

# IGNITING SOCIAL ENTERPRISE

WORLD DESIGN FORUM ON SOCIAL INNOVATION

**REPORT 2012**

3<sup>RD</sup> WORLD DESIGN FORUM

FRIDAY OCTOBER 19<sup>TH</sup> 2012

KLOKGEBOUW, STRIJP 5, EINDHOVEN

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## WDF 2012 FINAL REPORT BY JOHN THACKARA

A huge amount of creativity is emerging as citizens figure out new ways to meet daily life needs - from clothing and food, to shelter, care and learning. At a local level, these efforts are clustering in wide variety of social micro-economies in which people share skills, time, and resources. There's an emphasis on collaboration and sharing; on person-to-person interactions; on the care and maintenance of existing assets. The main driver of all this social activity is necessity.

Social design, in this context, is not about designers telling other people how to live. It's about the co-creation of tools and enabling platforms that make it easier for people to share resources - such as energy, matter, time, skill, software, space, or food. Design, in this context, is more tactical than strategic. Grand visions for new systems are an important part of the mix - but so, too, is nurturing a continuous wave of small adjustments.

World Design Forum 2012 built on questions raised at the event in 2011 when our focus was 'Care'. We learned, at that earlier event, that health and well being are not something you 'deliver', like a pizza. The delivery metaphor - in which health is produced by one set of people (the professionals) for another (their customers) - is being replaced by collaborative and networked models of community-based health and prevention. We were reminded, in 2011, that 95 percent of person-to-person care already happens outside the bio-medical system. Millions of people look after friends and loved ones who have dementia, for example; if their time was billed at the minimum wage, the informal, unpaid care economy would be as big as GDP. The head of the second largest insurer in The Netherlands confirmed that, in future, financial resources would be redirected upstream, to this social ecosystem of care, and away from the doctor-focused, pay-per-procedure, treat-the-symptoms-not-the-causes, system we have now.

This year's WDF, building on those lessons, looked at the broader role of social innovation in creating local, living economies from the ground up. The half-day event was organised around three themes. Theme 1 was co-creation. Our speakers explored new ways to

understand and describe social needs, and how to enable grass roots people to express their demands effectively using new tools and platforms. It emerged that shared values and trust are as important as rules and structures in nurturing dialogue between individual citizens and large institutions - such as the city, or the state. There is a shift from hierarchy to horizontality. Closed and rules-based organizations are being replaced by networks and service ecologies.

Our second theme was social learning, and the tools and skills we needed if communities are to share valuable knowledge more effectively. A key issue to emerge here was assessment and quality control: Learning today happens everywhere, not just in the classroom - but it's often difficult to get recognition for skills and achievements that happen outside school or college. As a platform, Mozilla's Open Badges makes it easy for anyone to issue, earn and display badges across the web through a shared infrastructure that's free and open to all.

Our third and final theme was ignition. We explored how to manage organic, incremental social development, over a long time period, in ways that enable a variety of different stakeholders to participate as co-owners of the process. We also discussed the relationship between small projects & big systems, and looked at issues to do with scale, propagation, and the multiplication of successful models.

Money, we concluded, is only part of the picture. Support and co-ordination - 'stewardship' - are just as important. The social economy, we learned, is a complex landscape of services, relationships, and physical spaces; the city or city region is the optimal scale at which to look after this ecosystem. There are three ways that the city, as a 'living laboratory', can act: it can scout continuously for outliers and shadow networks where new opportunities may be emerging; it can be the trusted public form where connections are made; and it can support the putting together of 'constellations' that will make new social activities happen.

Quantity matters as well as quality. Good ideas for social change are important - but so, too, are methods - such as franchising - that enable tried-and-tested products, and operational platforms that are proven to work, grow. It was pointed out that around 90% of new franchise businesses are still operating after five years, compared with 30 percent of other types of business start-ups. Being original - being 'innovative' - is only part of the story. (This writer likes to cite the Mayor's Office for Film and Television, in New York, as a model that cities could adapt for the social economy. A Mayor's Office for Social Innovation would continuously evaluate and map existing assets in the region - projects, places, individuals; it would talent-spot emerging solutions and innovators; it would connect and support emerging projects).

