Design for Business. Designing Demand and Other *emda* products for Design and Innovation

A report prepared for *emda*

PACEC – Public and Corporate Economic Consultants

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1   Introduction

1.1   In conjunction with the research on design needs of businesses in the region and the design support available, including the development of the potential Designing Demand service, this paper considers the relationship of the latter with the other main products for design / innovation offered by *emda* with its partners.

1.2   It is planned that the proposed Designing Demand service will potentially offer two main elements to start-ups, micros, and SMEs across all sectors, ie business workshops to raise awareness of the benefits and value of design and design advice, as formal design support, and the provision of information through Generate.

1.3   Generate will help bridge the gaps identified in the *emda* research between businesses design needs and the design support that is available (as referred to above). Generate will provide companies with up to five days consultancy support from a Design Associate, that will work with them to explore potential design opportunities within their business, and help them select, brief and work with a design company to delivery a successful solution.

1.4   The purpose of this paper is to examine the relationships between Designing Demand and other *emda* design / innovation services and how it can be integrated with these services, ie the Manufacturing Advisory Service (MAS), the High Growth services, and the i-Nets that are the main delivery vehicle of the Regional Innovation Strategy (RIS). The paper covers:

   a   What each service offers with the design element

   b   Steps to forge integration of the products through:
   - The customer journey – how the client will 'move' (be referred) from each product, to the Designing Demand programme, and back again
   - How Designing Demand will be 'brokered' to
   - What types of customer the other products are dealing with, and how these fit with the Designing Demand service
   - What needs to be done to raise the awareness of the Designing Demand programme with each product

2   The Current Offer of Other Services

2.1   Figure 1 below shows the broad aims of other services, their sectors, size of businesses, the nature of services and the delivery partners. The focus of the sectors is narrower than Designing Demand, eg manufacturing, growth sectors or i-Net sectors. The design support as part of these services is just part of the offer for MAS (ie within manufacturing), part of the High Growth services and part of the broader

innovation service for i-Nets. Hence Designing Demand offers a specialist service within this context and across all sectors, many of which may lie outside the remit of the other services.

Figure 1   The Current Offers

Services	MAS	High Growth East Midlands Growth Readiness: Continued High Growth	I-nets
Aims	Improving the business bottom line: efficiency, productivity, organisational effectiveness, solving problems	Stimulate growth and build on existing growth	Stimulate business innovation, product ideas and exploitation for growth
Sectors	Manufacturing – all sectors (especially with i-net sectors)	All (but high-growth businesses)	Food / drink Health / biosciences Transport Sustainable construction
Size of Business	SMEs	SMEs	SMEs – all
Services	Diagnostics / advice for solutions Design workshops (Product concept reviews and production plans) Design consulting Helpline Supply chain support Events Best practice visits	Diagnostics / intensive support for growth in aspiring and growing companies Coaching Growth fund Elite networks Events Show casing Awards High quality innovation	Physical hub(s) Grants for innovation (SMEs to £10k) Advice for innovation Collaboration Events Networking Case studies
Partners / Delivery	PERA / DMU	PERA Momenta Nottingham University	i-Net delivery organisations and partners: • Medilink East Midlands • Food and Drink Forum (with universities) • Northampton University (with BRE and others) • Loughborough University (with consultants)

3   The Customer Journey

3.1   Clients potentially "enter" the service through several routes: Business Link East Midlands IDB service, through events, advisers, referrals, following publicity, and through informal referrals (eg other businesses).

