

EU IN THE WORLD

Co-design Session

Master of Product Service System Design
PSSD Final Synthesis Design Studio 1 | 2021/22
Professor: A. Meroni | D. Selloni | S. Broadbent | E. Perondi - Mentor: A. Taverna
Group 8: N. Notarnicola | T. Bernardi | S. Brembati | V. Kyalanur | L. Haonan

PSSD PRODUCT-SERVICE
SYSTEM DESIGN



POLITECNICO
MILANO 1863

INDEX

Our Service	2	ONLINE CO-DESIGN	30
Aim of Co-design	4	Guests	
Evolution	6	Agenda	
Two co-design session	7	Welcome	35
Organizing	9	first activity tools used	
PHYSICAL CO-DESIGN	12	Presentation	36
Guests		second activity tools used	
Agenda		Main activity	37
Welcome	17	first activity tools used	35
first activity tools used		Results	42
Presentation	19	insights	
second activity tools used		Service concept	45
Main activity	21	What if we could redo the sessions	46
third activity tools used		Thanks	47
Results	25		
insights			

OUR SERVICE - BRIEF

Our Service, **Standards for growth**, is ideally meant to be a part of an already existing platform called EREK and ECCP.

Its functions are to entail an easier and seamless way for SME's to collaborate with each other, and expand their business while being ecologically conscious. It drives them to get certified with certification/s that is deemed most suitable and nudges the SME's way towards greening of their production.





AIM OF CO-DESIGN

Through the co-design sessions that we had planned we wanted to learn what are the possible loose links that existed in our idea.

Feasibility

We had a concept that was arised from understanding the works of EREK, and the already existing ECCP that partnerships in SME's are vital, but we needed to confirm, how feasible the idea is, regarding the contracts or SME's ability to apply for the certifications.

Willingness

After we understand the feasibility of the general fuctions of the service, through co-design we wanted to involve the stakeholders and users to see how willing they are to not just follow the guidelines, but also if they believe that this service can lead to betterment of the business involded from their point of view.

Filling the gaps

The inevitable and very necessary part of codesign that we anticipated, was the understanding of where our service weak links are, and how to replace them with something that works

Streamlining

Current idea is under a big umbrella with clear desired result. But it would help the service to be more streamlined in a way where we are more focused on few (one/two) main functions and how to approach that, instead of having multiple sub-functions that dont yeild the same impact.

Impact

The final idea is to test how impactful the service really is, when it is used or handled by the users and the stakeholders.

SCENARIO

Quality certifications as a tool to secure access to new markets and opportunities

Certifications are not perceived as a useful asset to boost SMEs

SMEs do not know how to make the best use of the opportunities offered by the ecological transition

Legend:

Assumption validated

Assumption disproved

Insights 1° C-D

Insights 2° C-D

ROOM FOR DEVELOPMENT

SELF ASSESSMENT

Before you can aspire to any certification you need to clarify your starting point

SMEs do not know how and what to measure

Integrate our service with already existing platforms

STANDARS IDENTIFICATION

Create a section where different standards can be compared and studied so that SMEs can choose the right one for them

Showing case studies and real applications is a good approach to demonstrate feasibility

Showing the market uptake of standards helps SMEs to understand which ones to invest in

MARKET TEST

Testing the potential impact of your future investment

Acquiring new potential customers demonstrates that the proposed strategy is aligned with the market

TRUST BOUND

What would reassure SMEs enough for them to actually decide to make the investment?

The contract as a legal obligation would lead both parties fulfilling their responsibilities

CLUSTER CREATION

Would it be possible to use these connections as a starting point for the creation of new clusters on ECCP?

ECCP Cluster manager as intermediary?

Using the neetwork for creating new clusters on ECCP

FUNDINGS

Would it be possible to use these matches as a guarantee to submit to a bank for a loan?

SMEs have difficulty in accessing finance

SMEs often do not know which funds to apply to



EVOLUTION

IMPROVE THE CONCEPT

Through this map, we described our starting service. Some of its components, the co-design sessions have modified/confirmed some elements, others still have been born. Through the booklet, we will explain the co-design sessions, and through this map, it will be visible how the service has changed according to the insights gathered during the events. You can see the map complete on **page 45**.



TWO CO-DESIGN SESSION

We decided to create two co-design sessions to focus on different needs, guests, and desired outputs for each session. Having busy professional adults as guests, we tailored the communication of our sessions to their interests, and from now on we will refer to the co-design session as an "event".

Physical with users

When: 10 November 2021
Who: five Small Medium Enterprises
Where: Otto, Milan.
Tools: papermade
Aim: validate and implement the service

Online with stakeholders

When: 17 November 2021
Who: two expert
Where: call on Microsoft Teams
Tools: Miro board
Aim: check the service feasibility

Co-design with users

The first event, called "*happyhour + co-design*" was organized with five entrepreneurs of SMEs: either owners or managers of the strategic department who work and make decisions daily in close contact with the owners. The goal was to validate and implement our service by submitting it to the real users to analyze their conditions in accepting it.

Why in presence

We organized the in presence event because want to have all the guests around a table to create a harmonious and engaging discussion. The in presence meeting is a way to accelerate networking and knowledge among guests who meet for the first time. In addition, the informal location allowed us to overcome some initial barriers of awkwardness. The conversation also benefits from freedom while speaking, without all the constraints that online calls dictate.

Co-design with stakeholders

The second event, called the "*online co-design event*" was organized with two expert stakeholders. Both were involved in representing the institutions in which they work. European Cluster Collaboration Platform, Enterprise Europe Network, and Confindustria are the main stakeholders for our project because they are the ones with whom our project has to create links to exist.

Why remote

We organized the session remotely due to the commitments of our guests. As they requested, the event was organized during working hours as an online session to be compatible and included in their call schedule.



ORGANIZING

FIND THE RIGHT PEOPLE

- 1. First contact**
ask for their interest and define details
- 2. Physical/online contact**
Perform the session
- 3. Future contact**
Keep them updated on the evolution of our projects

SMEs and experts

We accurately researched to find the people to involve in our co-design sessions. Firstly the actual users of our service so the Small Medium Enterprise; secondly, the experts in this field identified in the previous phase as stakeholders. For both, we checked the platforms we believe our service can work with and contacted them.

Our initial search pool was the European Cluster Collaboration Platform: within it, we identified the Lombard clusters present in Milan, and with them, we activated the communication for the request to collaborate. Once we identified who responded positively to our call, it was possible to ask them to use their connections to involve other key guests. The initial communication was by large numbers via a general interest gathering email sent to many contacts. Later, with those who responded with interest, we engaged in more personalized communication.

CHANNELS

Communication with guests

The communication was handled through email, LinkedIn, phone calls, and WhatsApp channels. Initially, we requested their willingness to collaborate with us on our university project in response to the call "Conference on the Future of Europe"; after their positive response, they received more information about the location and agenda of the event.

Afterward, we conducted the co-design session, and to thank them we shared the material produced for today. This is a way to thank them and to let them know how their participation impacted our project. Finally, we invited the guests to attend the final event in January to celebrate the presentation of the projects of the entire Product Service System Design-Section 1 course of study.

Crossing the agendas of 7 busy people to find an available time for all was a challenging task. We must thank the participants for their great interest and willingness to participate in the events.

MAIL STRUCTURE

Invito evento di co-design

 Silvia Brembati
ven 05/11/2021 08:26

Ccn:

Buongiorno,
sono Silvia Brembati, una designer studentessa Magistrale di Product Service System Design al Politecnico di Milano. Vi scrivo, in quanto io ed il mio team abbiamo trovato il vostro contatto all'interno della piattaforma ECCP come membro del cluster SPRING: sarebbe di nostro interesse coinvolgerci nel nostro progetto universitario organizzato in risposta alla call di Conference on the future of Europe promosso dall'UE.

Per questo motivo, ci piacerebbe invitarvi al nostro evento di **happy hour+co-design**, per discutere attorno ad un tavolo (e con un drink) della nostra idea, ricevere un feedback e progettare insieme.
La nostra idea in breve è: progettare un servizio attraverso il quale le PMI europee possano proporre i loro progetti di upskilling per trovare futuri clienti o investitori. L'obiettivo è quello di stimolare gli scambi intersettoriali e creare nuove opportunità di crescita sfruttando le possibilità offerte dalla transizione ecologica. Attraverso la specializzazione e il networking, le imprese europee possono diventare più competitive e rilevanti sui mercati esteri.

Ecco un piccolo recap:
Cosa? Un evento di co-design con tre designers e altre PMI, 1 ora leggera e nulla di più 😊
Quando? Mercoledì 10 Novembre alle 19:00
Dove? In un locale di Milano, nel rispetto di tutte le normative in vigore per l'emergenza.
In cambio di? Una piccola sorpresa di ringraziamento!

Cosa ne dite? Fateci sapere rispondendo a questa mail se qualche membro della vostra PMI è interessato a partecipare. Siamo convinti che possa essere utile ed interessante per voi quanto lo sarà per noi 😊
Vi aspettiamo

Silvia Brembati

EU in the World

10 Nov. 19:00 Milano



PSSD



Invito evento di co-design



Buongiorno,
grazie per aver mostrato interesse per il nostro evento! Sono Silvia, e insieme ai miei colleghi la aspettiamo domani Mercoledì 10 Novembre, alle 19:00 da Otto, Via Paolo Sarpi, 8, 20154 Milano (MI).
In allegato trova l'agenda dell'evento happy hour + co-design: saremo 8 (come il nome del locale) quattro designer + quattro imprenditori. Insieme avremo l'occasione di discutere attorno ad un tavolo (e con un drink) del servizio che stiamo sviluppando, l'obiettivo è ricevere un feedback da voi futuri utenti e progettare insieme!

La nostra idea in due righe:
progettare un servizio attraverso il quale le PMI europee possano proporre i loro progetti di upskilling per trovare futuri clienti o investitori. L'obiettivo è quello di stimolare gli scambi intersettoriali e creare nuove opportunità di crescita sfruttando le possibilità offerte dalla transizione ecologica. Attraverso la specializzazione e il networking, le imprese europee possono diventare più competitive e rilevanti sui mercati esteri.

Grazie per la disponibilità, non vediamo l'ora che la sessione inizi!
L'aspettiamo :)
A domani!

EU in the World

🕒 10 Nov. 19:00

📍 Otto, Via Paolo Sarpi N8,
20154 Milano (MI)



PSSD



Agenda

19:00 - 19:15
Benvenuto e presentazioni

19:15 - 20:00
Sessione di co-progettazione

20:00 in poi
Feedback e cocktail



PHYSICAL SESSION

CO-DESIGN SESSION 1: PHYSICAL

The aim

To understand how SMEs navigate through our service to understand their needs and problems better. Validate if our service addresses their uncertainty problem and how to implement it.