The biggest challenges we face - and the biggest opportunities - involve the creation of value without destroying natural and social assets. Think about the food systems of a city; the restoration of a river; the management of informal markets; the care of older people. Such challenges cannot successfully be addressed without the engagement of all the actors concerned. A variety of different stakeholders - formal and informal, big and small - need to work together. The process by which such different people and groups are enabled to work together is itself an important design priority - and a possible theme for a future WDF.

**John Thackara**



## IGNITING SOCIAL ENTERPRISE REVIEW

### Introduction

The 2012 Dutch Design Week opens with the third World Design Forum, a platform where leaders and thinkers from a range of disciplines come together to discuss and explore possible solutions that design may offer to help society deal with some of the pressures it is facing today. Guests and participants are welcomed to a new location, the former industrial site of the Klokgebouw building, by the Forum's moderator, John Thackara.

Thackara kicks off the proceedings with a short introduction on the themes to be explored in today's conference and the methods that will be featured. The aim of the day is to look at new kinds of social creativity and social enterprise that are emerging in response to the demands of our times. The unit of investigation will be the city; the city as a microcosm or laboratory for social change. The day will be constructed around three themes: co-creation, social learning, and finally, ignition. By studying a number of cases grouped around these themes we hope to find some suggestions for the role design and innovation may play in 'creating local, living economies from the ground up'.

We are living in a time of social and economic upheaval and it feels as if change is in the air. The old institutions are no longer serving the people living today; they were set up during the industrial age and reflect the values that were current at the time. In addition they are under increasing financial pressure. What can we do to bring society and its institutions back in line? How to spark a new sense of connectivity? How can today's generation reclaim the institutions for itself? How to ignite social enterprise? People from many different backgrounds are currently looking for ways to do more, to improve and bring about change, often with fewer resources, but for the most part with more people involved, both individually and in groups.

How to spark a new sense of connectivity?  
How can today's generation reclaim  
the institutions for itself?  
How to ignite social enterprise?

The Eindhoven Alderman Mary-Ann Schreurs is here to ask the central question from which we will depart. Our keynote speakers, Theo Camps and Caroline Hummels, will be connecting the issues and drawing the organizational and sociological framework for the myriad of cases and approaches we will be tackling today. In the final round-table discussion we hope to be able to come to a viable set of reference points that the Alderman, and ultimately others as well, could use in reshaping the way the city is organized.

#### **The city as a living lab and the role of design an interview with Mary-Ann Schreurs**

As the Eindhoven Alderman for Innovation, Culture and Public Space, Mary-Ann Schreurs is faced with many of the issues referred to here. Among her responsibilities are setting up an innovation policy for Eindhoven that is in line with its ambition to be the world's best high-tech and innovation region, using the city's public space as a living laboratory to serve as an example internationally, and strengthening the position of design and designers in Eindhoven.

Eindhoven used to be an important industrial city but there has been a shift towards innovation and sustainability. 'We are moving towards a transformational economy. Making things that will have sustainable value in the lives of people,' says Schreurs. In this sense she considers Eindhoven lucky, because being part of this innovative process of making things that matter makes people happy. The focus is on value, that is what people's lives are about, not money. This is not to say that the city is no longer interested in money, but it is making money by doing the right thing. The priorities for innovation are care, education, sustainability and participation, in that order,

but in the end these are all connected. Schreurs takes the subject of 'care' as her leading example before she phrases her question.

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happy to be able to 'do their own thing';  
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well-being.

