

EHDM MILAN WORKSHOP



ORGANISATION

European House of Design
Management

LOCATION

Milan, Italy

DATE

15 April 2013

THE EHDM MILAN WORKSHOP WAS THE SECOND OF THE EHDM WORKSHOP SERIES AND THE FIRST OF THE SECTORIAL WORKSHOPS, AIMED TO IDENTIFY BARRIERS FOR THE IMPLEMENTATION OF DESIGN MANAGEMENT IN THE PUBLIC SECTOR, FOCUSING ON THE TRANSPORT SECTOR.

THE DAY

The day was introduced and facilitated by Michael Thomson. Steinar Valade-Amland from Danish Designers introduced the EHDM project, its aims and objectives and our thinking so far. Throughout the day there were 3 presentations focused on design management, from a private sector, public sector and academic perspective.

After the first 2 presentations, regarding private and public sector case studies, the attendees were given the opportunity to provide their first impressions on design management. After a short break the day then continued with an academic view on design management in SME companies.

After concluding the final presentation of the day, the attendees were asked to identify the current and future challenges and barriers for the implementation of design management from their experience in the public sector. For this activity, the participants were arranged in teams of different backgrounds to achieve a cross-section of the sustainable mobility sector. Each team presented their 5 identified challenges back to the group, after which an open discussion took place.

The day was concluded with a summary of the outcomes and a thank-you from the EHDM Milan workshops host: Chiara Zigliani from Innovhub.

PRESENTATIONS

Presentation 1 - Design Leadership. Presented by: Raymond Turner.

In this presentation Raymond Turner, independent design leadership and management strategist based in Dublin, Ireland, introduced design management to the public sector attendees through a series of examples such as the Heathrow Express, Galway City Centre and the Eurotunnel.

The main project in the presentation was the development of London Heathrow Terminal 5, a major design management project he undertook whilst Design Director at BAA in the UK. Crucial elements of this presentation were the customer journey, vision and design strategy.

Presentation 2 - Tallinn Transport. Presented by: Kristi Rummel.

The second presentation of the day concerned a transport project in the public sector on a much smaller scale. During this presentation Kristi Rummel, Design Manager of Tallinn Transport, Estonia, took the attendees through the process of applying design management to an existing situation.

Sustainability, communication and accessibility were the main focus points of the presentation. The key outcome being that smaller projects, carried out by design managers without extended experience can be just as successful as big scale projects – and even get international recognition by winning a Design Management Europe award!

Presentation 3 - Design as a Driver of Change. Presented by: Professor Claudia Acklin.

In the final presentation of the workshop day Professor Claudia Acklin, Head of research group Design and Management at the Lucerne School of Art and Design, introduced her personal research into absorption of design management by SMEs, from an academic perspective.

Core elements of the presentation were the culture clash, the process of introducing design management and a vision for the future.

MAIN FINDINGS

The main challenges identified during the EHDM Sustainable Mobility workshop in Milan were:

A. Knowledge and information sharing. It appears difficult to share knowledge and information between different public sector organisations as well as varying levels within an organisation.

Public sector organisations, in particular in Italy, are not capable of looking past their own activities and see the value of sharing knowledge. Often, this is a direct result of bad coordination.

It was suggested that there are varying silos within the public sector and that, within those silos, little gardens exist that are a private territory, highly resistant to collaboration or contributions by others.

B. Cyclicity. One of the major challenges for implementing design management in the public sector is cyclicity, also previously pointed out during the workshop in London. In politics there are classic periods in which a party/person can initiate developments. However, as soon as the reign of this party/person is finished, there is a big risk of the project being stopped and not completed.

C. Evidence of Design & Design Management. In order to convince public sector organisations to implement design management methodologies, they will need to be convinced by evidence of ROI. Case studies and pilot projects are seen as a ways of evidencing design and design management, however, it is very important that the examples are relevant to geographic area, project scale and industry.



D. Understanding the process. There is limited understanding of design and design management processes in the public sector. Instead of seeing design management as a radical method of running a project, a gradual increase in project size/risk should be stimulated – starting small and increase the size of projects once the smaller project has provided evidence of success.

E. No competition. Within the public sector there is no competition, which results in power-positions for the government.

For example, if a train service is poorly run and there is no alternative way to reach the destination, citizens will have to make the best of a bad situation. A lack of competition leaves citizens powerless to enforce change.