

National Action Plan for Design 2012-2013

as a part of Estonian Enterprise Policy 2007-2013

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INTRODUCTION

The purpose of design is to offer such values and quality which people need and for which they are prepared to pay. Design is a good tool to satisfy the needs of customers for products or services in a better way by increasing the value of products and services and this, in turn, is expressed by the willingness of customers to pay a higher price.

The objective of design is to create more aesthetic, original, interesting, user-friendly, simple, understandable, functional, ergonomic, economical, secure and innovative products, services or environment. Design has become one of the best opportunities to improve one's competitive advantages among competing companies or even at international level. Design does not function separately from other disciplines and professions, it is very firmly linked to a large number of different areas. It is important that people, incl. entrepreneurs in particular, would understand that design is much more than just physical objects, that design is primarily something to create considerable value added. Design is first of all a process in the course of which new and better solutions are found for various problems. Good design combines creativity and innovation by giving businesses an effective tool for mapping and understanding real needs of customers and thereby offering the target group greater value (products and services meeting customer needs). Research has confirmed that companies making strategic use of design and finding strategic application to design are successful in business. Strategic integration of design into company business strategy has proved to strengthen the uniqueness, identity and position of the company.

Activities of the state in supporting design are targeted at:

- Improvement of quality, competitiveness and demand for Estonian products and services on the world market;
- Development of design entrepreneurship;
- Growth of the reliability and quality of the support systems in the design field;

- Improvement of the welfare of citizens through more user-friendly and personalised products and services.

This action plan (for the years 2012-2013) is the first phase of state support policy targeted at the development of design use, and the purpose of the plan is to establish cooperation of the implementers of the plan and to start realisation of activities. Further development and implementation of the policy to support design will continue in the framework of the new strategy period (2014-2020).

The action plan is a logical continuation of the collection of proposals and expert assessments “Estonia – Land of Design” prepared in 2003 by the Ministry of Economic Affairs and Communications (hereinafter: MoEAaC), Ministry of Culture (hereinafter: MoC), Estonian Association of Designers, Estonian Academy of Arts, Export Agency, Estonian Chamber of Commerce and Industry and a working group of design entrepreneurs. The collection was aimed at submitting recommendations for enhancement of applied design in Estonia. This document, “National Action Plan for Design 2012-2013” sets out the main courses of action, most important principles, specific activities and programmes for promoting the development of design and for removing shortcomings that hinder development in the immediate future. In addition to already existing national development activities and support programmes this plan adds several new initiatives to the scope of activities to be implemented.

The action plan for design will be implemented as a part of the “Estonian Enterprise Policy 2007-2013” and it will be enforced as its annex. The implementation of the action plan for design will directly contribute to achieving the objectives of enterprise policy, incl. increasing the productivity and exports of Estonian companies by contribution to the development of products and services of high value added. Since design is a form of innovation, the action plan will also help to achieve the aims of the “Research and Development and Innovation Strategy 2007-2013”. The action plan will be implemented in the framework of entrepreneurship and innovation policy budgets. All important and relevant organisations of the sector, incl. representatives of companies of different economic sectors, were involved in drawing up the Action Plan for Design 2012-2013. We received valuable feedback from our partners during consultations and took it into account in preparation of this final version.

The action plan lists specific activities and programmes for the period 2012-2013 that the state, in cooperation with their partners, will implement in order to enhance the use of design by companies and to facilitate entrepreneurship in the field.

The objectives of the state in the development of the design field may be summarised in the following:

1) Additional economic growth through more extensive use of design in different business sectors that is expressed by better products and services with higher export potential.

2) Development of design as an important sector of the creative industry and promotion of design entrepreneurship that will lead to the formation of such a design sector that has export capacity and is capable of offering value added to other sectors. The spin-off effect of the implementation of activities will become obvious, among other things, in better public services and development of spatial environment as well in the improvement of the reputation of the Republic of Estonia.

Pursuant to the above objectives the activities listed in the action plan may provisionally be divided into two large blocks:

- activities targeted at the companies of other sectors (incl. public sector), to increase and develop their use of design;
- activities directly targeted at the improvement of the competitiveness of the design sector, and companies and people working in that sector.

It is very important that the measures implemented will focus with equal attention on both parties - on clients (companies, state) and implementers (designers, design studios), because it is the only way to create an effectively operating market of design services targeted at satisfying real needs. The side effect of such a market will be positive impact on the development of the whole economic environment and improvement of the competitive advantages of the state.

This action plan has the following logical structure: the first part gives the readers a general overview of the concept of design and related theoretical grounds. This is followed by characterisation of the current situation in the Estonian design sector, focusing separately on the demand side (other business sectors, public sector) and supply (designers, design studios, students of design specialty). Next is the creation of long-term vision together with listing the possible criteria and indicators. The last part of the action plan shows the main development activities, with additional explanations, to be implemented in the development of design field in the next two years, using the above mentioned “demand and supply” logic in grouping of the activities. With the help of more specific descriptions of the activities to be implemented it will give answers to the following questions:

- How will the state help to improve the awareness of Estonian companies of the use and knowledge of design?
- How will the state help the Estonian design sector to develop?

Target group of the action plan:

The action plan will primarily draw attention to the following target groups: small and medium enterprises (hereinafter: SME), manufacturing companies, service industry companies, design studios, free-lance designers, design field support structures (professional associations and development centres), public sector as customers, incl. local governments and non-profit associations. The main implementers of the national action plan will be the Ministry of Economic Affairs and Communications (hereinafter: MoEAaC), Ministry of Culture (hereinafter: MoC), Ministry of Social Affairs (hereinafter: MoSA) with Enterprise Estonia (hereinafter EE). The main cooperation partners in the implementation of the action plan will be the Estonian Design Centre, Estonian Association of Designers, Estonian Academy of Arts, Tallinn University of Technology, Estonian Museum of Applied Art and Design as well as sectoral business organisations and professional associations.