The responsibility for care has been divided up, with separate parties (local community, local government, national government) providing different aspects of care, when in fact it is an integrated system that is connected to every person's life on many levels. What Schreurs and the government want is to begin co-creating care with the end-users, to come to a 'made-to-measure' form of care. The changes are prompted, to a considerable extent, by a lack of money, but Eindhoven is acting in the interest of the people in the city. The big driver behind the changes is the broadband connection which enables people to collect information and make it available. The biggest change is in the relationship between the people and their government; if we want to achieve this model of working, it means the attitudes of people towards government will have to change, as will the government's attitudes to providing care for the people. This constitutes a reshaping of society, because in order for this model to work, the people will have to become acting subjects instead of remaining passive objects waiting to receive the care that is provided by government. And the government will have to replace its top-down approach to providing care with a new system which factors in the active subject as the co-creator of the care he needs. Thackara asks if she believes the people in the Netherlands will be willing to take on such an active role, to take for instance the care of the elderly back into their own hands, or find the services to take care of the elderly themselves, instead of

waiting for government to provide it. Schreurs is hopeful, as she believes it will make people happy to be able to 'do their own thing'; having a say in the way their care is organized will increase their sense of well-being. But with the responsibility comes a need to act.

### **A celebration of innovation**

Ms Schreurs says she believes the problem is not with the end-users; they operate as individuals and are open to adapting to new ways of doing things, e.g. they have all learnt to use their cell phones really quickly. However, the key question she raises at this point is: how can we change existing organizations, such as government or care institutions? They are not able to change quickly, the pace of change within these organizations is held back by what Thackara refers to as 'the legacy system.' This means they have to drag along the old established ways in their transition to new approaches. Creating new things is not the most difficult thing, but connecting the new with the existing is the difficult part. The institutions see the need for change and they want to move ahead, but they do not know how. Moreover they are all interconnected, so how should we take this into account? So what Ms Schreurs is looking for this afternoon is if this forum, as part of Dutch Design Week's celebration of innovation, can come up with some examples, ideas or viable theories to make these things happen.

### **'Wer nicht denken will, fliegt raus' KEYNOTE 1 THEO CAMPS**



The first keynote speaker today is Theo Camps, who is a distinguished professor of organization science and public administration at Tias Nimbas Business School and Chairman of the Berenschot Group. His formal training as a political scientist and economist means that originally, his slant is analytical, defining the real world in terms of structures. But meanwhile Camps has become a bit more of the renaissance man by discovering the values of art, which prompts him to share a thought by Joseph Beuys (an influential German visual artist, 1921-1986). Beuys was the first to call himself a 'social artist' and has left behind a body of work that holds a particular value for our times. This includes one piece that looks like a yellow index card and reads 'Wer nicht denken will fliegt raus' – roughly translated as 'if you do not use your brain, you are out of the game'. Camps takes the powerful statement as a motto for our search for social change today. A second thought is: intuition plus intellect equals improvisation. And the thing our

world today needs most to come to a new set of organizational parameters is people who will use their brains and improvise.

Camps talks about the concept of social enterprise as 'blended value': a business model that combines a revenue-generating business with a component which generates social value. Camps has ceased to believe in the hierarchical system: 'The most important conceptual change in organizational design and theory is that we have to let go of the illusion of control.'

#### Turning the pyramid on its head

Tying in with a suggestion made by Roger van Boxtel at last year's WDF to effect the necessary change within our organizations by turning on its head the pyramid-shaped structure which currently defines the way they are organized, Camps begins by explaining that the pyramid is the most used shape to represent an organization, and at the same time it is the most obsolete one. It implies a closed and bureaucratic organizational model with no real regard for the people who depend on its functioning and no real exchange of supply and demand. It refers to a top-down system based on planning and control: hierarchy. Camps has ceased to believe in the hierarchical system. 'The most important conceptual change in organizational design and organizational theory is that we have to let go of the illusion of control.' So his first advice to Alderman Schreurs would be to do exactly this. But Camps does not believe that simply turning the pyramid on its head will lead to a fruitful new insight in these

confusing times. Instead, he proposes a view on organizational models that is based on the idea of the network. Current network theory departs from the notion that, basically, there are three types of network; one is regular, with equal numbers of connections between the nodes on the network; another is randomized, where the nodes are randomly connected. And between the two is what Camps calls the 'small-world network', a dense configuration of nodes or small groups of organizational entities, connected by lots of what network theory calls 'weak ties' (after Mark Granovetter's 1973 sociology paper 'The Strength of Weak Ties'). This dense configuration with multiple weak ties is the replacement of planning and control. This is the model that seems most effective: organizations without hierarchy, but with horizontal relationships and mutual dependencies, consisting of multiple steering centers instead of one central planning and controlling unit. Within such networks, value is created by collaboration and co-creation, as a multitude of nodes 'uses its brain to stay in the game', i.e. contributes to the value created by the network as a whole.