What?

To set up a physical co-design session for multiple SME owners to help understand their green transition limitations and current initiatives that they are taking up.

Who?

Users, Small Medium Enterprises

Where?

Otto, Chinatown, Milano-Italy.
Otto is a venue that describes itself as "A place for when you want to go out while staying at home." Is a bar, a co-working space, a place for events and meetings. We felt it was the perfect place to hold our event, and the staff was very helpful in providing us with the space and time we needed.

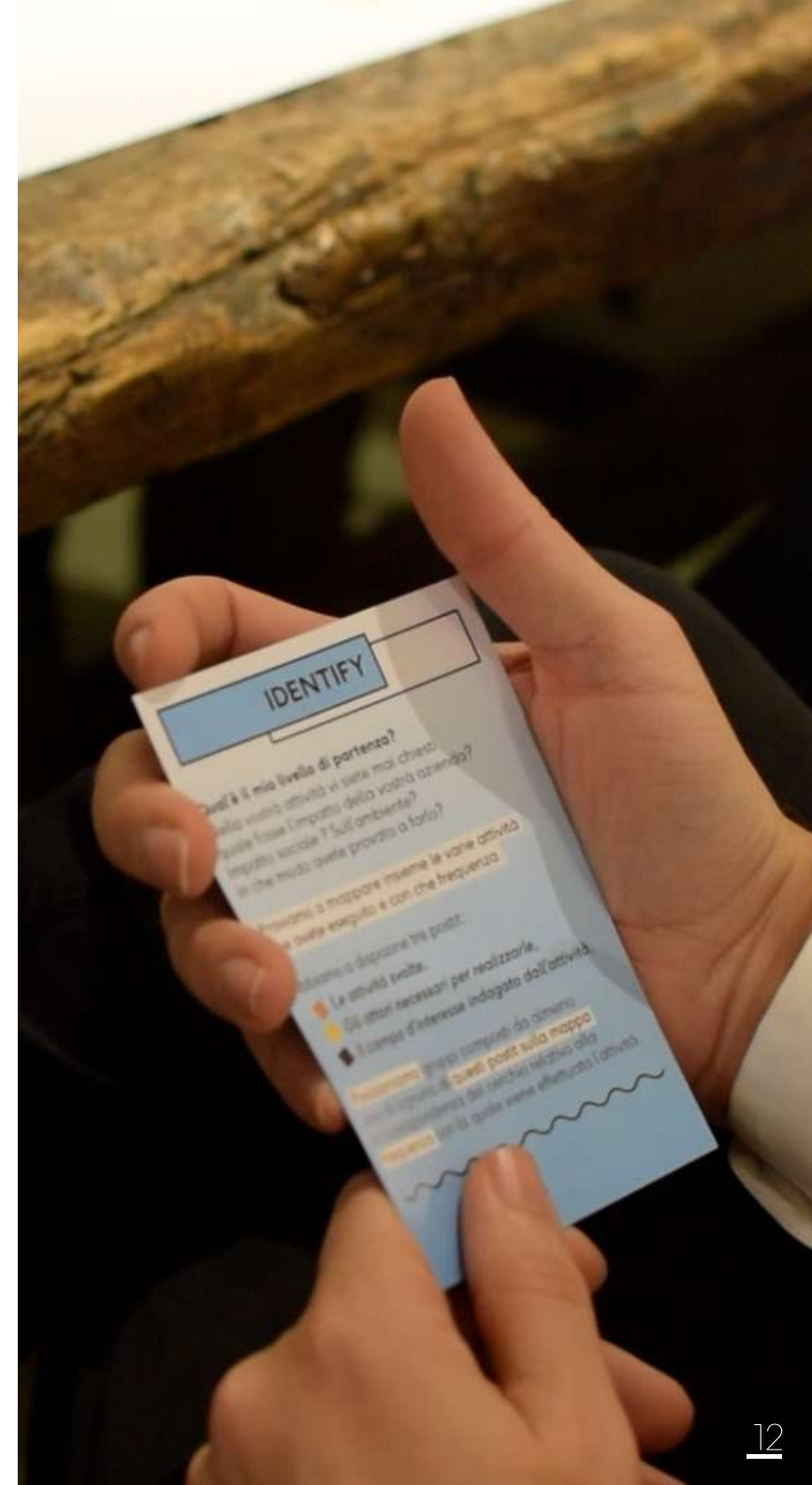
When?

10 November 2021, 7 pm.
The co-design session was set to last an hour due to guests commitments, but we're **happy** to say that guests decided to stay for 2 hours overall.

Language

The event was held in Italian in order to allow the SME representatives to express themselves directly in their mother tongue, considering that not all guests have the same level of English.

All government regulations due to the health emergency were respected. The event was held in a public space after scanning Green Passes and maintaining a safe distance at the table.





GUESTS



Diego Bosco

Diego has a degree in Industrial Biotechnology and two masters in Business Administration. He is the CEO of BioC-CheM Solution Srl and is involved in different profit and no-profit organizations, with different management roles. He has experience as a management consultant, Temporary Manager for helping SMEs in Fund Raising, and Grant officer. He has been working for almost 10 years in the Lombardy Green Chemistry Cluster.



Andrea Cantamessa

Andrea manages, together with his brother, Smater s.r.l., an Italian company manufacturing plastic and rubber parts. The company has experience matured in over thirty years of work and is based on the cooperation of about 250 employees. The company is a subcontractor which prints on customers' request products of different nature and application fields. The company has set a goal to reduce its impact by one-third by 2030.



Fabrizio Guarrasi

Fabrizio graduated with a Master in Product Design and Innovation at Politecnico di Milano, he is the co-founder and CEO of inNavi. He is working as project manager for Lombardy Energy Cleantech Cluster. He develops, through synergies between different actors, innovative projects capable to support technological and environmental actions. He manages and implements EU projects related to Sustainable Development and Energy Transition.



Ivan Zucchetti

Ivan works as Sales and Strategic Director at Freri e Brignoli, an Italian company specialized in the production of marble, stone, and granite products. The company is a micro-enterprise consisting of two owners and 9 employees. The company operates in a niche market for bespoke luxury products, attention to detail for the customer's desires is a priority. The company is aware of its impact and wishes to work on it.



Marco Del Bello

Marco studied economics at the University of Milan-Bicocca and works with his father in the administrative area of the family's sales company, Centrale Ortofrutticola di Del Bello Massimo & C. The company deals with fruit and vegetables wholesale and GDO (large-scale retail trade). He has his own small company in Spain, in which he is interested in investing in projects based on ecological transition.

AGENDA

19:00 - 19:05

Welcome

- Contextualise our projects

19:05 - 19:15

Presentation

- Warm up

19:15 - 20:00

Co-design session

- scenario
- understand your initial position
- identify the right opportunity for you
- understand the impact from case studies
- test the market!

20:00 in poi..

Feedback and cocktail

- doubt-like-improve activity
- invitation to the event

tool

Activity card "Benvenuto"

tool

Activity card "Presentazioni"
ID card

tool

Activity cards "Scenario"
"Identify" "Discovery"
"Impact" "Market test"
Board
Diary toolkit (post-its,
pencil, eraser, diary)
Characters
Pencil
Markers

tool

Board
Cocktails

Agenda

The event, called "happy hour + co-design" was organized following a format that would entice our guests to go in attendance. The agenda was shared with them in advance so to have them informed of what was coming.

The event was organized considering the duration of one hour, although the guests decided to stay with us for two hours, extending the duration of each activity with their discussions.

"You need to organize these activities more often, I had two proseccos, and these hours flew by talking to you"

Tools

Each activity included different tools, and you can see them on the next page. We will now explain them through the description of the activities.

ID card: is the tool used for the presentation and warm-up activity.

Mainboard: is the tool used as a display board for the main activity.

Characters: are the guest pawns, one for each SME.

Activity cards: are the tool to dictate the rhythm of the session; each guest receives theirs at the beginning of each activity.

Diary toolkit: is the tool that collects the guest's items. Inside are post-it notes, pencil, eraser, and an agenda. The tool, after the activity, remains as a gift to the guests.

MAINBOARD



ID CARD

ciao...

Chiamatemi

2 Verutà & 1 Bugia

○
○
○

ACTIVITY CARDS

BENVENUTO

PRESENTAZIONI

SCENARIO

DISCOVERY

IDENTIFY

IMPACT

MARKET TEST

FEEDBACKS

CHARACTERS



DIARY TOOLKIT



1. WELCOME

FIRST ACTIVITY

The first activity was to welcome guests into the space and show them the site of our event. We organized our materials on a table available to accommodate eight people (five guests plus three hosts) in a designated area. As soon as the guests arrived, they were able to locate our space marked by the tools organized for the event.

We introduced the session by contextualizing the event within the project "Conference on the Future of Europe"; we presented in a few words our project as coming after several months of research and reflection around the theme, and we expressed the willingness to improve it with them. Finally, we explained the visible elements to their eyes to clarify what they would be used for and how.

TOOLS USED

Activity cards "Benvenuto"

To dictate the flow of the session, we have provided *Activity cards* that have been distributed to each step. On each activity card, there is the name of the activity and a short explanation that helps guests remember what to do. Each card on the back has an explanatory image or a small clarification of the activity. During the activity explanation, the corresponding Activity card is distributed to the guests, after the use they can put it back in the Diary toolkit.

Why this tool

The aim is to give the guests a way to follow the session, and have a small recap of everything in their hands. In addition, at the end of the co-design session, they have collected all the cards and can quickly review the route taken.

Did it work?

The tool helped provide an itinerary; we saw guests collect each card and reread them during each activity in case something was unclear.

BENVENUTO

Perché questo evento?
Il progetto che stiamo sviluppando è in risposta ad una chiamata dell'Unione Europea di nome "Conference on the Future of Europe". L'Unione Europea sta chiedendo idee, e noi rispondiamo progettando un servizio che possa rafforzare il ruolo dell'UE nel mondo. Quindi, quale modo migliore se non creando un progetto per le PMI?

La nostra idea (in breve)
Progettare un servizio attraverso il quale le PMI europee possano proporre i loro progetti di upskilling per trovare futuri clienti o investitori.

L'obiettivo è quello di stimolare gli scambi intersettoriali e creare nuove opportunità di crescita sfruttando le possibilità offerte dalla transizione ecologica.