Management of action plan:

The action plan will be implemented each year according to the implementation plan proceeding from the planning process of the state budget and including corresponding activities for a specific year. The action plan defines the specific features, volume and organisational aspects of the measures to be implemented in the specific year. Supervision of implementation is based on regular assessment of the efficiency of measures and sub-activities included in the action plan and is conducted by the steering committee of the action plan consisting of the representatives of partners under the leadership of the MoECaC. The steering committee will monitor whether the activities defined in the action plan are carried out and, if necessary, will make proposals for making changes in the action plan. A progress report is prepared each year under the leadership of the MoECaC and it is submitted to the Government of the Republic for approval together with the annual report of Estonian Enterprise Policy 2007-2013.

DESIGN, WHAT IT IS AND WHAT FOR

Design – is the working process of finding solutions to problems, taking into account functional, ergonomic and aesthetical requirements and market needs proceeding from the user and taking into consideration the specific features of materials and technology. In a wider sense design is a strategic development process in very many different areas concerning products, services, environment, communication, etc. Initially design meant giving form and shape to products but today the concept of design is much wider. Good design does not mean only pleasant appearance. Aesthetics is important but it is only a part of the whole big process.¹ Design is knowledgeable and transparent, a measurable process/result, based on reasoned choices and with the help of design products, services, environments and processes are created which are more profitable, simple, effective, ecologically sustainable, secure, meaningful, user-friendly and better differentiated.²

The assessment of design quality is based on how well the designed object reaches the objective and meets the above listed characteristics. Design is an opportunity for companies not only to become more profitable but also to create better societies for everybody to live in. Design is an interface of technology and culture that helps make technological achievements applicable in everyday use. The role of design and creative industry and cultural contributions related to them is one of the key issues in modern economy. The challenge is not only the design of better products and processes but the design of totally new business models. Depending on the specific features and extent of design used by companies it may be classified as follows: design as stylistics, design as a process, design as strategy. It depends on the situation at what level design is necessary and included in the promotion and development of business activities, i.e. not everyone should be the strategic user of design (see Figure 1). Several organisations regard design as only a decorative accessory and do not pay attention to its potential as a substantive, strategic and business resource. However, sustainable and forward-looking companies are increasingly using design as a tool of key importance for making business decisions. Design is a practical, human-orientated, creative process connecting different sectors, in the course of which people are looking for better solutions to existing problems.

¹ Survey "Creative Estonia", Design Innovation Centre of the Estonian Academy of Arts, 2006

² K. Jagomägi „Design in 2011, where are you heading for?“

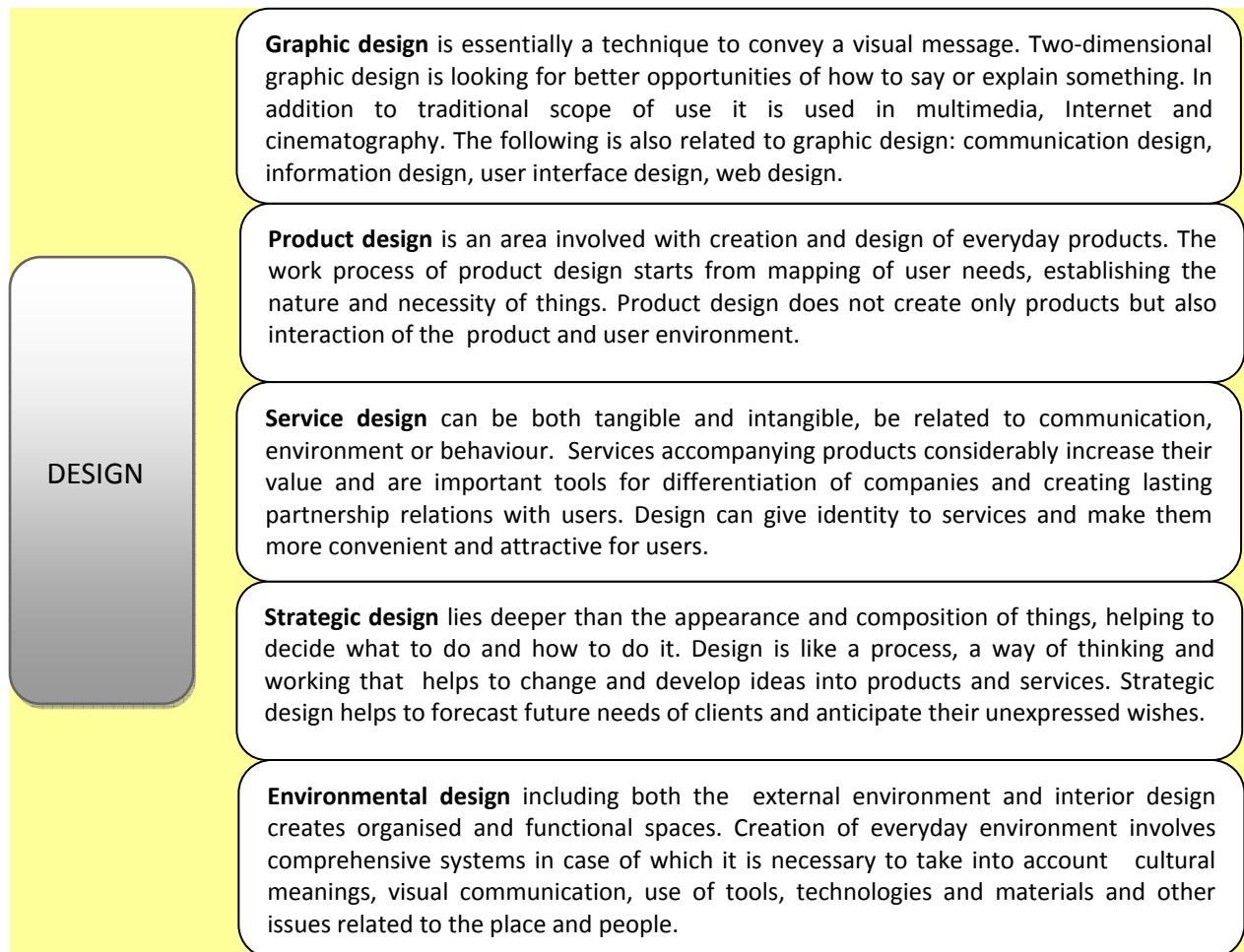
Figure 1: How companies use design – design ladder