This is the model that seems most effective: organizations without hierarchy, but with horizontal relationships and mutual dependencies, consisting of multiple steering centers instead of one central controlling unit.

Organizations, then, should consist of complex networks made up of smaller networks which are mutually connected by weak ties. But not everything should be connected with everything. The first task for these networks would be to identify those connections that constitute the network's strength, as this is the thing that makes the

network valuable. This organizational structure takes the outside world into consideration because it is part of it: in a networked system each network is connected to a certain number of other networks. The whole concept of dividing lines has become devoid of value. Combining and blending these forms of organization is the way to create value, hence the term 'blended value'.

If we connect this to the realities of today with online and real communities we will see that in places, this is how things are already working, and also that these networks are an embodiment of the paradigm 'act locally, think globally' and vice versa, cf. Facebook, LinkedIn etc. Linking this up with social entrepreneurship we can see that social entrepreneurship is fast becoming the only valuable way of organizing any undertaking, whether business or government, as we shall see in the following presentations and discussions.

### **The tasks of social design**

#### **I LEARNING - II CO-CREATION - III IGNITION**

What follows is a mix of presentations. Ideas and initiatives for crowdsourcing, crowdfunding and peer assessment are presented as part of three interconnected themes: learning, co-creation, and ignition.

#### **I LEARNING**

Within the section on learning, we are introduced to a number of initiatives where learning and assessment are organised in democratic, networked, non-hierarchical ways. One of the highlights in this section is the ELEVATE network for health professionals. The network has picked up on the idea that health and health care are not evenly distributed across the globe: in low and middle income countries, disease and mortality rates are higher while the number of qualified health workers is lower. Health workers in these areas need easy access to learning and information that is more readily available to their counterparts in richer countries. In response, the University Medical Center Utrecht and its partners have set up an online learning platform for these

groups of health workers, called ELEVATE, which will help health workers in these areas expand their skills and qualifications.

But how can we assess if another person's qualifications aren't what they say they are? The people from Mozilla have devised an even standardized as creative and open way of making it easy for people to interpret each other's qualifications: Mozilla Open Badges. It is a digitalized standard set of badges which businesses can use for skills and achievements their workers have acquired outside the traditional school or university environment. If their online use becomes sufficiently widespread, the badges could represent a leap forward in making enterprise a more social entity.

## **How can we assess if another person's qualifications aren't what they say they are?**

One project that is on the cutting edge between the first theme of learning and the second theme, which is co-creation, is the Aeres Group's project in Dronten. Here, the agricultural University of Applied Science is working hard to help the Netherlands become reconnected. Reconnected to its roots as a country where farming is part of people's everyday lives, and reconnecting students and workers from the school with the people living in its close vicinity. The slogan they use to promote the project is 'from island to WE-land.' By offering the students a school that feels like a home and setting up a social innovation project on food that includes both them and the local community, the aim is to get students and people from the area more involved in each other. And with its designs for a green new building and added therapeutic farm with a café and shop, the school has some extensive plans for sustainability and participation.

## II CO-CREATION

In three presentations we see some more examples of successful co-creation. The Algra bridge near Rotterdam is a notorious bottleneck in local traffic, but the government does not have the resources to tackle the problem. Instead of waiting until the government can do something about it, some of the users of the bridge have joined forces with entrepreneurs and come up with an innovative plan which includes asking users and local residents to become members of the think-tank and asking them to share their idea for the bridge. Members can then vote for the best ideas and these can then be further explored. The project is now at a point where the members are looking to bundle and upscale the best ideas and move on from crowdsourcing to funding.