Attraverso la specializzazione e il networking, le imprese europee possono diventare più competitive e rilevanti sui mercati esteri.

SOSTENIBILITÀ X3

Ambientale
La disponibilità e la qualità delle risorse naturali

Sociale
Qualità della vita, sicurezza e servizi per i cittadini

Economica
Efficienza economica e crescita per le imprese

Diary toolkit

This tool is an individual tool for each guest with everything needed to participate in the co-design session inside. It consists of two elements: the case and the diary. The case contains a pencil, an eraser, and post-it notes to carry out the activities. It is slipped on the cover of the diary and can be removed by sliding it to the right. When inserted, it can be used to hold Activity cards that are handed out at each activity. The diary is used for guests to take personal notes during the event and remains as a gift to guests who attended the event.

Why this tool

We have designed this tool to make each guest feel involved. Having your material makes you more inclined to contribute by having everything you need at hand.

Did it work?

The case was very useful for organizing materials, the journal was not used during the activity but we hope it can be used in the future.



Diary toolkit

Diary - Case

2. PRESENTATION

SECOND ACTIVITY

As a first icebreaker activity, we created presentation cards. We called the warm-up activity "Due verità e Una bugia" translated "Two truths and one lie".

Firstly, the activity involves the guests writing their names on the ID card. Secondly, there are three lines on the card where they have to write down three common places that are usually said about their business/related to their work: two are true, and one is false. Reading them aloud in turn, the other participants have to vote and try to guess which one is the lie.

To explain the activity, one of us started by publicly explaining his ID card and then passed the word to the guests in turn.

TOOLS USED

Activity card "Presentazioni"

ID cards

These are paper tools that are useful for performing the warm-up activity. On the card, there is a line on which you can write your name, while the other three lines are for the activity. Once the activity is completed, the paper is folded on the colored line and becomes a placeholder for each guest.

Why this tool

The purpose of the activity is for the guests to get to know each other by sharing their background experiences. It helps participants get to grips with the topic of SMEs and how they work. The placeholder is a way to facilitate the discussion among the guests that the others participating know how to refer to him.

Did it work?

The tool allowed everyone to introduce themselves to the rest of the group. Also, trying to guess the false sentence about a person you just met made the game more fun and engaging.



Warm up activity

ciao...

Chiamatemi

2 Verità & 1 Bugia

○ _____

○ _____

○ _____

ciao...

Chiamatemi

Placeholder with nickname



3. MAIN ACTIVITY

THIRD ACTIVITY

We designed a tool that could be placed in the center of the table to get into the heart of the co-design session. Around it grows the constructive discussion between moderators and guests.

On the table was placed the map of our service as if it were a path, a journey. Each guest was represented with a token that with each activity was moved to the next step.

TOOLS USED

Board

The board is the tool for the main activity. It is divided into six areas, each of which specific for a different activity. Generally speaking, the activities, which will be explained below, required the interaction of the participants to enter their comments/opinions through post-its on the board.

Why this tool

The board's purpose is to visualize the journey that guests are taking through the stages of our service. It is also useful to collect the interactions and discussion of the guests concerning each step of the experience thanks to the visual allocation of ideas on the path.

Did it work?

In general, the map worked as a tool to gather discourse around a single element. However, we felt some resistance from the guests to use the post-its: they were used but they were associated with a moment of individual reflection, the insights that emerged during the debate and activity were reported by us moderators in order not to interrupt the conversation created.

Activity card

Characters

The checkers are paper tools that represent stylized people, symbolically representing each SME present at the event.

Why this tool

The characters are designed for each guest to immerse themselves in the journey of our service. They show visually and instantaneously to everyone what activity is on the stage, and when to move on to the next one.

Did it work?

The characters were a helpful element in following the steps, but since the participants' attention levels were high, the process might have worked anyway. Moreover, the guests did not identify with their character because there was no personal moment with the object.



SCENARIO

1

IDENTIFY

2

SICERTO

3

DISCOVERY

NO MAI

IMPACT

4

Costo

Benefit

Tempo

Roadblock

Complessità

TECNOLOGIA
L'azienda è un oggetto molto importante dell'ecosistema di ricerca e innovazione, con un alto potenziale di crescita e di impatto sociale. È un settore in forte crescita, con un alto potenziale di crescita e di impatto sociale. È un settore in forte crescita, con un alto potenziale di crescita e di impatto sociale.

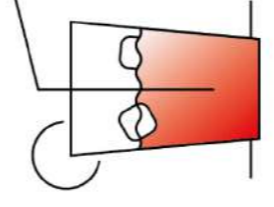
EU FUNDING OPPORTUNITIES
L'azienda è un oggetto molto importante dell'ecosistema di ricerca e innovazione, con un alto potenziale di crescita e di impatto sociale. È un settore in forte crescita, con un alto potenziale di crescita e di impatto sociale.

RESEARCH AND DEVELOPMENT
L'azienda è un oggetto molto importante dell'ecosistema di ricerca e innovazione, con un alto potenziale di crescita e di impatto sociale. È un settore in forte crescita, con un alto potenziale di crescita e di impatto sociale.

AREA DI INTERESSE
L'azienda è un oggetto molto importante dell'ecosistema di ricerca e innovazione, con un alto potenziale di crescita e di impatto sociale. È un settore in forte crescita, con un alto potenziale di crescita e di impatto sociale.

DESCRIZIONE DEL SERVIZIO
L'azienda è un oggetto molto importante dell'ecosistema di ricerca e innovazione, con un alto potenziale di crescita e di impatto sociale. È un settore in forte crescita, con un alto potenziale di crescita e di impatto sociale.

DRINKS



SPACE

CONTATTO

FINANZIAMENTO

MARKET TEST

5

ROLE PLAY

CONTRATTO DI VENDITA COSA FUTURA

Il contratto impegna entrambe le parti a vendere/acquistare una certa quantità di un certo prodotto entro un certo periodo di tempo. Nel contratto si possono porre simboli di tempo, prezzi e quantitativi.

ROLE PLAY

Se il rendimento atteso è superiore al costo di una buona liquidità, l'investimento è conveniente. La tua azienda è un'azienda che produce un prodotto che ha un alto potenziale di crescita e di impatto sociale. È un settore in forte crescita, con un alto potenziale di crescita e di impatto sociale.

Cosa ti lascia in dubbio?

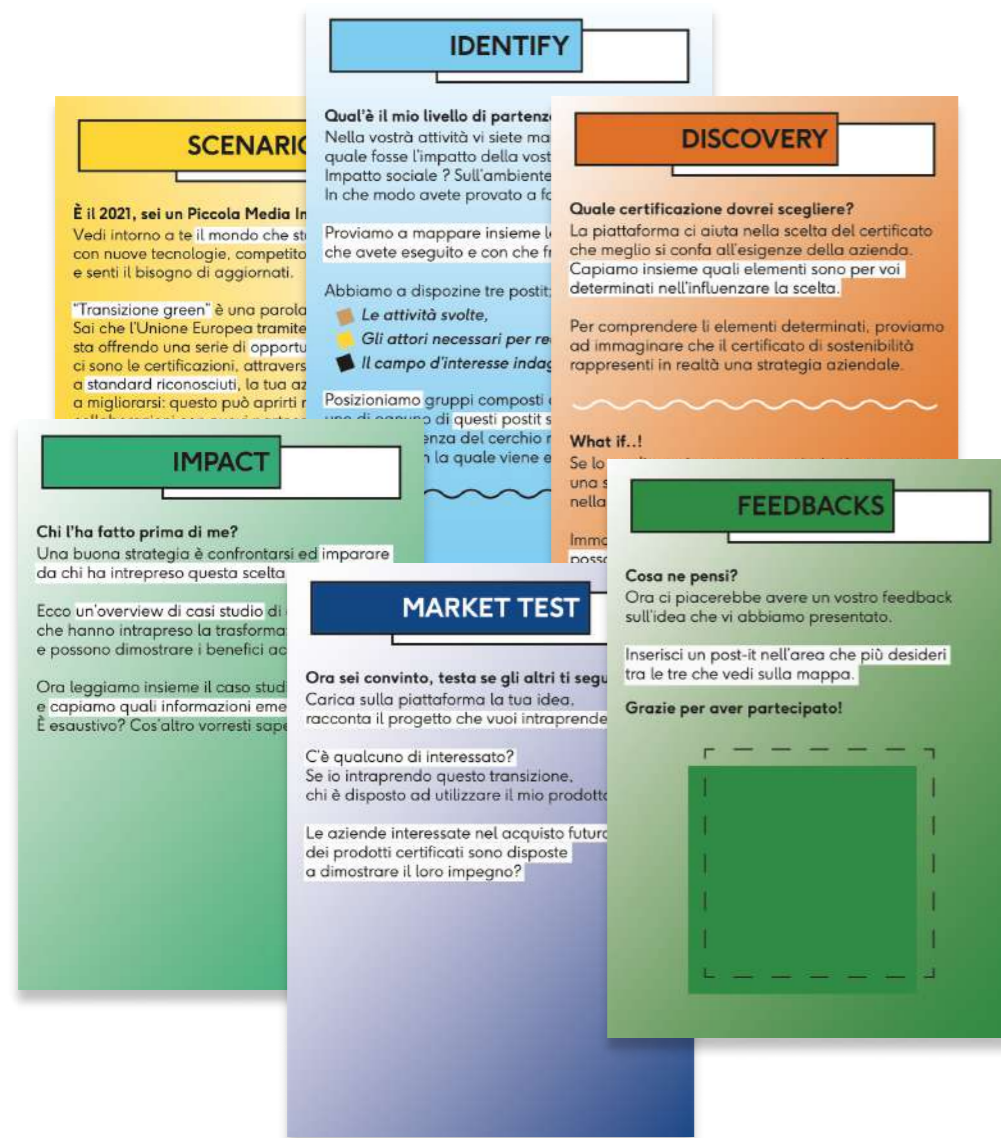
Cosa ti piace?

6

Cosa miglioreresti?

FEEDBACKS

3. MAIN ACTIVITY



1_SCENARIO

The scenario activity introduces guests to the theme of our project by leveraging a family situation. The guests listen to the scenario presented through a speech that describes the current environment in which SMEs operate. Several opportunities arise from the green transition through the adoption of certifications but the uncertainty blocks the investment. The main problem is the lack of knowledge in the future: will the future impact be able to repay or not the effort?