Source: Danish Design Council, DDC 2003

The economic efficiency of products, services and environment is always an important quality of design. In addition to economic efficiency modern design has to be environmentally friendly and sustainable. Energy consumption and resource costs should be as minimal as possible. We must think what happens to the outcome of design process at the end of its life cycle and whether recycling and reuse processes are possible. Universal nature of design solutions is essential, i.e. they should aim at making everybody’s life easier, making built environment, communications, products, services and social benefits accessible, usable and comprehensible to all population groups.³

Figure 2: Subdivisions of design



Source: Estonian Design Centre, EE

Universal design is a concept aimed at 1) changing the environment, products, communication, information, technology and services without outside help to make them accessible, usable and understandable to everybody, incl. people with special needs, as much as possible, and 2) eliminating the need for readjustment and reconstruction which, as a rule, are expensive and cause inequality.

In addition to above-mentioned traditional categories and principles of design, new and different areas are playing an increasingly important role in the society today. The everyday development and activities of those areas are essentially influenced by inclusion of design,

e.g. information technology sector for the purpose of software design, system design and web design.

With the development of design field it is possible to have a positive impact on economy, human environment and social sphere. Design is becoming more and more important in the world and this is characterised by:

- consumers who are more and more demanding – functionality of products and services is not enough any more, individual approach is important;
- changing demographic situation – ageing population;
- greater need for differentiation – companies that offer “me too” products and services will not be viable in medium and long term perspective;
- increasing global competition – it is necessary to find the balance between economic growth and responding to local tastes and different needs. Careful product and service design on the one hand helps to standardise products and services and on the other hand helps to ensure local distinctive features with less effort;
- growing need for user-friendly products, even in the case of most innovative products. The majority of potential consumers assume simple use and they require products the use of which is intuitive and does not require manuals with numerous pages;
- growing need for products considering the environment – sustainable design.

Table 1: Design potential

ECONOMIC (INWARDS)	<ul style="list-style-type: none"> • business engine • creator of jobs, increaser of tax base • provider of value added: to products, services, environment
ECONOMIC (OUTWARDS)	<ul style="list-style-type: none"> • attracts foreign investments • attracts tourists • increases export potential
ENVIRONMENTAL (SPATIAL)	<ul style="list-style-type: none"> • space as carrier of new functions • space as attraction • revaluation of space
SOCIAL	<ul style="list-style-type: none"> • increase of accessibility, reduction of segregation • strengthening of community feeling • increase of diversity

Source: MoEAaC, 2009

2. CURRENT SITUATION IN ESTONIAN DESIGN LANDSCAPE

Situation with design application in Estonian enterprises:

- Use of design by Estonian enterprises varies a great deal between different economic sectors. Estonian companies may generally be characterised as making rather small investments in product development and consequently the demand for product design is underdeveloped and the use of integrated design solutions is not widely spread.
- As a rule Estonian companies use outsourcing for design services.
- The types of design Estonian companies include most are graphic design, product design and package design.
- The major reason for the use design in Estonian companies is the wish to be different from competitors.
- Design occupies the fourth position in the ranking table of competitive advantages for Estonian companies.
- In public procurement there is no uniform practice for taking into consideration design aspects.

Use of design in Estonian companies:

At present the intensity of how design is used in Estonia varies between economic sectors, only a few sectors apply design quite intensively (e.g. clothing industry and furniture industry). So far design management as an independent function in a company is practically non-existent. In the majority of companies that function is covered by several other professions (development managers, marketing managers, etc). In conclusion we may say that the majority of Estonian companies cannot see design as a potential for achieving strategic goals of the company and in creating value added.

In order to map the use of product design in 2006 the Design Innovation Centre of the Estonian Academy of Arts carried out a survey in Estonian companies involved in product development (unfortunately today we do not have more recent information) to find out the extent of design used in companies and the obstacles and expectations related to the use of design. The SME were chosen from four different sectors for the survey: medical equipment, electronics and precision engineering, mechanical engineering and household equipment (or sectors in which the use of design is generally more extensive). In order to illustrate the extent of design is used the companies specialising in product development were asked to position themselves using the design ladder shown in Figure 1. As a result of the exercise it turned out that the level of an average company questioned was 1,708 (See Figure 1, page 8) and the companies included in the survey often had not used the help of designers even for giving the appearance to their products or styling. The companies involved in the development of medical equipment positioned on the highest place, their average response was 2,5.⁴

Table 3: Inclusion of design services in companies

We have a separate department of design.	0%
We have professional designers working in our company (people whose principal job is design).	7%
We have a design consultant advising our company who manages and guides the design process.	5%
Our design studio /advertising agency / PR office is responsible for design.	11%
We use the services of different designers according to our needs.	31%
We do not use the services of designers. We are trying to manage on our own and so far we have managed to do it.	43%

Source: Survey of the design year “Creative Estonia 2”

In addition to graphic design, product design is one of the types of design most used by Estonian companies and it is directly connected to different industrial sectors. In Estonia services of product designers are mainly used in the production of clothing, furniture and plastic products. To illustrate the situation in Estonian furniture industry we can use the

⁴ Source: Estonian Design Centre

sectoral survey of furniture industry that was commissioned by Enterprise Estonia in 2009. According to the data presented in the survey (100 local furniture companies were included in the sample) two thirds of these companies were engaged in product development on their own, half of respondents used the help of product designers but only 14% of them had their own product designer. It happened quite often that people in charge of product development had also other tasks in the company. Taking into consideration the fact that furniture industry has so far been one of the most advanced sectors in the application of design we can conclude, using the above data, that the potential of product design is not widely used in other sectors as well.