The WITNESS project allows people who live with violence or who are under threat of violence to publicize the events in their local area by teaching them how to use their mobile phones as cameras. By empowering victims the project is combating some of the wrongs people are facing worldwide and turning the tables on the wrongdoers. A final and very interesting case in this co-creation section is MAAT. Its Managing Director Peter Weyers is here to explain what this network organization does. It initiates programs and projects to improve services in housing, welfare and care, taking its lead from demographic, financial and cultural developments. Its aim is to make co-creation between professionals and clients the starting point for programs and projects in the social sector. Because in this sector the institutions do not carry the financial risk, whereas they do make the policy, clients hardly figure in the policy making which means an awful lot of time and resources go to projects or programs that have little to do with the consumer's demands. MAAT proposes the following design process: the consumer manages, the service provider supports, and the government facilitates. In other words, a move away from a production-driven model, towards a demand-driven model. Examples of allowing clients to decide things for themselves would be to make housing vouchers available to them, which they can use to spend on whatever they need, e.g. improvements to individual homes instead of housing corporations

doing up entire blocks or districts simply because their planning department says it is time to do so.

**MAAT proposes the following design process: the consumer manages, the service provider supports, and the government facilitates. A move away from a production-driven model, towards a demand-driven model.**

The MAAT project especially touches on something profound, which is that institutions will often come up with solutions without actually asking what clients may want. The idea is that if they were to ask people in society what they need to be happy, we could avoid a lot of the care we are currently providing. But are people able to state what they are asking? If we want to turn this around in our society, it is paramount that we learn to ask people the right question.

## III IGNITION

The ignition section starts with an interesting short film featuring Pieter Winsemius, the former Minister for Housing, Spatial Planning and the Environment (VROM), in which he voices the same idea: stop asking the wrong question. Ask people the right question and you will get some of the ideas you are looking for. People need something to trigger them into action when their help is required. So in social innovation, there is a need for frontrunners who will initiate the ideas, but also for people who can take on the role of connectors. The connectors are the ones who can motivate larger groups of people and get them to take action and make a contribution. He refers to the Aeres project in Dronten where the people in the rural area need to feel that their small world

is becoming part of a much bigger world, and the school is the connector there.

Winsemius: 'Ask people the right questions and you will get some of the ideas you are looking for.'

In many of these examples it becomes obvious that people will be willing to put in the work, to become active and participate in a process, if they feel liberated and responsible because they have been assigned a task or handed a tool (cf. the WITNESS project) or asked the right question. But the next presentation, of a housing project in Arnhem, demonstrates that the institutions are not always as swift at adapting to the new rules of play. The municipal housing corporation Volkshuisvesting is working with end-users and asking them to co-create the proposed housing plans on a former industrial estate. The bottleneck it is currently facing is that it wants the participants to hurry up because otherwise the project is going to become too costly.

## Design is not magic KEYNOTE 2 CAROLINE HUMMELS



What can design bring to this proposed way of changing institutions so that they become social enterprises, the perhaps as yet unfamiliar mix of listening to end-users, changing the question, connecting smaller units to form larger networks. How to implement such ideas within existing institutions? Could designers play a role in restructuring housing corporations, local and national governments, care institutions? Keynote speaker Caroline Hummels, Professor of Industrial Design at the Eindhoven University of Technology TU/e, warns that design is not magic. In her own succinct phrasing: 'Design is being on your feet and doing stuff.'

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Referring to Richard Sennett's exploration of the human being as homo faber, 'The Craftsman' (2008), she predicts that a shift is needed in the way we see ourselves as human beings and the kind of society and values we want to pass on. A shift away from the 'prominence of the spreadsheet', the idea that our institutions cannot make a single decision unless it is backed by files of data and irrefutable fact; a move towards the idea that as people we are unique because we create, not because we think. In other words: having an idea, jumping in and getting things done. And this is where designers could make a valuable contribution. Our institutions are all steeped in the Cartesian belief that we as human beings are defined by the fact that we are thinking creatures. We want to talk and analyze and support our ideas with information, numbers, facts, predictions. But designers are a different breed. They develop ideas by doing things, and this approach could become a valuable addition to the organizations and institutions we are discussing today. The capacity to push aside calculation and fact, to jump in and start by making something, to be brave enough to experiment and fail, to interact with others and to give yourself in co-creation: these sum up the designer's attitude. Yes, reflection comes into the equation, but progress is achieved by reflecting on our attempts to create something, not on numbers and predictions.