2_IDENTIFY

The Identify activity purpose is to explain what the first step of the service is, once the opportunity for green transition is understood. Companies need to understand their internal situation to make changes. We asked the guests if they are aware of the impact of their company: to understand their level of awareness we first asked them to indicate which activities they do, and then to put it on the map according to the frequency with which they are interested. The purpose is to create discussion among the guests about which elements they can take into account as a starting point for a green transition.

3_DISCOVERY

The third step is to understand which certification is the right one to choose. There are several opportunities available to companies, but what elements make them choose one over another? The activity requested to the SMEs present at the event was to discuss which aspects they consider relevant in such a decision. Through the post-its attached on the map during the discussion, it was possible to understand the main factors and debate their relevance and subjectivity for SMEs.

4_IMPACT

The value of example is key to SMEs. Understanding how those who have already taken the path I need to take have done is a great help. The activity involved proposing a case study to the guests together we needed to discuss its content to understand how each SME is interested in different aspects of comparison with other firms.

5_MARKET TEST

This activity represents the core step of our service: understanding whether the market is interested in working with the SME once it has undertaken a green transition certification. But what are the interests of possible buyers? What guarantees do SMEs want to keep? The activity saw the guests split into two groups: one group of two guests played the role of the SME that wants to test if the market responds positively to its transition, the other group composed of the other three guests played the role of two possible interested collaborators.

The interested collaborators were two SMEs, one specializing in large numbers and low prices, and the other with a select clientele and high margins. Some elements to trigger the conversation were "the contract of sale for a future thing" or "the contact information" or "funding".

6_FEEDBACK

This activity ended the journey by asking guests for feedback on our service. We asked them to stick post-its in one of the three areas of the map provided for "what leaves me in doubt," "what I like," and "what I would improve." This open conversation left room for a variety of comments and suggestions about the entire service, from the early stages to the latest.

& COCKTAILS
We asked for the first round of cocktails at the beginning of the activity. It was a nice way to accompany the moment of signing the image release.

In the end, there was another round for those who wanted it. In the meantime, after thanking them, it was satisfactory to see them exchange their business cards and continue the conversation.



MARKET TEST
5

SPACE

A

C

B

6

Case & lesson
in detail?

Case & process?

4. RESULTS

PHYSICAL CO-DESIGN OUTPUTS

1_SCENARIO

The user confirmed our SME's vision created through research and analysis.

2_IDENTIFY

Awareness: SMEs frequently take up activities to investigate their impact. They understand the importance of broadening the knowledge of their firm to act to improve it.

3_DISCOVERY

It has emerged that SMEs are interested in various KPIs when they have to make a decision. But in general, the possibility of understanding the impact of the investment in the short, medium, and long term emerged as the most important. Regarding the long-term impact, the possibility of understanding the relationship between the areas of interest that the certificates cover and supranational regulations.

4_IMPACT

Regarding the case studies, it turned out that guests gave them more relevance than we expected. More than the characteristics describing the specific case, the SMEs asked for the possibility to direct interaction. SMEs expressed their interest in talking with the company that has undertaken the path before them. If not feasible, the possibility of having an intermediary who can manage and guarantee the information.

5_MARKET TEST

All of the proposed tools were appreciated and used during different conversations. Specifically, it emerged that companies make decisions by also observing what other companies are doing, raising the question of data visibility on the platform. In addition, a company to provide trust must consistently see that the pact is respected, on both sides.

6_FEEDBACKS

Doubts
How you interact with people

What I like
that it is an open innovation platform; transparency/simplicity of language/trust/clarity

Improvements
smart specialization strategy for the region; I would make it more human; an intermediary manager to manage relationships

SCENARIO

RICERCA DI
CERTIFICAZIONI
DA PARTE
DEL MERCATO

"NON LO
FACCIO FINCHÉ
NON MI N°"
PERCHÉ SOLO IL
GREEN COME
UNA COSA
IMPOSTA

LA PMI NON
HA TANTI
SPECIALISTI
(NON TANTI ESPERTI)

1

IDENTIFY

2

ANALISI
EMISSORI
FONTI

ANALISI
SOSTENIBILI
SOCIALE

ANALISI
SOSTENIBILI
AMBIENTALE

ANALISI
SOSTENIBILI
ECONOMICA

ANALISI
SOSTENIBILI
GOVERNATIVE

ANALISI
SOSTENIBILI
TECNOLOGICHE

ANALISI
SOSTENIBILI
LEGALI

ANALISI
SOSTENIBILI
RISCHI

ANALISI
SOSTENIBILI
REPUTAZIONE

ANALISI
SOSTENIBILI
SOCIETÀ

SI CERTO

ANALISI
COMP. ECONOMICHE

ANALISI
COMP. AMBIENTALE

ANALISI
COMP. SOCIALE

ANALISI
COMP. GOVERNATIVE

ANALISI
COMP. TECNOLOGICHE

ANALISI
COMP. LEGALI

ANALISI
COMP. RISCHI

ANALISI
COMP. REPUTAZIONE

ANALISI
COMP. SOCIETÀ

IMPACT

4

ANALISI
COMP. ECONOMICHE

ANALISI
COMP. AMBIENTALE

ANALISI
COMP. SOCIALE

ANALISI
COMP. GOVERNATIVE

ANALISI
COMP. TECNOLOGICHE

ANALISI
COMP. LEGALI

ANALISI
COMP. RISCHI

ANALISI
COMP. REPUTAZIONE

ANALISI
COMP. SOCIETÀ

DISCOVERY

3

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

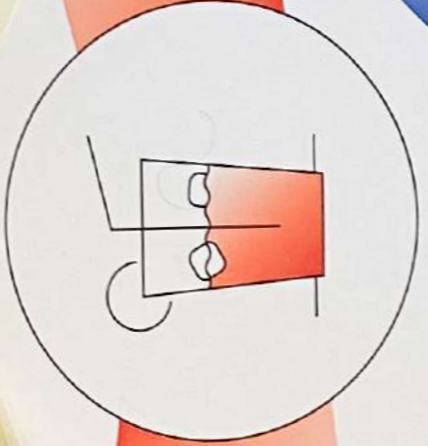
ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ

ANALISI
COMP. SOCIETÀ



SPACE

MARKET TEST

5

IDEALIZAZIONE
FINANZIARIA
SUOLO
IL

DIALOGO
CON
LE PERSONE
(VALORI)

#PROPENSIO
AL RISCHIO

Cosa ti lascia
in dubbio?
COME FAI
INTERAGIRE LE
PERSONE

Cosa ti piace?
MI FACE UNA
PASTICCIA
CON IL
MOLTO
UMANO!

TRANSPARENZA
E SEMPLICITÀ
E FIDUCIA E
CHIAREZZA
N INTERVENI
TRA LE 2
PARTI

IL GRANDE N°
SE LO FA DA
SOLO

NOI LA COMPLETO
SE LO FANNO
GLI ALTRI
(SUOLO)
COSTO (COSTO)

LO SAO
INFLUENZATO
DA CHI ALTE
LO FINANZIA

I BASSI NUMERI
NON FANNO IL
COSTO COSÌ
FUTURO

GLI FACCIO
DEGLI ACQUA
INTERMI

51
21
A FINANZIARI.

51
21
A FINANZIARI.

FEED- BACKS

PROBLEMA DI
COMUNICAZIONE
E LINEE GUIDA
(TRABOCCHI)
!!!

COMPAGNIA
LOVE!

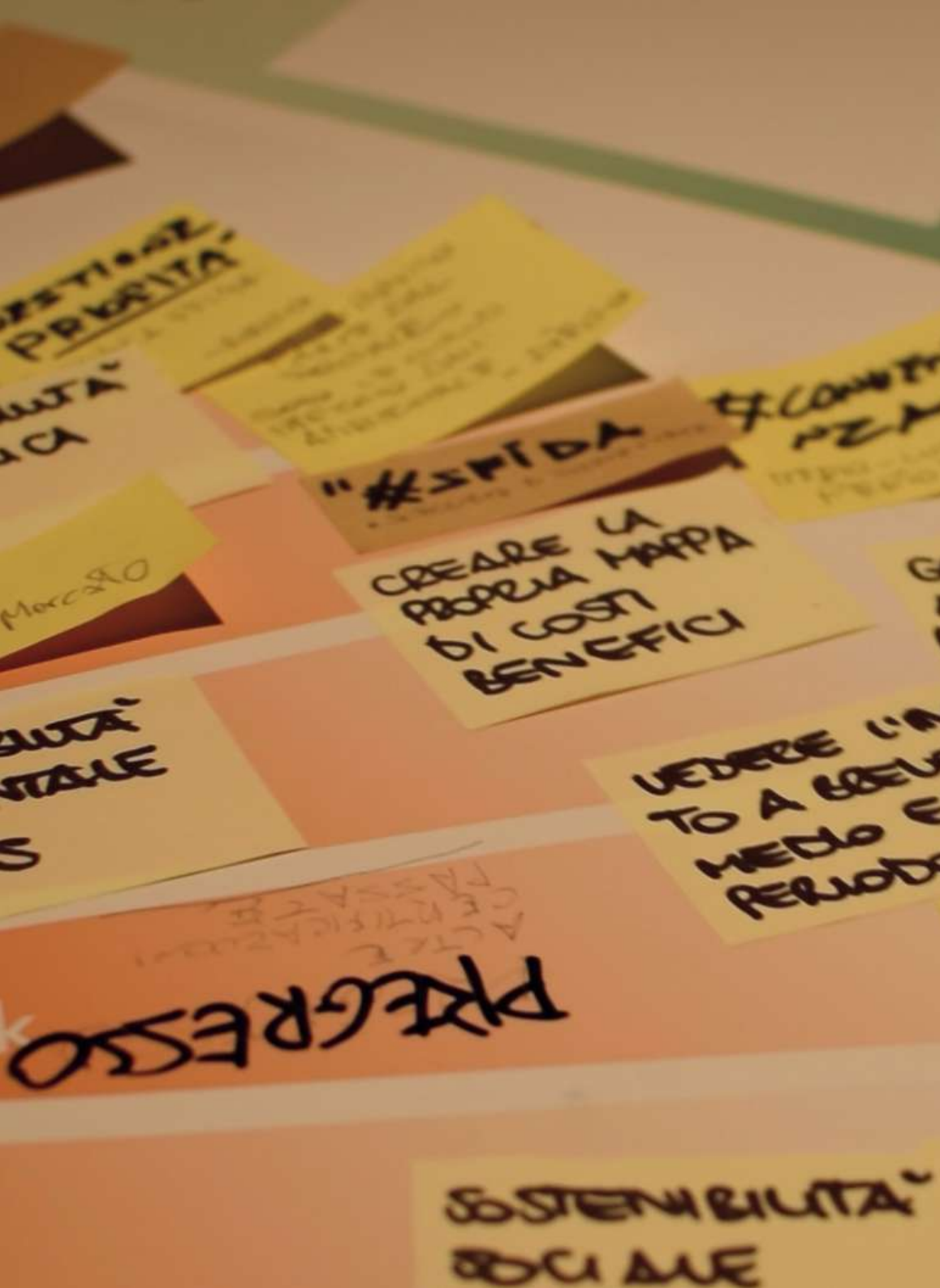
PROBLEMA DI
COMUNICAZIONE
E LINEE GUIDA
(TRABOCCHI)
!!!