Besides product design several industries need package design that is mainly commissioned from advertising agencies and design studios but some companies of food and beverages industry have also employed people whose sole responsibility is package design and modelling. Design is interrelated with advertising and advertising can be considered as a part of design or vice versa. Consequently designers are widely used in advertising industry. The activities of design studios and advertising agencies are greatly overlapping, primarily on the market of graphic design services. Services of designers are also used in retail trade, information technology and other service sectors.⁵

The Ministry of Economic Affairs and Communications carried out a qualitative research in 2009 including top managers of different sectors in the focus-groups. The survey was aimed at mapping the vision of businessmen for the use and possibilities to use design in Estonian business environment. The main conclusion of the survey is that even if Estonian entrepreneurs invest in design in their product development, the possibilities to use design will quite often depend on the market factors, economic environment and consumers. As a rule companies cooperate with Estonian designers in product development and marketing whether in the form of direct relationship or they use advertising agencies as intermediaries. Usually they use the services of Estonian designers, very few businessmen had experiences of working with foreign designers. Among other things the survey showed that design awareness of entrepreneurs could be better, for instance managers of the service sector were not well acquainted with ‘service design’ as a term, they understood the term ‘product development’ better. Likewise, in some economic sectors it is package design that is primarily considered to be design, not product development.

Table 5: Competitive advantages mentioned by entrepreneurs

Technical quality	57,5%
Reputation	50%
Price	47,5%
Sales reliability	42,5%
<i>Design</i>	<i>42,5%</i>
Delivery time	32,5%

⁵ Survey of creative industry

<i>Branding</i>	27,5%
Distribution	15%
Advertising	12,5%

Source: Survey of the design year “Creative Estonia 2”.

Design and public procurement:

Public procurement is defined as a strategic priority in the innovation activities of the whole Europe since with the support of public procurement it is possible to promote innovation. Establishing better practices in commissioning of design and better-planned public procurement as objectives will lead to more customer-focused, efficient, innovative and higher-quality services and infrastructure. Public sector can increase design demand and serve as an example in efficient application of design by making the procurement process more transparent, putting value on design, creativity and innovative solutions and facilitating competition. Based on the practices of other countries we can confirm that with the help of design it is possible to find successful innovative and sustainable solutions in the public sector for provision of more user-friendly services. The aspect of design is not well represented in public procurement today since there is lack of general awareness and preference is given to the cheapest solutions rather than to solutions of highest quality. The report of the European Commission “Creating an innovative Europe” of 2006 called the governments of member states to “use public procurement to drive demand for innovative goods, while at the same time improving the level of public services”. Based on the above-mentioned logic it is of utmost importance to promote smart application of public procurement and public services as popularisers of innovative practices.

Situation in Estonian design sector:

Provision of designer services:

- So far the market of design studios is not well developed in Estonia since the demand by Estonian companies for design services and solutions has been relatively low. Estonian companies can generally be characterised by small investments in product development and as a result the demand for product design has not been fully created yet and the application of integrated design solutions is not widely spread.
- The design studios providing design services are small and they are very few in number.

In 2011 the number of design studios with staff of 4-6 people was only 6 in Estonia (3 product design studios and 3 branding studios), the rest of the design studios were micro-enterprises employing only 1-2 designers.

- There have only been a few single cases of design export in Estonia and mainly in web design and graphic design.
- Estonian design industry and related fields provide work to nearly 4 200 people in Estonia.

Design education:

- Estonia has a well-recognised design education, based on long traditions (since 1914) and a comparatively large number of people who have received design education, 1 000 specialists of design field have graduated from EAoA alone in the years 1994-2010.
- Vocational education in design is not fully developed: there is no harmonized in-service training and retraining system and no system of professional standards.
- There is a network of support structures for the development of design field, based both on the non-profit sector and educational and research institutions: (particularly EDC, EAoD, EAoA, EMoAAaD).
- Estonia has several internationally recognised designers (primarily in the area of creative approach to material).

Design entrepreneurship and provision of design services:

At present there are three possibilities to provide design services in Estonia: to be a salaried designer in a company, to operate as a designer-entrepreneur or to provide integrated design services in a design studio (similar to architectural and advertising agencies) where designers are small entrepreneurs who provide documentation of design solutions (similar to engineering documentation), they do not make products themselves.

According to the survey “Study and mapping of the situation in Estonian creative industry” conducted by the Estonian Institute of Economic Research in 2009 (that is still the latest fundamental research of the design sector) all in all 334 companies were operating in the design sector in 2007 employing 361 people, however in related sectors like entertainment IT,

advertising and craft industries there were 903 companies with 4 109 people.⁶ The total number of employees is in fact higher by the number of people who work with contracts for services, however there is no statistics for the latter and also the experts working in the sector were unable to estimate their number.

The above-mentioned survey showed that the companies providing design services had staff of 1,1 people as an average in 2007, however in related sectors the average number of people was the following: 2,5 people in entertainment IT enterprises, 3,3 people in advertising agencies and 3,5 people in companies engaged in craft industries. Since very many people in creative industry, including design sector, work on contractual basis, there is a large number of companies who have no regular staff at all. Consequently there is little stability and high staff turnover. Work of people with such contracts is project-based and quite often they work for several companies at the same time. Reporting on such contractual employees is non-existent. Furthermore, some people were working for non-profit associations and foundations and again no reliable overview or reporting on such people. The number of creative people registered as self-employed persons was 2 035 in 2007, and we can add a number of creative people who were not registered at all.