### **Taking a first-person perspective**

An alternative to the Cartesian take on man can be found in Phenomenology: the human being as an actor in the world,

learning new skills through his actions, trusting his experience above all else. It is a philosophy that Hummels promotes in her everyday practice; in the classes she teaches by allowing all the participants to physically experience the assignments she gives, to touch and feel and work with the materials, tools, and other people present, to experiment with them, and to fail. She also does it in her role as a policy maker, in which she has flatly refused to back some of her ideas up with facts and numbers and just asked for them to be applied to find out through experience where they would lead.

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If we want this more experiential or phenomenological approach to be applied within existing organizations, there will be implications for the way we design, the things we design, the way we depend on information all the time, the way we collaborate, and the methods and tools we need to support the change, and finally also the way we educate our children and young people. We should ask ourselves if we really need everything presented to us as information. A thermostat will tell you that the temperature in the room is 18 degrees centigrade, but your body, your physical experience, will tell you if you are comfortable or cold. It is a change towards a more intrinsic motivation, following your own intuition. It applies to Hummels' ideas about education as well; instead of encouraging learners to earn points or badges, as the Mozilla badges system does, she proposes an intuitive and experience-driven approach to learning and applies it in her professional practice. Students are not graded or told which courses are available to them by their teachers, but they find their own way and assess for themselves whether they have reached a satisfactory level of knowledge.

If we want a more experiential approach to be applied within existing organizations, there will be implications for the way we design, the things we design, and also the way we educate our children and young people.

All of this means that we are all becoming connected, and we all need each other: different generations, people with different skills. The way forward is to act together and take a first-person perspective. Ms Hummels refers to an example of the experiential experiential design landscape in which people not only develop ideas together to solve, say, a problem with traffic jams near a bridge, but they also test these ideas together, really undergo the reality and the effects of them, and then reflect together on which idea worked and which did not. So instead of interviewing the users and then letting a computer model calculate and base a decision on several rounds of fact-checking and deliberation, the people all work together and learn through experience to then come to a truly social form of innovation. U

#### **The change we want starts with us wanting the change ROUND TABLE & CONCLUSION**

In the final round-table discussion, the initial question is picked up again. Can the forum come up with suggestions, solutions or viable theories for changing the way we organize the city? But finding a solution is not at all straightforward. The changes needed go beyond a simple set of improvements to 'the system' or 'the institutions'. It seems that if we want to spark true social enterprise we can do so only by effecting a change within ourselves. And if we want to add social value to the systems we use to run our care facilities, our education, our local and national governments, we should be open to making connections and alliances in unexpected ways and

places. We must begin by seeing ourselves as actors within our institutions, instead of subjects awaiting instruction, assistance, or intervention from the institutions.

If we want to spark true social enterprise we can do so only by effecting a change within ourselves. We must begin by seeing ourselves as actors within our institutions, instead of subjects awaiting instruction from the institutions.

And as we as human beings change, so will the institutions we create become different institutions. Different in the way they are organized and different in attitudes to planning, control, decision-making. And the changes have already begun. Hierarchical structures are ceasing to hold value and slowly being replaced by networked systems with a more horizontal and mutually dependent structure. The change is emerging from informal online systems that have been set up from the grassroots, but hopes in the forum are that they will spread to the more formal domains of business and government as well. The final round-table does not result in a shared, prescriptive advice to Alderman Schreurs, but individually the participants do voice a number of paradigms that will be very useful in solving the problem of renewing the existing institutions and sparking the change in attitudes through which we may come to social innovation and social enterprise. The thing which connects all these statements is that the changes start with us as human beings.

### Planning and control is out, co-creation is in.

We have to be aware and in the moment; the change we want starts with us wanting the change, but we must recognize the moment for change and seize it. We have to take time and take stock of what we expect from our collaboration and co-creation. We should learn to progress through action, instead of giving prominence to thinking. We have to do away with the fear of being held accountable; we should feel we are allowed to experiment and fail. Failure is part of the ongoing process of renewal. Planning and control is out, co-creation is in. We have to be transparent and make every part of the decision-making process open to everyone involved. And the people involved should be an inclusive group, across genders and generations, with a good mix of skills, and with designerly attitudes as part of the fabric of our institutions.

