggle to find sustainability ex-post. In this case however the experimentation, through Design practices and actions and Anticipation approache (the demo service), allowed the creation of a new working group that generated a new social enterprise in-itinere. This is an achievement that differentiates this project to other initiatives born with the same prerequisites and similar conditions. We will assess ex-post how this new venture – which found dormant resources and talents in the territory, showing a kind of evolved resilience – will build a model of sustainability through the management of the premises.

The great challenge was therefore linked to the limits of the process. Can a complex services system (a services ecosystem formed shaped on the needs and hidden skills of the territory) characterized by a great social impact survive, grow and evolve in a peripheral context? Does it propose a new way to address the issues related to the enhancement and regeneration of public goods and social activation? The conditions of the project make it a national and even international unique example; a top-down action financed by the public with a substantial capital that enabled the creation of the infrastructures (space and equipment), then a service design and social innovation action has activated the bottom-up part (the discovery and exploitation of talents, the definition of the business model, the creation of local and social networks). Are these condition somewhat replicable? Will it be possible to derive new policies and tools to apply in other contexts? The MiP case study create therefore a model that could provide a new path for local, national and international policies. We want to inspire policies (Mortati *et al.*, 2016) that activate and enable citizens to grow and construct specific models of sustainability, as opposed to just support initiatives as

long as they are fashionable. As Bason (2014, p. 4) states and the MiP case demonstrate:

- Design offers a different approach to the task of understanding public problems [...];
- The emergent and more collaborative aspects of design suggest that policy options could be increasingly co-designed through an interplay between policymakers at different levels of the governance system, interest and lobby groups, external experts and, not least, end-users such as citizens or business representatives themselves [...];
- Design offers the devices – concepts, identities, graphics, products, service templates, system maps – that can help give form and shape to policy in practice [...].

In conclusion, to answer the question at the beginning of this paper: "What is the role played by design among the anticipation processes in regards of the development of a territory?" We can say, integrating the Manzini (2015) reflection on Design and the Anticipatory culture proposed by Poli (2010), that design can enable anticipatory processes operating as steering device, making things visible and tangible, possible and probable, effective and full of meaning.

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