The total revenue in the design industry and related sectors was 29,3 million euro in 2007, of which provision of design services amounted to 14,4 million euro. The average annual earnings per employee were 40 904 euro in creative industry, whereas in the design sector the corresponding figure was 40 009 euro, accounting for 42% of the average annual income per employee in Estonian businesses that is 94 270 euro. Experts say that the sales revenue in design sector comes from the sales of services to companies who commission various design solutions or from consultancy or from sales of services to private persons that have rapidly grown in recent years. Product design, especially of furniture and interior design elements (luminaires), is the source of income in the sector. Sales revenue of the companies providing design services amounted to 14,3 million euro in 2007 according to the Commercial Register and the data of the Tax and Customs Board show that the sales revenue of self-employed persons was 153 387 euro. Experts claimed that foreign trade was mainly in graphic design and web design.

There is no consistent national statistics on Estonian design exports. Entertainment IT could export most (exports amount to ca 60% of turnover), however only 13 of the large number of Estonian IT companies are engaged in the design of entertainment software. Some of these companies are successful programming subcontractors to foreign companies, the others are engaged in imports, translation into Estonian and sales of games. Turnover per company was the highest in creative industry and increased by 240% in five years. This sector keeps growing, has good export potential and needs state support above all in the development of IT education. The sales of product design to foreign markets are realised through exports of

⁶ The activities of advertising design, interior architecture and industrial artists (designers) are not analysed in the design sector. Design is listed as a sub-sector of creative industry (e.g. the representatives of the above-mentioned sub-sectors are also members in the Estonian Association of Designers, however in the national mapping of creative industry they are classified either under advertising, architecture or fine arts.

industrial production. The industries that use the services of designers most are clothing industry and furniture industry. The mapping showed that the demand for product design is not well-developed in companies and the use of integrated design solutions is not widely spread. However, the potential of product design market is large because it covers the whole processing industry. Estonian product design as an area having export potential in itself can be introduced to the world primarily through industrial products with high involvement of the design aspect created in Estonia and that could open the doors for independent service exports later.

Craft industries are closely related to design sector since very many designers working in Estonia make the products they have designed manually. The sector is also suitable for one-man companies and self-employed people. The strength of the sector is availability of skilled professional people, good reputation of Estonian handicraft both at home and abroad, active societies and associations. The weakness is difficulties in marketing and problems resulting from the weaknesses of related fields (production of raw material).

The majority of creative industry enterprises are concentrated in Tallinn and Harju County (57%) and Tartu County (10%). 76,4% of companies providing design services are located in Harju County, including 65,9% in Tallinn and 10,5% are located in Tartu County. The companies of related sectors are also located mainly in Harju County: 76,9% of entertainment IT companies, 43% of craft industry companies and 80,2% of advertising agencies. This shows that design studios are regionally concentrated in Tallinn and its vicinity and the other regions of Estonia are relatively uncovered (the smallest number of providers of design services is in Hiiu County, Jõgeva County, Põlva County and Valga County).

Design education:

Design education has been provided in Estonia for a long time and thus we have a long tradition in teaching creative, materials-based design. As a result the work of Estonian designers has earned them recognition at international competitions and appreciation for their quality in creative approach to the use of materials. Furthermore, provision of design education has diversified in the last decade, for in addition to EAoA it is possible to study different aspects in design in several other institutions of higher education.

In 2010 designers were trained at the following Estonian institutions of higher education (including state-commissioned education): Estonian Academy of Arts (EAoA)⁷; Pärnu College of the University of Tartu⁸, Estonian Entrepreneurship University of Applied Sciences⁹, Tartu Art College¹⁰, EuroUniversity¹¹, Tallinna University of

⁷Fine Arts, Graphic Design, Product Design, Textile Design and Fashion Design, Animation, Industrial Design, Interior Architecture and Furniture Design.

⁸ Master's degree studies in Business Administration, majoring in service design

⁹ Design Institute, Specialties of Graphic Design, Interior Design, Fashion Design

Technology (TUoT)¹², Tallinn University and Tallinn University of Applied Sciences¹³. At present 12 institutions of higher education and vocational education provide design education in Estonia. In 2007-2010 altogether 1038 people received education in design, including 854 people received higher education and 184 people received vocational education. 1 003 people have received higher education in design in EAoA in 1994-2010. During this period 847 of them graduated from the Design Faculty of the Academy with Bachelor's degree and 123 with Master's degree. The Design Faculty has seven specialties: Graphic Design, Product Design, Leather Art and Design, Fashion Design, Textile Design, Ceramics, Glass Art and Design, and Jewellery and Blacksmithing. Additionally the Master of Arts programme includes specialties of Folk Art and Art and Culture (8 graduates with post graduate degree). 91 people have completed diploma studies in Graphic Design, Product Design, Textile and Fashion Design specialties in the Open Academy and College of Applied Arts of the Estonian Academy of Arts .

Table 7: Number of people who have completed design education in institutions of higher education and vocational educational institutions

Name of educational institution	2007	2008	2009	2010	Total in 2007-2010
In institutions of higher education	199	185	241	229	54
Estonian Academy of Arts	51	66	74	95	286
Estonian Entrepreneurship University of Applied Sciences	17	19	39	26	101
EuroUniversity	63	55	89	81	288
Tartu Art College	21	28	22	26	97
Tallinn University of Applied Sciences	21	17	17	1	56
University of Tartu	0	0	0	0	0
Higher School of Design**	3	0	0	0	3
Tallinn University of Technology*	0	0	0	0	0
Tallinn University*	0	0	0	0	0
In vocational educational institutions	38	40	59	47	184
Tartu Art College	17	11	20	20	68
Kuressaare Vocational School	14	22	23	16	75
Private School of Applied Art ***	7	7	16	11	41

¹⁰ Specialty with design orientation

¹¹ Artist of Interior Decoration, Fashion Designer, Master's Degree studies in Art Critics

¹² Joint Master's Degree Programme of EAoA and TUoT: Design and Product Development. 12 students were admitted in 2010, nobody has completed postgraduate studies yet.