COMPAGNIA
LOVE!

PROBLEMA DI
COMUNICAZIONE
E LINEE GUIDA
(TRABOCCHI)
!!!

COMPAGNIA
LOVE!

PROBLEMA DI
COMUNICAZIONE
E LINEE GUIDA
(TRABOCCHI)
!!!



INSIGHTS

CONCEPT VALIDATION

During the co-design session with users, SMEs validated our match market proposal. Thanks to their interventions, stimulated by the boundary objects, we understood that the proposed concept is interesting for Small Medium Enterprises business.

IMPROVEMENTS

Moreover, with their opinions and suggestions we were able to collect material to implement our project:

“I’m interested in the geographic area in which I am located”

Post-it, D.

1_INSIGHT

They showed interest in the case study phase. There is interest in being connected to companies that have already undertaken the path they want to take.

2_INSIGHT

Frequently, several companies interested in the same products or grouped in the same area can mutually benefit from collaboration. Suggestion: the possibility to facilitate the formation of the cluster. Create an opportunity for suggesting collaborations to companies in the same area or interested in compatible transformations between them.

3_INSIGHT

In using online tools, SMEs see the lack of a human relationship in the management of relationships/conflicts. Suggestion: Propose the presence of an intermediary who deals with the management of the dynamics.

5_INSIGHT

Companies want to have a binding agreement between themselves and other SMEs, so they can trust those with whom they are working and in the meantime protect themselves.

6_INSIGHT

SME gets too much information and not enough useful information. Often many opportunities are not exploited because they are unknown. SMEs ask for clarity in communication: language must be appropriate and understandable.

“Before I bought a machine to make work more efficient I went to see how it works from a non-direct competitor”

Quote, A.

“If there's no binding contract, what's to stop me from demonstrating my interest to various companies and then supplying from the one that comes in first?”

Quote I.



■ Silvia, Narrator

■ Marcello, Guest

■ Carmen, Guest



■ Varshita, Noter taker

■ Nicola, Moderator

■ Liao, Recorder

ONLINE CO-DESIGN

CO-DESIGN SESSION 2: ONLINE

The aim

To understand the general workings of SME's in larger groups and their behavior to confirm our findings regarding contracts and value creation.

What?

To understand from experts who dabble with betterment of SME's if the platform needs any additions to make it more feasible.

Who?

Experts, EEN.

Where?

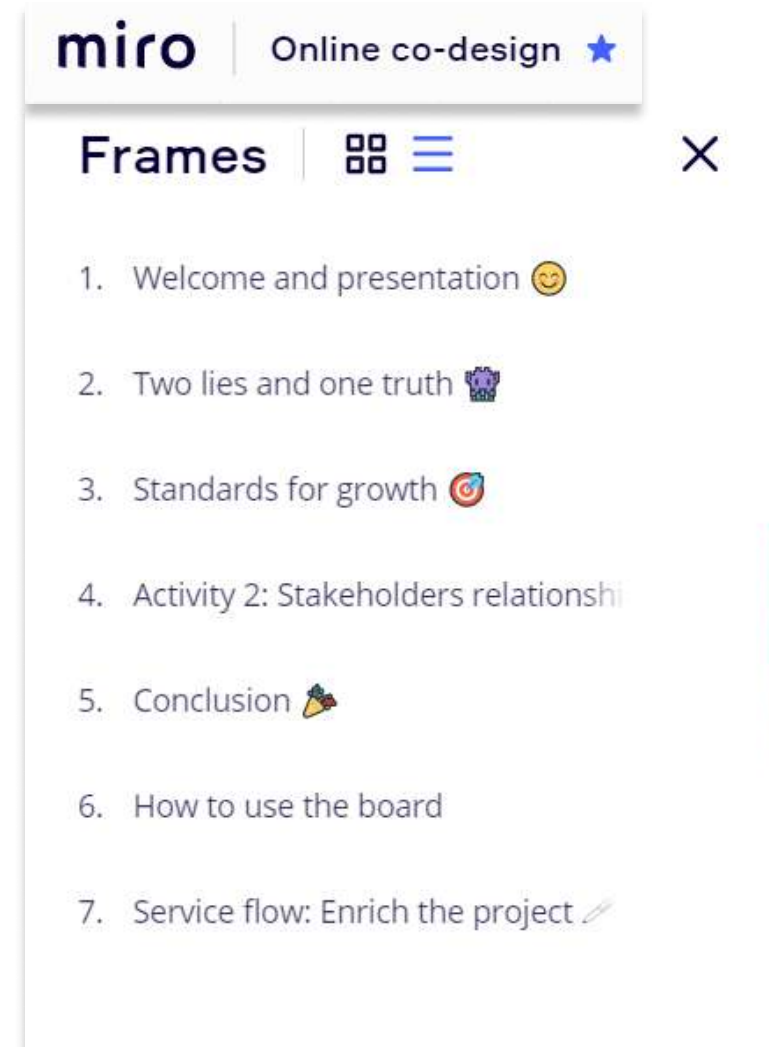
Online, Microsoft Teams
Miro

When?

17 November 2021, 5 pm.
The co-design session was set to last an hour due to guests commitments,
It lasted for a few minutes more than a hour.

Language

The event was held in English (All the virtual cards) and we started off in English and later we switched to Italian in order to allow the experts to have no language barrier when they fully express their thoughts.



Miro board



Located in Italy, established in 1987. Fabric Manufacturing
Matched with:
- Soft knit fashions, Rome

TRL level (1 to 10)

CONTRACT

è qualcosa di vincolante? oppure è tipo un memorandum d'intesa



Do you want a legal frame for your match?

Yes

Maybe use the "Contratto per vendita di cosa futura"

Contacting an external lawyer

No

JUST DO IT

Link to certification providers

il contratto dipende dalla volta di chi si vuole impegnare nel futuro, potrebbe essere che una non vuole impegnarsi

il contratto è un'arma a doppio taglio

è davvero da impegnarsi? può anche solo una piattaforma per testare come il mercato e le direzioni che stanno prendendo

ci si scambia i contatti a chi dimostra interesse

NDA tutte le aziende sono a caccia di startup innovative, ma è importante segnare il patto di riservatezza

CLUSTER GENERATION

Navigation icons: Home, Search, HL, 5, 2
Nicola Notarnicola Editor

Since you have had matches, do you want create a cluster?

Imagine the match as an opportunity to encourage SMEs to create new clusters

tema della trasparenza

si vede il contratto di distribuzione e comprando e ancora per la cura della pratica si sa che si è impegnati sul mercato, dal momento che sono importanti per la sua strategia futura
Se non vuoi il nome, mantieni la riservatezza e mantieni la qualità dei contatti

Silvia

Nicola Notarnicola

Standards for growth match-market test

How?

Become a "Giver company" and create a public post on the platform proposing your certification project

Did you find a match?

Yes

No

Take your considerations

questione la comunicazione è importante

GUESTS



Carmen Disanto

Cluster Manager at Lombardy Energy Cleantech Cluster (on European Cluster Collaboration Platform, ECCP), graduated with a Masters in European Policies, has extensive experience in management, innovation, design and management of European projects.

She deals with all strategic aspects of the Cluster, relations with associates and stakeholders, at national and international level. She is also responsible for Confindustria Lombardia for free services to companies within the international network EEN.

She also worked on The Coolsweep project, funded by the European Union under the 7th Framework Programme, is about establishing common resources across borders within the field of waste-to-energy. The project partners include five major European Cleantech Cluster organisations, two universities and one cluster analysis organisation deriving from Italy, Spain, Denmark, Austria, Norway, and Latvia.



Marcello Panzone

LL.M. in International Trade Law and Contracts, currently employed at Confindustria Lombardia - Lombardy's Entrepreneurial Federation.

He is in charge of assisting companies regarding internationalization processes, regulatory aspects, IPRs, innovation strategies, and access to funds. Furthermore, he coordinates the activities of the Study Center at the regional level.

He assists and advise SMEs on market entry strategies, national and international regulatory aspects, IPRs, innovation strategies, and access to European funds within the Enterprise Europe Network project. He also supports institutional relations with stakeholders such as embassies and consulates, other national and international trade associations, and public bodies.

AGENDA

17:00 - 17:02

Welcome & presentation

- Present who we are and why we have invited them to the event

17:05 - 17:10

Introduction

- Two lies and one truth
- Our idea: service flow
- Board of the service with the steps

17:10 - 17:50

Main activity

- Ask them to insert their comments in the dedicated areas
- Stakeholders relationship
- Ask them to describe and built the level of interaction that the stakeholders must have

17:50 - 18:00

Greetings

- Free conversation, feedback and invitation to class event in January

tool

Welcome poster

tool

Virtual ID card

Service flow map - Miro

tool

Service flow map - Miro

Stakeholder relationship map - Miro

tool

Virtual Thank you card

Agenda

After feeling a little overwhelmed with the number of people in the first co design, we decided to co-design with 2 experts for the event, called "online co-design",

The event was organized considering the duration of **one hour**, we rescheduled the date with flexibility so they could have time to co-design out of their busy schedules.

Tools

As the whole session was carried out online, we used Microsoft Teams to talk to each other and then shared the Miro link of the activities that we had prepared for them to share workspace.