3.2   At the outset all *emda* staff for MAS, High Growth and the i-nets need to be familiar with Designing Demand as do their delivery partners and key advisers.
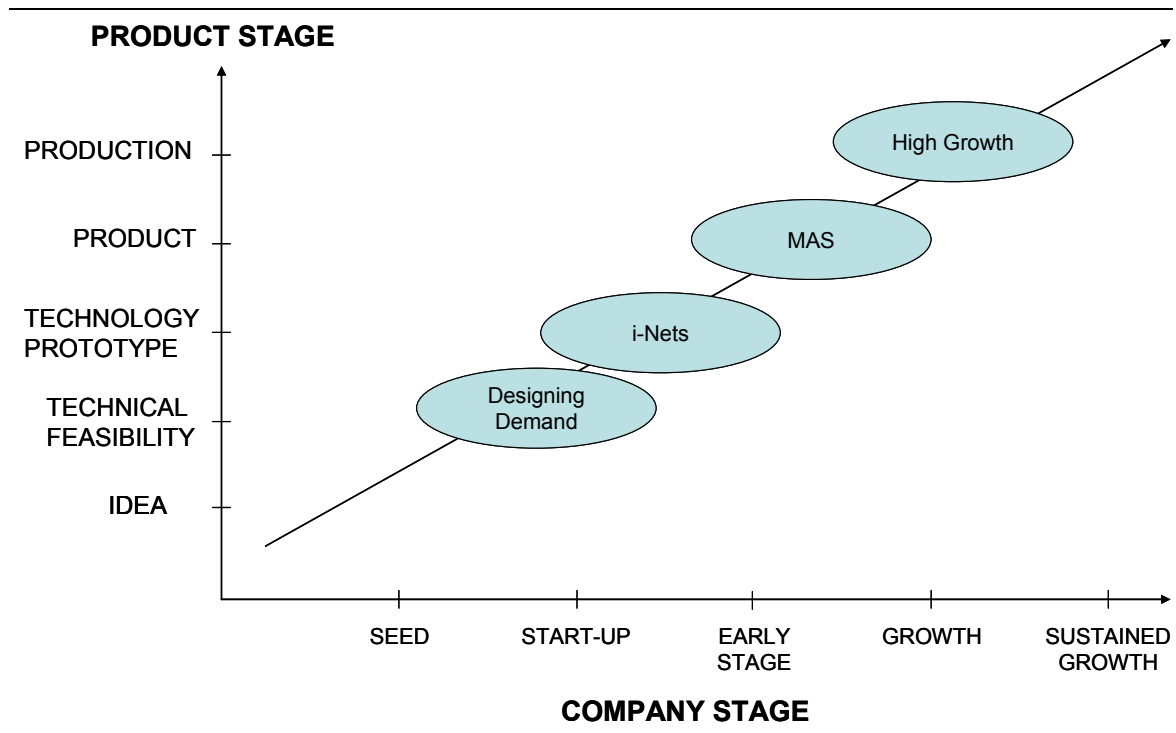
3.3   Figure 2 below shows the potential route as to how customers may move to and from Designing Demand. This will help to ensure that needs can be both picked up and developed.

Figure 2   Moving to and from Designing Demand

Moving to Designing Demand	Moving from Designing Demand
MAS: • Main services: at the point where design support is required as part of a solution • Design service: where additional or specialist support may be required following workshops and related to product concept reviews and consultancy support	MAS: • Main service: where specialist prototype, product development, and / or exploitation advice is required • Design service: where additional or specialist manufacturing design support is required
High Growth: • Where design support is required	High Growth: • Where advice in using the outputs of the Designing Demand for growth readiness or continued growth is required
i-nets: • Where additional or specialist design support is required within the innovation process (eg advice or in parallel with the £10k grant)	i-nets: • Where advice on using the outputs of Designing Demand as part of the whole innovation process is required

3.4   Given this arrangement the services can be seen as part of a design funding ladder. See Figure 3 below. This shows the product development stage and the company stage.

Figure 3   EMDA. Design / Innovation Support Ladder

PRODUCT STAGE

PRODUCTION

PRODUCT

TECHNOLOGY
PROTOTYPE

TECHNICAL
FEASIBILITY

IDEA

High Growth

MAS

i-Nets

Designing
Demand

SEED   START-UP   EARLY
STAGE   GROWTH   SUSTAINED
GROWTH

COMPANY STAGE

4   How designing Demand will be Brokered To

4.1   Apart from the Business Link IDB service, Designing Demand will need to be positively brokered to by the *emda* delivery partners for MAS, High Growth, and the i-nets and the core staff and advisers. The key stages in the process where advice is given will be important.   The focus will be on the target sectors for MAS (ie manufacturing and the i-net sectors) and the four main i-net sectors (food and drink, health and bioscience, transport, and construction).

5   The Types of Customers

5.1   See Figure 1 above. All services focus on SMEs.   However, there are sector differences between the services as follows:

- MAS. Manufacturing (especially the i-net sectors of food and drink, transport, and any manufacturing re health, bioscience, and sustainable construction)
- High Growth: businesses with ambitious growth plans and/or seeking to continue / sustain their high growth
- i-nets: sectors and their clusters (eg supply chain) re food and drink, transport, health / bioscience and sustainable construction

5.2   Designing Demand is available for all sectors, many of which lie outside the core sectors for the other services, which ensures that any potential overlap will be minimised. Where design / innovation forms part of the MAS, High Growth and i-net services cross referral needs to take place when additional or specialist design

support is required and/or to exploit the design outputs through innovation, commercialisation or manufacturing.

6   Raising Awareness Across the Services

6.1   Several steps are suggested here:

      a   Preparation of Designing Demand specification, brochure, practice manual showing the inter-service linkages (hard copy, electronic, website)

      b   Briefing for all delivery partners and their activities

      c   Developing best practice referral case studies for partners and advisers

      d   Developing case studies / brochures on the benefits of the designing Demand services

6.2   Setting up a cross product liaison and referral team at *emda* to ensure the product fit and develop best practice.