¹³ Clothing production and Fashion Design

<i>Total number of graduates</i>	<i>237</i>	<i>225</i>	<i>300</i>	<i>276</i>	<i>1038</i>
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Source: Study of Creative Industry 2007; educational institutions and Ministry of Education and Research

* new specialty, no graduates yet

** school reorganised, no more graduates

*** school stopped operation, no more graduates

Higher education in design has been provided in Estonia already since 1914, however, the structure of higher education in design has greatly remained similar to the education provided at the beginning despite all those extensive changes that have taken place in economy and society. Up to now higher education provided in Estonia in design has primarily been targeted at the education of free-lance designers who at the same time should be creative people, entrepreneurs and distributors (glass artists, leather designers, etc). We can say that at present great emphasis is laid on the artistic side of the education of Estonian designers but in view of economic efficiency, including entrepreneurship and product development it is important to pay more attention than before to design management and creative problem solving in Estonian design education.¹⁴.

The latest developments in design education have shown that universities teaching design have understood the need for integration of design sector with other disciplines and therefore new study programmes were developed in cooperation of several universities in 2009-2010 to integrate students of design specialty and engineering and medical science, as well as to combine entrepreneurship and design programmes. Likewise, it has become popular to conclude cooperation agreements of universities to enable students to participate in different study programmes. For example Estonian Academy of Arts and Estonian Business School have a cooperation agreement that enables the design students of EAoA to study business disciplines in EBS. The analysis of the curricula of four faculties in EAoA has shown that the situation concerning the integration of business and entrepreneurship disciplines is at good level in Design Faculty.

Continuous professional development of specialists within the framework of life-long learning is motivated both by national and international professional associations¹⁵ and support programmes. In 2008-2010 national professional associations conducted as an average 15-20 training courses/seminars a year on different themes, e.g. design management in public organisations, development of services in a manufacturing company, service design – key to the development of new attractive services.

¹⁴ Design education is adapted in different countries according to their industrial capabilities and needs. In Sweden university education is strongly interrelated with large-scale industry for it is a country with highly developed large industrial companies. Students are not educated to become independent entrepreneurs but to become designers in industrial teams. In Denmark the volume of large-scale industry is not so high and there are not so many large companies greater emphasis is on business training and independent design studios, design consultations and international advisory services. The 21st century has revived craft industries and production in small batches as a reaction to mass market brands. Modern keywords are sustainable and environmentally-friendly industry, reuse and life-style shops.

¹⁵ Estonian Association of Designers, Estonian Design Centre

Nevertheless, design is one of very few sectors in Estonia without a system of professional standards. Under the circumstances it is more difficult for companies to evaluate the competence of designers and that in turn will inhibit the opportunities of designers to market their services successfully and with high credibility and to ask appropriate remuneration for their work. A functioning system of professional standards is a prerequisite for better organisation of in-service training by linking the outcome of in-service training to progressing to a higher level in qualifications gradation.

Support structures of design sector:

Estonian design sector has support structures that are valuable cooperation partners both to the state and private businesses. In Estonia there are three main non-profit organisations in design sector that are engaged in the promotion of the activities of companies providing design services: Estonian Association of Designers¹⁶ (hereinafter: EAoD), Estonian Design Centre¹⁷ (hereinafter: EDC) and Estonian Museum of Applied Art and Design¹⁸ (hereinafter: EMoAAaD) and in addition there are several professional associations in the design sector. The main task of the support structures in the design sector are the following:

- Activities within the design sector: support to the activities of design enterprises through raising their awareness, creating prerequisites for networking, promotion of life-long learning and giving recognition to the best people in the design sector.
- Activities targeted outside design sector: raising greater awareness of Estonian design sector both in Estonia and abroad.

As networking and information exchange create new opportunities for cooperation and development for Estonian design firms the EDC and EAoD are members of several international design networks like European Design Training Incubator¹⁹; Sharing Experience Europe²⁰; Design Management Institute;²¹ and members of international umbrella organisations for design ICSID, BEDA and EIDD²².

¹⁶ EAoD is an association uniting and representing Estonian designers that has more than 100 design specialists as members. The main objective of EAoD is to assure high quality of its members and their skills and compliance with the code of ethics. The main activities of EAoD are the following: promotion of Estonian design at home and abroad; enhancement of knowledge and professional skills of designers; support to creative activities of Estonian designers; introduction and intermediation of Estonian designers to companies and general public; organisation of competitions and seminars; participation in international design life; issuing the design award Brubo and [organisation of the Design Night](#).

¹⁷ **Estonian Design Centre was established in 2008 by the Estonian Academy of Arts, Tallinn University of Technology, Estonian Association of Designers and Estonian Institute of Designers.** To develop Estonian design the Design Centre disseminates professional information, is involved in research and development of discussions on design and in publishing, coordinates and initiates activities that promote design like organises exhibitions, competitions and in-service training.

¹⁸ The collection of the Museum of Applied Art and Design was started in 1919 aastal. In addition to Estonian applied art there are samples of product design and unique design represented in the museum. There are almost 15000 items in the museum collection and in addition there is a large collection of photos, negatives and slides, a professional library and archive. The main aim of the EMoAAaD is research of Estonian applied art and design, collection, preservation, exposition and publication of relevant materials. <https://www.riiqiteataja.ee/akt/696853>

¹⁹ EDTI is a network for creating a common platform for the development and organisation of in-service training in design and for conducting research.

²⁰ SEE is a pan-European network for research, collection and sharing of design policies. Think tanks and seminars are organised within its framework and its task is also to distribute a design policy journal.