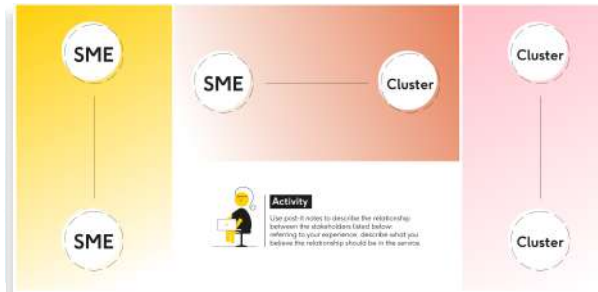
VIRTUAL ID CARDS



WELCOME POSTER



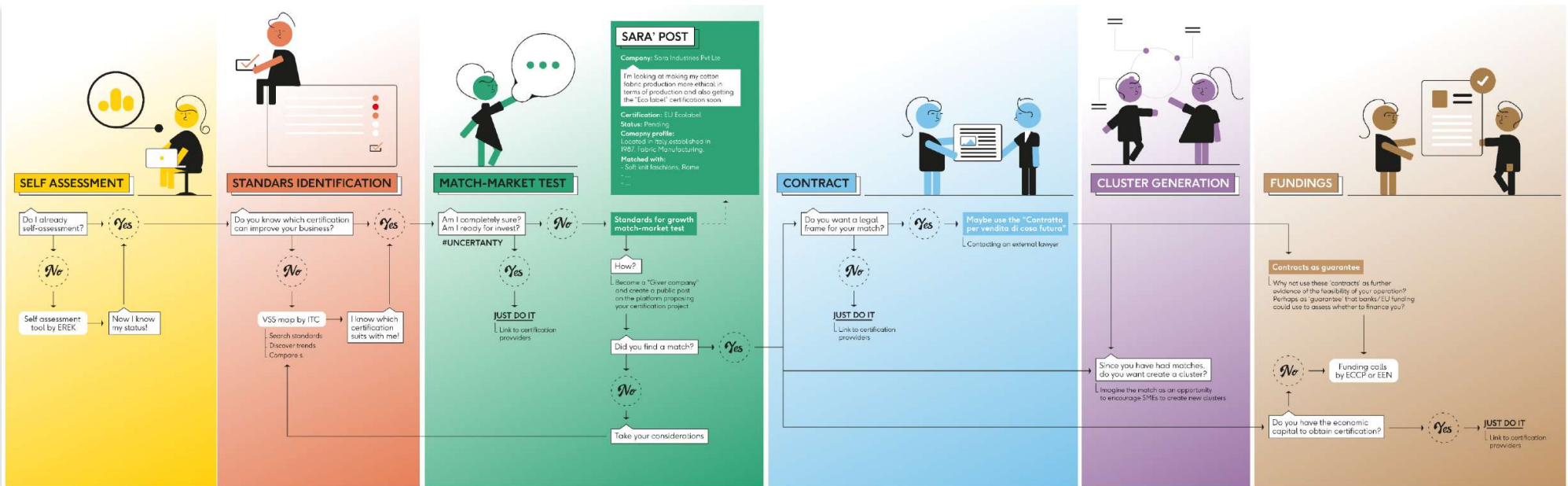
INTERACTIVE STAKEHOLDER BOARD



THANK YOU CARD



INTERACTIVE SERVICE BOARD



WELCOME



Welcome Poster

We learned to answer the question "What does a Service Designer do?" before they even asked it.

FIRST ACTIVITY

The first activity was to welcome guests. We organized our materials on MIRO. One expert knew how to use Miro, and the second expert was able to follow it after a small demo.

We introduced the session by contextualizing the event within the project "Conference on the Future of Europe"; We explained the co-design sessions Aim and our willingness to add/iterate our project.

TOOL USED

Welcome Poster
The welcome poster is the first thing the participants of the co-design session would see, so they get an idea of whom they are talking with considering, there were five of us hosting, and two experts.

Why?
We learnt from the last co-design session that they still had some questions about us, our course and project, so we decided to explain in detail, without wasting a lot of time

Did it work?
It was a good way to start so they can have more information about us and our roles, which flowed well with our general introduction.

2. PRESENTATION

SECOND ACTIVITY

Much like the physical co-design session, as a first icebreaker activity we created presentation cards. We called the Warm up activity "Due verità e una bugia" translated "Two truths and one lie".

We considered that, these experts may be low on time, and the best way would be to introduce what we are doing and then get right to the point. If there were any issues with connecting, or if we took too long with the introductions, we planned to skip this.

TOOLS USED

Activity card "Presentazioni"

ID cards

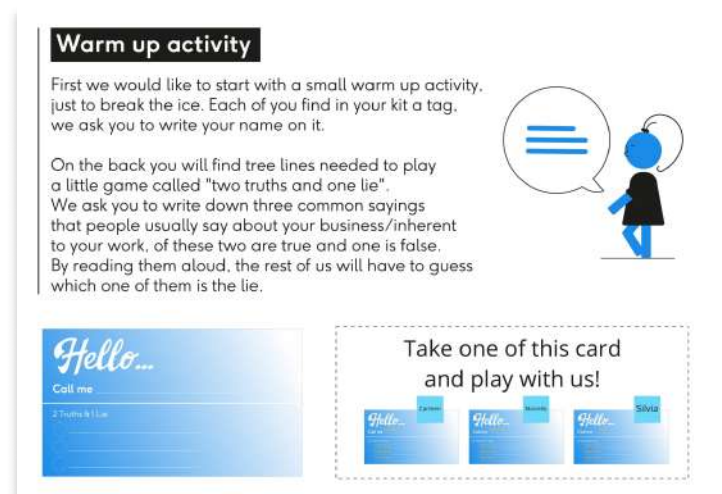
These are paper tools that are useful for performing the warm up activity. Looking at the paper there is a line on which you can write your name, while the other three lines are used to carry out the activity. Once the activity is completed, the paper is folded on the colored line and becomes a placeholder for each guest, so that the others participating know how to refer to him.

Why this tool

The purpose of the activity is for the guests to get to know each other by sharing their background experience. It is also useful in helping participants get to grips with the topic of SMEs and how they work.

Did it work?

We chose to actually skip this part of the activity due to the general introductions taking long, which was not a big deviation from our plan. It did not make a huge difference in this session



ID cards

3. MAIN ACTIVITY

THIRD ACTIVITY

We designed a tool that could be placed in the center of the conversation to get into the heart of the co-design session. Around it grows the constructive discussion between moderators and guests.

On the online board was placed the map of our service as if it were a path, a journey.

TOOLS USED

Persona Board

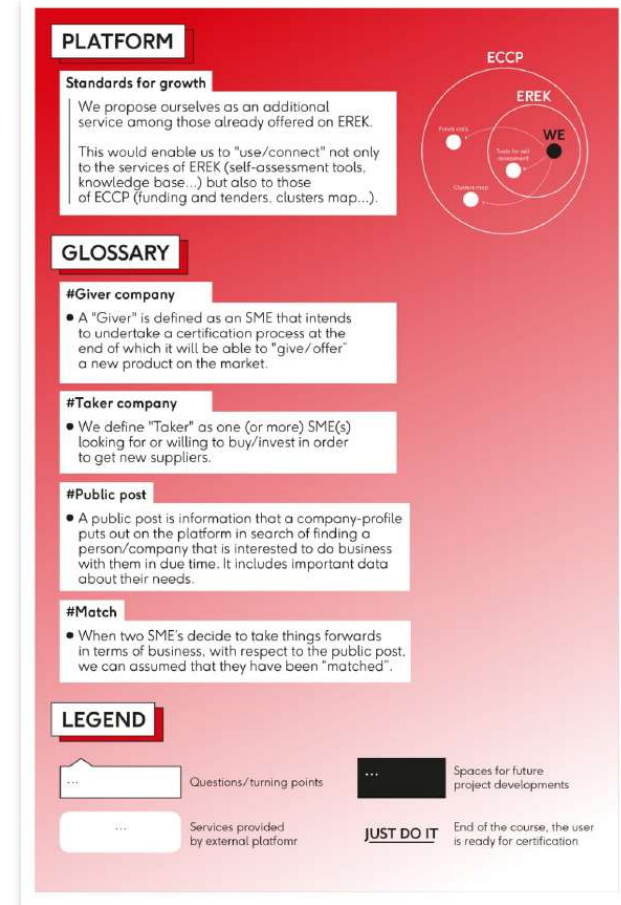
To understand the main activity better, we introduced persona - Sarah who owns a small business, and a glossary for the service.

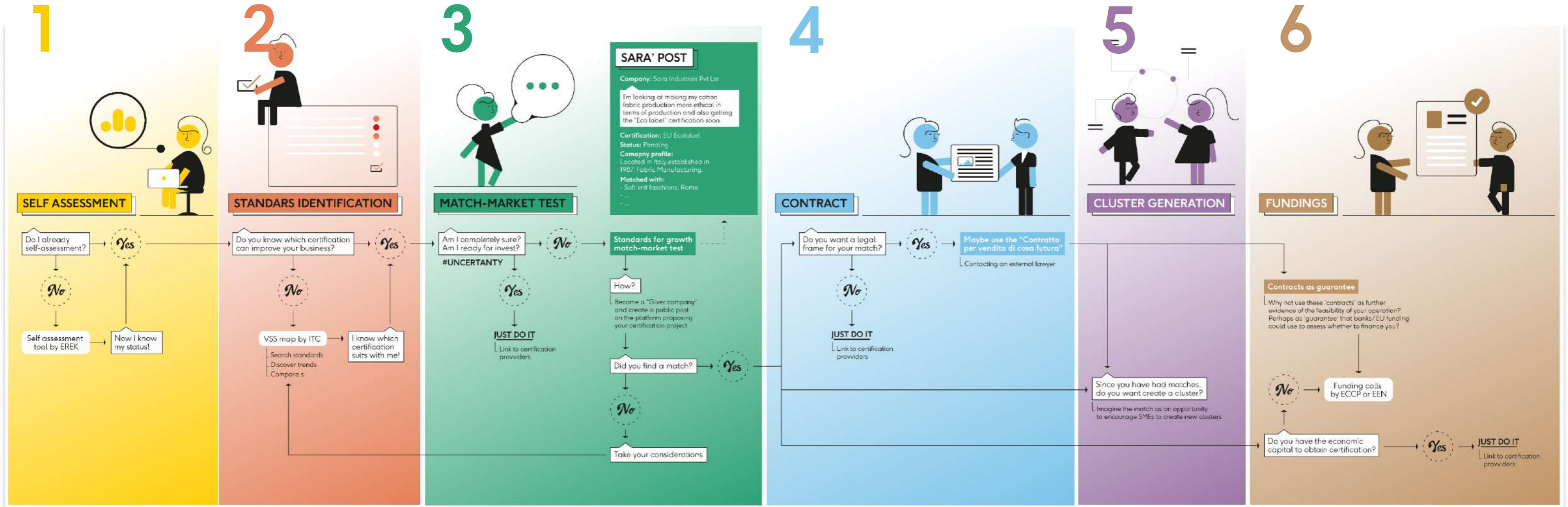
Why?

As the experts have a lot of experience working with SME's and understanding their needs, this scenario building would be the most direct way to understand the gaps in our service or if any parts of it are not feasible and their take on it, not just in general. But in each step.