And finally, as one representative of Aeres Dronten says: we have to find out what it is that wants to emerge at this moment because the future is already here and we can learn from it, starting today.

### WDF as a social enterprise

In the week before the Dutch Design Week which focuses mainly on design, four important parties discuss the role of design for the world around them. During this World Design Forum representatives of public institutions, private businesses, citizens and designers explore ways in which design can be more involved in creating a sustainable world. In early summer we – Holland Branding Group and Rebel – received a proposition to adopt the organization of the World Design Forum, which we naturally accepted. We are glad we could help to make the WDF 2012 a success.

For us WDF 2012 is the kick off for a long-term commitment as we see a strong communality in the goals and desires of Rebel, Holland Branding Group and WDF. The WDF foundation, as it is registered now, maintains its close relation to Dutch Design Week and considers design and design thinking of great strategic importance for the multiple character challenges of our time and aspires to promote this relevance and actually put it at work. Both Rebel and Holland Branding Group work where public institutions, private businesses, citizens come together. Holland Branding Group pioneers with innovative alliances aiming at new social and economic developments, where Rebels specializes on entrepreneurial issues – how can we put this into business?

As we see the developments in all four settings, we believe there are good reasons to believe WDF is the right initiative at the right moment. The age of crisis forces us to look for new quality outside usual boxes, the new age of experience and intimate connections with clients/civilians leads to bigger involvement of citizens, the age of instable institutions permits looking for new approaches, ethics and aesthetics, and the age of sustainability, for people, the planet and profitable business pushes for smart solutions.

In the years to come we will try our best to keep the WDF a platform where all of the assignments above are taken on. The Forum itself will remain a global conference that explores

new trends, insights and opportunities at intersections of business, politics and society. Throughout the year we will interact with thought leaders, designers, social entrepreneurs and other innovative minds all over the world in order to scan trends, mind breaking challenges and latest innovative ways of thinking, designing and acting.

At WDF 2010 'creating tomorrow's industries' was key topic; WDF 2011 concentrated on 'creating a caring society' and WDF 2012 staged the dynamics of social enterprise and entrepreneurship. In this trilogy the focus jumped from market in 2010 to state in 2011 and last but not least to civil society in 2012. We think revitalization and reallocation of tasks and responsibilities between market, government and civil society will remain an important assignment in the coming years.

We cannot say what the 2013 key topic will be, but involving the public in the design process will be an important element. We believe this is the way to take on the complex sustainability questions. The current (financial and moral) crisis leaves a lot of space for civil innovative and often disruptive initiatives. On the other hand the (institutional) issue in almost all sectors is to do more and to do it better with less means. Social entrepreneurs aim at direct improvement of people's lives and their social networks, non bureaucratic and not profit driven. Initiatives have an emergent character; often projects pop up out of local communities. In many cases they can be important for other communities, often they do not reach them. WDF as event has been used to make initiatives visible and connect them to the world of design thinkers. There appeared cases of people working on social progress in different worlds: media, housing, health care, mobility, and agriculture.

We will proceed to follow up on the progress of these cases and will use the website and the activities around WDF 2013 as a platform to connect them to the world. Central in the WDF approach is the question what design, seen as an integral strategic profession, can add to these initiatives. WDF 2012 brought following insights that we will use to design future topics and that will guide research and

the construction of a body of knowledge:

- Citizens emancipate into active co-creators of value, interaction must be facilitated
- Interactive experiential design is a powerful method to guide this process of co-creation
- New narratives can connect crisis with future, local with global, individual with collective
- New ownership, measures and exchange of value and durability lead to new business models
- Ownership is often alliance-based, these groups should synchronize to become entrepreneurial
- Search-based collaborative networks serve as hubs for decentralized quality control and connection
- Impact and scale can be increased by connecting social enterprises to existing systems and institutions
- The interface of strategy and design needs mindful attention and good practical experiments
- Values and criteria can be the currencies in connecting strategy and design
- The principles of conduct and governance of network activities need more study.