3. WHAT ARE WE TRYING TO ACHIEVE

This plan sets out the main courses of action and the most important principles for the national development of design for the next few years. The state's implementation of the plan is based on the belief that a more comprehensive and strategic application of design enables an Estonian enterprise to achieve a higher level on the value chain and to improve the quality, competitiveness and demand of Estonian goods on the world market. The long term objective of the activities formulated in the action plan is to produce a competitive advantage from design and its competent application characteristic to Estonian enterprises and to ensure that the goods and services (inc. public services) developed and created in Estonia are attractive and usable and provide value added to Estonian residents as well as to the outside world.

According to the Government of the Republic Competitiveness Action Plan "Estonia 2020", in order to significantly grow Estonia's future wealth, first and foremost the value added created for the Estonian enterprises has to increase. Consequently the principal aim in the context of the prospect of Estonia's future growth is to achieve a quick increase in the productivity through larger capital intensity as well as higher value added goods and services. Since the competent use of design and entrepreneurship as a result of design is one of the most effective and fast methods for increasing the value added of goods and services, the main emphasis of this action plan is to direct Estonian companies to involve designers in the implementation of their development processes considerably more than before. The direct precondition of growth is the increase of awareness of issues relating to design among the companies which, up until now, has been relatively low. The purpose is to help companies understand the possibilities for creating value added for goods and services hidden in design and to increase the strategic application of design in companies.

Let it be said that the development perspective of the other important party, the design studios and designers, directly depends on the above as the increased awareness of companies is a direct prerequisite for increased demand for design services which, in turn, increases the supply of design services. At the same time it is an important role of the state to set an example with strategic use of design in the development of public services and public space. One of the main levers for the state to encourage the use of design services can be the introduction of a public procurement system which takes into account the design aspects and is able to assess the quality, ease of use and functionality (design) of the procured product as well as the price criteria.

It is extremely important that a network of professional designers and design studios with up-to-date knowledge and skills and optimal size will develop in Estonia whose services offer

²¹ International design management network

input for value added for the companies in other economic sectors and which also have good export capability as an independent sector. All economic sectors are potential users of design services: for example, the processing industry is one of the most important customers / target groups for the product design based service, food processing industry for the packaging and graphic design, clothing industry for clothes design, information technology industry for service and web design, the whole service sector and manufacturing companies which offer services for service design. Presuming that the demand for design services from the companies will definitely increase in the near future (depending, incidentally, on the implementation of the activities provided in this action plan), the number of the designers and design studios offering the services and the quality of the services offered needs to increase to the level which is high enough to meet the high expectations of the customers.

The quality of the design services offered is very closely linked to the quality of the design education available in Estonia and its compatibility with real market needs. At the moment the design education in Estonia can be described by a relatively high number of graduates from design specialties but the problem lies with the fragmentation of the education provided (existing expertise is divided among too many different educational institutions) and excessive attention to educating primarily freelance designers (glass designers, leather designers, etc.) when, in reality, the real need in the business sector is primarily for people whose core competencies include design management and development management.

Vision:

In the year 2020 a typical successful Estonian company makes strategic use of design in developing a business idea as well as the development of goods and services. Design has become one of the main competitive advantages of the Estonian export goods and services. The number of brands created in Estonia, registered internationally and exported has risen considerably. Estonia has become a trendsetter in the strategic implementation of design and offers its residents public services which are noted for their quality, user friendliness and cost effectiveness. Competent use of design has provided a base for the constant improvement of the living environment. Estonian designers work in professional partnership with public and private sectors and are also successful in exporting their services. In most sectors the majority of companies employ designers or regularly use design services.

Strategic Objectives:

- Objective I: The overall competitiveness of Estonian companies has increased due to the effective and clever application of design.
- Objective II: The number of strategic design users among Estonian companies has risen.

- Objective III: Estonia has developed a design sector offering professional services and direct value added to other economic sectors.
- Objective IV: The independent export capability of the Estonian design sector has reached a level which enables services to be successfully marketed abroad.

Indicators which help to measure achievement of objectives:

Objective I:

- Investments by companies taking part in national programmes aimed at increasing design awareness and use of design (especially the “Bulldozer” programme) have risen and export volumes have increased.
- The number of companies which list design as one of their main competitive advantages has risen.

Objective II:

- The number of companies which include design expertise in their development processes (outsourced service or in-house designer) has risen.

Objective III:

- The number of design studios offering professional design services has risen (especially studios comprising of ten or more specialists).
- Estonia’s position in the international Design Competitiveness ranking²³ has risen;

Objective IV:

- Total exports of the Estonian design sector have increased.

Because at present there is no up-to-date information about existing baselines of aforementioned indicators (as mentioned earlier, the latest basic research of the sector relies on data from 2007), there are no numbered targets set for the indicators in the action plan of this, so called pilot phase. Conducting research with an aim of mapping the current status of the baselines indicators dealing with application of design and the export of design services has been specified as the essential task for the timeframe of this action plan which will enable the levels of objectives to be determined in the new version of the action plan for 2014-2020. Relevant information has been covered in the research section of this action plan.

²³ Design Competitiveness ranking is a comparability index of nations compiled by the World Economic Forum which ranks nations according to the level of design use. According to the 2008 table Estonia is in the 36th place.

4. THE ACTIVITIES TO BE IMPLEMENTED AND THE DESCRIPTIONS OF THESE ACTIVITIES.

How do we promote design use by the companies and raise design awareness?