Did it work?

This seemed to be more easily communicated than that of the co-design session one, as we had a set system map. It made it very clear.





3.1 MAIN ACTIVITY

USERS PERSONAS

"I am very interested,
but alone I feel insecure"



Sara, 35y. SME Manager & owner

Sara is the owner of an SME of about 25 employees that produces high quality handmade bags. BagSan, a family business since three generations, has been supplying some of the most famous fashion houses in Milan for several years thanks to its experience and attention to detail. Recently Sara has noticed that several big brands are showing interest in the issue of sustainability, so she would like to add an eco-friendly waterproof yarn to her fabrics.

Sara senses that the time has come to update and improve her product; consumers are increasingly sensitive to sustainability and improving the level of her product could also make it more competitive in foreign markets and give her access to new opportunities. Despite this idea Sara is not convinced, she does not have all the necessary information, she does not know what is the right move to make. And she is terrified that such an investment will not be appreciated by the market, the uncertainty paralyses her.

NEEDS

- An easy and attractive reason for invest
- Growth and create interesting collaboration

GOALS

- Become greener
- Acquire certification to demonstrate the green commitment
- Expand the business at an International level

FRUSTRATION

- Lack of knowledge and information
- High cost and bureaucracy
- High competition

1 & 2_PRE MATCH REQUISITES

The main activity included visually representing the whole platform as a flow map, which are divided into parts and gives information about the actors and actions.

The first part is the Self Assessment and second part is the Standards Identification

SME's usually have to start with Self assesment and Standards Identification, so they understand their where exactly they are in their journey

3_MATCHING PROCESS

After figuring out where they stand in terms of certification and greening their businesses, the companies can then reach out to other companies to collaborate. This matchmaking process is done on our platform through a post. This was depicted visually on Miro after Steps 1 and 2.

Sarah is an SME owner and is a perfect candidate to for the matchmaking process.

The visual map of the matchmaking process and the elements are used to start a conversation with the experts about how they think the SME's will behave in this given scenario, so they can really assess if this will be useful or necessary for them.

4 & 5_POST MATCH PROCESS

The post match visual explains the process of what happens with the giver and taker SME after the platform/ service finds a match for each other. If they want to take the partnership forward, they can do it with or without a legal contract and then apply for funding.

Contracts between SME's for partnership would mean a lot of legal processes. We wanted to understand what exactly goes on in the legalities of a contract for a partnership.

5_FUNDING

The post-contract phase may or may not include funding, depending on the SME and where they apply for funds. We planned to show a page full of options for the SME's to be able to choose from.

The whole greening process implies that a company would need some amount of economical support to get this done.

RELEVANT CASE STUDIES

We learnt from the first co-design session (Physical) that the participants feel more connected to the activity/idea when they are presented with relevant case studies. They ideas and scenarios are easily consumable.

So for each step of the process on the service-map we presented them with case studies.

1 2030 Calculator / Doconomy

Doconomy is a Swedish sustainability start-up that created the project with the aim to **provide a free digital and quick tool that is able to calculate a product carbon footprint** based on the emissions created from manufacturing and transport up until the point of sale.

#Self-assessment tool
#Bottom-up approach
#Accessibility

- Encouraging the adoption of more virtuous behaviors by customers




2 2030 Calculator / ITC

The ITC has created an **interactive map to show and organise the worldwide dissemination of certain standards**. By consulting the map it is possible to understand not only which are the most widespread standards but also those that are expanding.

#Trends
#Comparison
#Data as resource

- Enables more conscientious decision-making

Share of certified area by sustainability standard for selected agricultural products in 2019



3 2030 Calculator / ITC

The "Partnership Opportunities" section allows companies to create **open advertisements for commercial or academic partners to produce, distribute, co-develop and deliver your products, ideas and services**.

#Match-market
#Opportunity
#Connection


- It helps companies to access new opportunities
- It transcends geographical boundaries, as it is able to connect even distant realities

4 & 5 Mikrocrowd & IBB Berlin

Investitionsbank Berlin (IBB) is the business development bank of Berlin (Germany) focusing on business sup-port (mostly SMEs and start-ups) as well as on support for housing and development. In 2018, it launched a partnership scheme with Startnext, a reward-based crowdfunding platform operating in Germany and based in Berlin. Thus, individuals, micro-entrepreneurs, start-ups and **SMEs who run a successful crowdfunding campaign on Startnext, become eligible for a follow-on micro credit**.

#Investitionsbank
#Micro credit
#Financial support

- Adopt a new method of crowdfunding platform to break the traditional credit method




6 Contract for change / M. ULTRA

The project aims to **encourage American farmers to invest in transforming their crops into organic plantations by offering them a contract** that guarantees that their barley grown will be bought during the transition and after they've gone organic. The transformation to organic implies a series of investments over a three-year horizon that do not **give a guarantee of having clients at the end of the process**. In this way, the brewing company can not only make good beer, but beer that does good. The project is supported also by the United Nations.

- Through risk mitigation, farmers can focus on growing high quality organic crops

#Transition
#Investment
#Guarantees



3.2 MAIN ACTIVITY

FOURTH ACTIVITY

This was our idea of how we assumed our SME's would benefit after matching and further go on to be part of clusters where they can be part of bigger ideas.

TOOLS USED

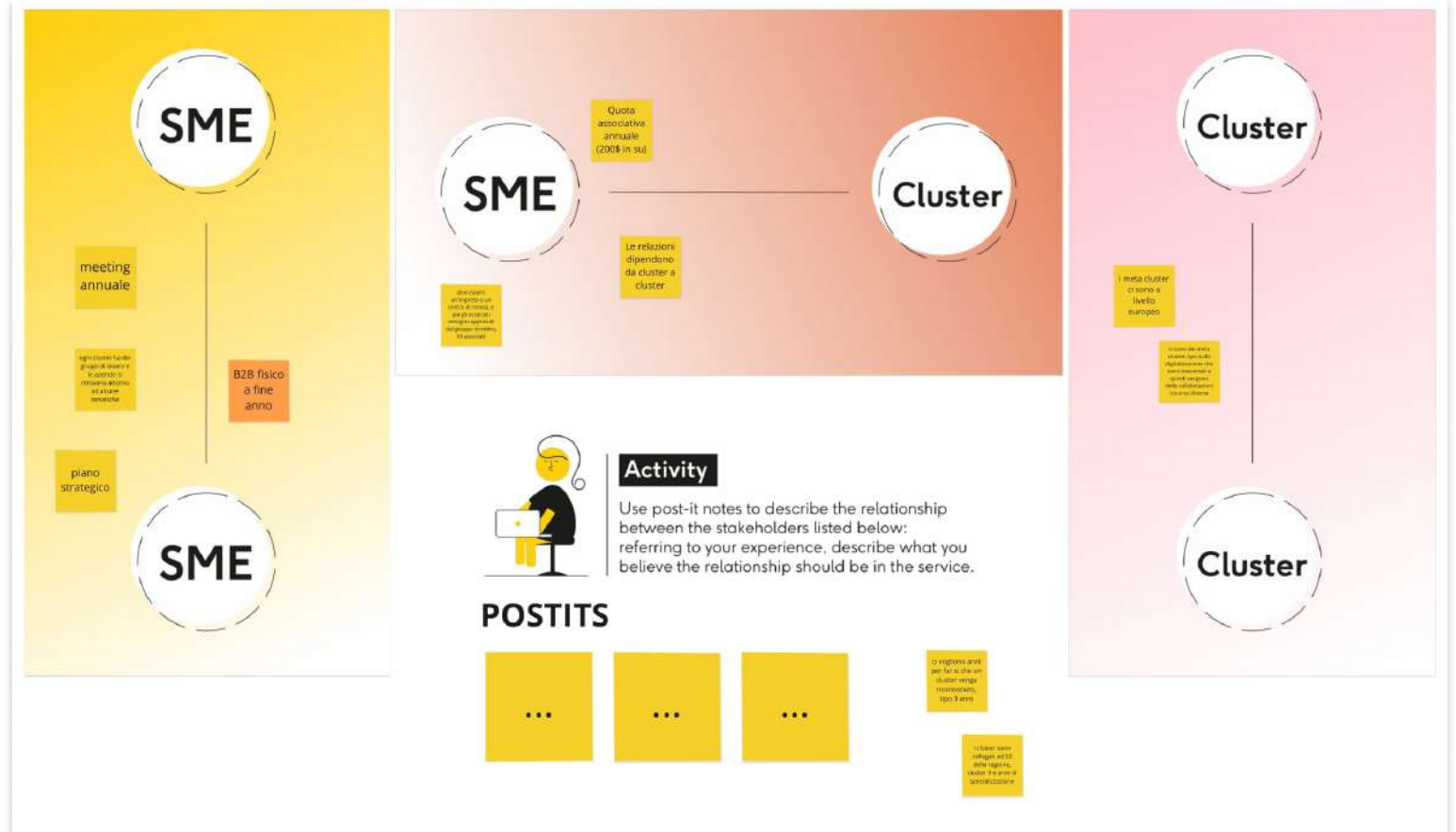
Stakeholder interaction Map

Why?

As the experts are cluster managers, they could give us an idea of what it is to be a part of cluster and how to get into it, and also if our service could eventually lead to SME's forming clusters

Did it work?

This exercise gave us an understanding of how political forming a cluster is, and how much of legal/economical process it entails.



Interactive stakeholder board

4. RESULTS

ONLINE CO-DESIGN OUTPUTS

1_PRE MATCH REQUISITES

Dividing the journey map gave us the distinction that, as these services exist already, it could be plugged to our platform, rather than build a function only for this. Which was also supported by the experts.

2_MATCHING PROCESS

It gave us a big conversation to talk about, mainly about how this is actually needed for a lot of SME's and opened up a topic which we had not considered: the privacy of a company.