We hope to maintain and enlarge the networks of co-creators and visitors of WDF in the coming years. We full heartedly thank everyone who helped us to organize WDF 2012 and kept us on track. Special thanks to John Thackara who moderated the forum and its conversations. Around New Year we will present next year's topic. See you in 2013!

On behalf of Foundation World Design Forum  
Holland Branding Group, Eindhoven  
Rebel Group, Rotterdam

Eindhoven, November 20, 2012



# Sunday

Tabloid + Map | 21 October

Dutch Design Awards 2012

TU/e: Design, Technology, Education



DUTCH  
DESIGN  
WEEK

## WDF IN THE MEDIA

We are looking back at a very successful third edition of World Design Forum. An edition full of innovations. Literally and figuratively. We were proud to be the opening event at the enchanting RoundHouse at the Klokgebouw, Behind the Curtain. A special 360-degree presentation space, in the heart of the Dutch Design Week, a perfect WDF venue where new connections between professionals, business associates, sponsors and media have come into being.

WDF was visited and noticed by national and international media.

### A selection of publications:

**HP/De Tijd:** "Inleiders op een prestigieus designforum waren het er over eens dat de piramide heeft afgedaan als dominante maatschappijstructuur en plaats gaat maken voor netwerken. Ofwel: de hiërarchie maakt plaats voor de gemeenschap, het verticale voor het horizontale. In dat proces kunnen designers een rol spelen..."

**Radio interview Studio 040:** "Design gaat niet om het maken van mooie dingen, maar om het ontwikkelen van plannen voor een betere wereld. Connecties tussen designers, beleidsmakers en ondernemers zijn in dat perspectief zeer waardevol. Daarom brengt WDF die twee werelden vandaag samen."

**Demotix.com:** "The third World Design Forum in Eindhoven was held in 'Behind the Curtain', an innovative, flexible and easy to install circular setting able to host up to 300 people and provide immersive (360 degree) multimedia content."

**Hallo 040:** "Kun je met design een bijdrage leveren aan de oplossing van maatschappelijke vraagstukken? Er zijn mensen die heilig geloven in de sturende en innoverende kracht van design. "Vergeet het maar", zegt industrial design-prof. Caroline Hummels van de TU/e tijdens het World Design Forum, waarmee de Dutch Design Week werd ingeluid. "Design is absoluut geen toverwoord."

**DDW Tabloid:** "It seems if we want to spark true social change we can do so by seeing ourselves as actors within our institutions, and if we want to add social value we should be open to making connections and alliances in unexpected ways."

IMPRESSION 2012









## Organization

World Design Forum is an independent international (project) organization with business leaders and politicians which sets the agenda to the power of design and design thinking in shaping regional and global agendas.

Organized by World Design Forum Foundation, which is governed by Holland Branding Group and Rebel Group. Licensed by CapitalD, supported by Dutch Design Week, Brainport Development and Designlink.

Communications manager: Jill Lauret  
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World Design Forum is part of the Capital D Program. Capital D is the Design Cooperation in the Brainport Eindhoven Region. It aims to stimulate and connect creative initiatives that strengthen the region's (inter)national reputation in the field of top technology and design.



designlink

## Partners

**Holland Branding Group**

Holland Branding Group is a group of pioneers working for and in innovating alliances.

**REBEL**

Within Rebel socially responsible entrepreneurs work in a platform to realize projects through advising, investing and implementing.

## Recommending Committee

- Prof. Aarnout Brombacher, Department of Industrial Design Eindhoven Technical University
- Prof. Wim van de Donk, Royal Commissioner Province of Noord-Brabant
- Rob van Gijzel, Mayor of Eindhoven
- Ir. Hans de Jong, CEO Philips Electronics Benelux
- Dr. Joop F. Sijm, Chairman of the Advisory Council for Science and Technology to the Dutch Government and Parliament
- Mr. Joop Wijn, Managing Board ABN AMRO

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