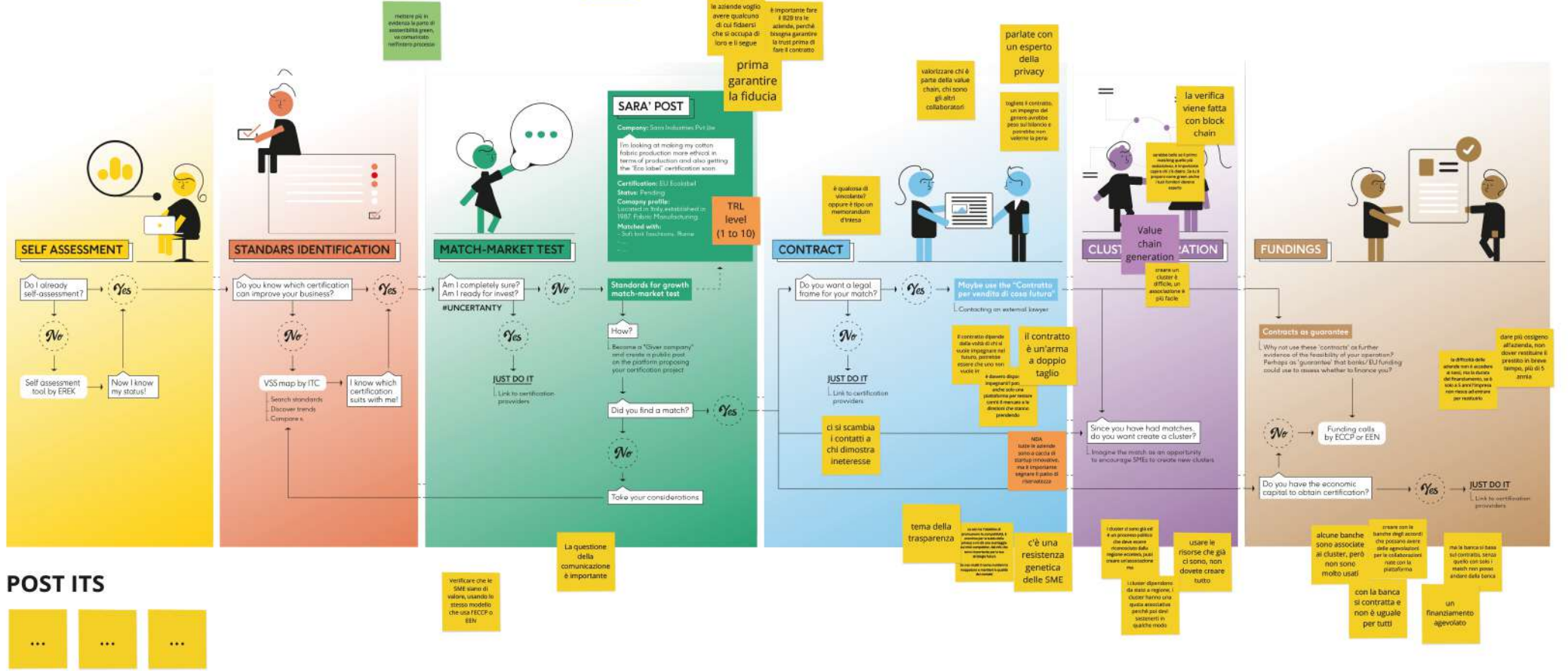
3_POST MATCH PROCESS

Not only did we get an idea of what the legal process is for a partnership, but we also realised that we have to definitely give them a choice not to get a court contract, as it is very tedious. We also discussed the possibilities of having Non-Disclosure Agreements's at multiple steps.

4_FUNDING

We were considering involved in getting SME's funds that they would need to get started, but again as pointed out and confirmed by the experts, there are already very many existing platforms that do that, and we just could inform them about it.

Intelligenza artificiale
 PNNR per farsi finanziare
 il mondo delle fiere
 swapcard
 avere del endorsement
 trovare dei partner di valore che trasmettono fiducia
 avere colto un bisogno reale, ma ci sono degli aspetti da considerare
 B2match 2000 euro per ogni evento
 un sistema non c'è un matching automatico per incuriosire aziende che ti interessano
 lo userebbe



POST ITS

CASE-STUDIES

2030 Calculator / Economy

Scenario: a financial scenario for the year 2030...
 17.26

2030 Calculator / ITC

The "Thematic Roadmap" outlines...
 ITC

2030 Calculator / ITC

The "Thematic Roadmap" outlines...
 ITC

Contract for change - FN L&L&M

Contract for change...
 FN L&L&M

WKO

WKO logo and text...

Financement & BB Bank

Financement & BB Bank logo and text...

ONLINE CO-DESIGN INSIGHTS

CONCEPT VALIDATION

After the session with the users, although we understood their needs and concerns. We had to look at it in a larger picture for which the co-design session with the experts helped. There were still some lingering doubts about a few functions which we thought would also be answered by the experts along with concept functions and their feasibility.

IMPROVEMENTS

Moreover, with their opinions and suggestions we were able to collect material to implement our project:

1_INSIGHT

The experts liked the idea of having the self assessment and standards identification, and asked more about it.

The Self assessment platform which is already existing, is not being used a lot, so instead of building that as our platform, we decided to connect it, so the SME can educate themselves about first.

2_INSIGHT

Experts pointed out that, sometimes companies would not like to put their plans of future on a public profile. We could incorporate a way for companies to make their posts public without revealing their name/exact details before a match.

3_INSIGHT

Companies can have deals without having a contract. SME's can agree to the given match and go ahead to have the information locked on their profile, if getting a contract made is out of their economic point of view.

4_INSIGHT

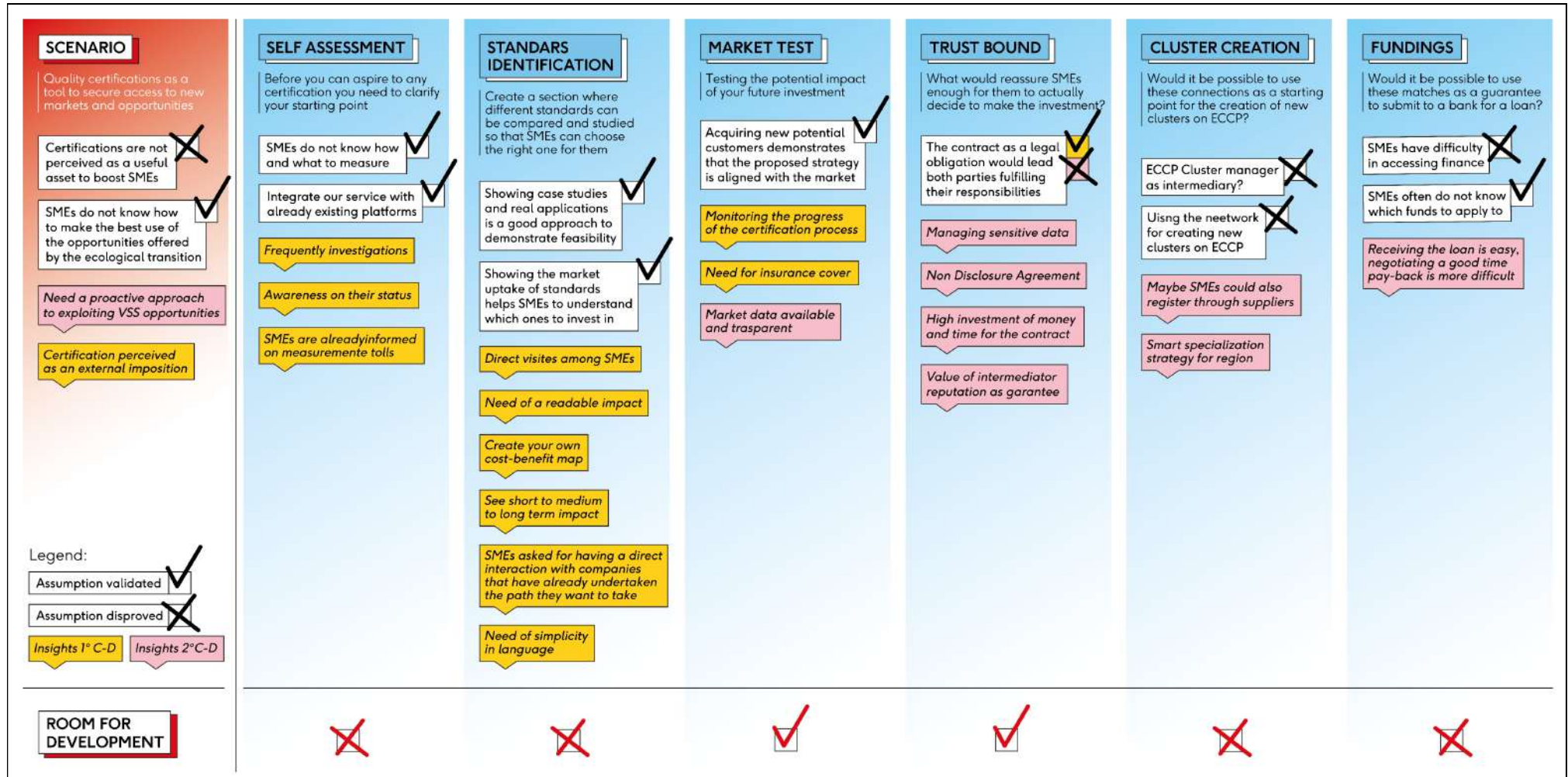
Cluster formation is complicated and sometimes even political.

We do not need to push for SME's to form clusters, or handle the cluster formations on our platform. The match-making is a major function.

5_INSIGHT

A match can mean, better chances at getting funding, but the funding comes from a Bank which has to be returned. So the processes are long. Funding matching is not going to be of priority as the stakeholder would change to banks and European commission.

SERVICE CONCEPT



WHAT IF WE COULD REDO?

MANAGING TIME & ACTIVITY

It was successful

In the online co-design session we respected the schedule, this left both us and our guests satisfied.

It can be improved

In the physical co-design session we organized activities that were too long for the time allocated to the event. In the end this wasn't a problem because the guests were interested, staying even beyond the end of the event, but it is something we have to work on.

Try the session before you make it!

TAKE THE STAGE & COMMUNICATE

It was successful

In both co-design sessions, we shared roles throughout the event. Narrator, facilitator, director, it was helpful to better manage the communication with the guests.

It can be improved

During the online session, it was more difficult for us moderators to communicate with each other by not being in the same place. Online communication only allows for one person to speak at a time, and does not make it easy for those who want to join the conversation to speak when two people are already speaking.

Be prepared to adapt yourself to the situation you are going to face!

PRESENCE vs REMOTE

It was successful

It is a good strategy to use an in-person session to collaborate with people who do not know each other. It is more effective to use an online session if people already know each other, because the process is faster.

It can be improved

In the physical co-design, there were a lot of elements that could distract us, which could've been controlled if it were us in a (more) silent working place.

Dont' pick a place with music, which can make it hard to converse!

THANKS

TO OUR GUESTS

A special thanks to all the guests who took time out of their busy schedules to collaborate with us.

TO OTTO

Thanks to Otto for his willingness to let us hold the event in his space.