The experience of countries which have successfully applied design shows that the design supply market develops with the rise in demand for design and therefore concentrating the support measures on increasing the demand for design has proven effective. Good results have been achieved by supporting the applicers of design (i.e. companies) through complex support schemes which involve raising awareness, incl. distribution and development of knowledge and skills inside the company or public sector organisation which is applying design, advisory service in the various stages of applying design and, if possible, support in buying in the design services. The activities for increasing the design use to be implemented within the framework of this action plan are the following:

Activities to be implemented:

Raising design awareness

- Exchanging information, carrying out training and networking;
- Regular recognition of the best users of design and streamlining of the recognition system;

Design bulldozer – brokering the design knowledge and skills into companies

- International level design training module and networking events for senior managers of companies and designers to encourage cooperation;
- Special training module for design managers;
- Conducting design audits in companies;
- Implementing development projects aimed at design use in partnership between designers and companies;

Increasing demand, expanding the design services market and encouraging cooperation

- Design is valued by public procurement;

- Extending the use of the innovation voucher to design services;
- Supporting design-related advisory service;
- Involving designers and design consultants with international work experience in Estonian companies;
- Development support for manufacturing companies;
- Valuing design in support measures for entrepreneurship;

Description of activities and explanation of need for them:

Raising design awareness

- *Exchanging information, training and networking* to create interest among entrepreneurs and to start or develop the use of design. Specific target groups and topics will be agreed by the end of each year for the following year.
- *Regular recognition of the best users of design and streamlining of the recognition system:* giving out an award in the best design use category as part of the “Enterprise Award” competition. Recognising “the best design users in the county” as part of county enterprise days. The aim of these activities is to recognise companies which have achieved economic success through applying original design ideas to their strategy, management and processes and thereby encourage entrepreneurs into conscious and systematic cooperation with designers.

Design bulldozer programme

Design bulldozer is a package of support activities to broker design knowledge and skills to companies. It is a comprehensive training and development programme with the objective to encourage companies to increase the application of design methodology in their development processes. The programme will create a platform for partnerships between companies from different sectors and designers (design studios). These activities will be conducted as a pilot on which a decision will be based as to the continuation and extent of a similar support scheme for the next programming period from 2014 onwards. The pilot phase involves 10 design managers and 10 companies from different economic sectors. The cooperation between design managers and companies is coordinated and supervised by an internationally recognised and experienced design expert/consultant who is involved in the programme.

The programme consists of specific training modules, the framework of which enables the participants to acquire theoretical knowledge of the design field and also the skills necessary for cooperation between designers and companies. Content of the programme involves design audits conducted in the companies participating in the programme during which design

managers will analyse the development opportunities of the companies, recent design use and will propose a route map for future application of design. As a result of consultation, an initial proposition will be prepared (design brief) which will become the basis for implementation of future development activities aimed at design application in companies. The final phase will already include a specific project aimed at design application with close partnership with a designer which will involve modelling and test production of a prototype of a new product and will conclude with the introduction of the new product or service to the market.

Increasing demand for quality design

- *Design is valued by public procurement.* Demand for design can be increased through public procurement and public services by valuing quality design in the procurement conditions and following the principles of universal design in the development of infrastructure and public services. From the economic viewpoint, universal design can be compared to environmental sustainability - by helping to create a better living environment and increasing wellbeing.

In order to stimulate demand for design with the help of public procurement:

- Best practice will be highlighted and guidance materials for carrying out public procurement in a way which values quality design will be developed.
 - In collaboration with the Ministry of Finance which has begun research into environmentally sustainable and innovative public procurement, possibilities for using design as part of innovative public procurement will be identified.
 - Proposals will be made for adjustments in the European Union Common Procurement Vocabulary (CPV), which is being used for common classification of public procurement in Estonia, in order to improve procurement for better design solutions.
- *Extending the use of the innovation voucher to design services.* Innovation vouchers provided by EE have, so far, justified themselves by creating initial contacts and collaboration experience between companies and research establishments. As creating initial contacts between companies and design service providers is just as important, the scope of application of the innovation voucher is being extended in a way that it can be used for placing the first order for design services with the designers and design studios.
 - *Supporting design-related advisory service* within the framework of EE knowledge and skills development measures. The support is aimed at securing design-related advisory services from designers and design studios (incl. from abroad). The support activities include conducting design audits, applying strategic design in planning and development

of business models, product and service design, developing communication solutions, creating and developing corporate identity.

- *Involving designers and design consultants with international work experience in Estonian companies by including an EE development officer in the support programme.* As a significant modification, a development officer who is also a designer can be employed directly by a design studio, thereby increasing the quality of services provided. This approach is effective as it helps to boost the competitive ability and increase the export potential of companies from other economic sectors. We will also create connections between the above-mentioned Bulldozer programme and the measures of involving a development officer in order to promote the success of the development projects within the Bulldozer programme.
- *Launching support measures of development support for manufacturing companies.* The objective of the measures is to enable companies with average or lower than average R&D capability to increase their development ability. The content of the supported projects is made up of technological development work (incl. product development, creating prototypes) for development of new or significantly improved products or processes. As a result of the projects implemented, new or improved products will be created or the production processes will be significantly improved. The main emphasis is on identifying market demand by using increased involvement of potential clients and partners in the preparations for planned development work and other design-based means of innovation methodology.
- *Valuing design in support measures for entrepreneurship.* It is possible to increase the entrepreneurs' motivation for design application by making product or service design one of the quality criteria which are considered when providing enterprise grants. Special methodology will be developed for this purpose. As a priority, design will be valued in the support programme for export development.

How can we encourage the development of the Estonian design sector?

The growth and development of the Estonian design sector is important from several aspects: providing input to other economic sectors which helps to increase the value added of goods and services created in Estonia as well positive influence on GDP through the increase of value added created by the design sector, increase of export profits and improvement of the economic structure. We should also note the positive influence on image related to the above mentioned: creating an image of Estonia as a “country with good design” which helps to bring in tourists and sell Estonian goods abroad.

The development of design market is also closely linked to the topic of the competitiveness of design education provided in Estonia. We cannot address all the aspects of the Estonian design education with this two-year action plan but we can pinpoint all the weaknesses within this timeframe and provide the necessary guidelines for overcoming them.

Activities implemented:

Supporting the development of design studios and export of design services

- Supporting cluster initiative(s) carried out in partnership between design and other sectors;
- Implementing creative export support measures in the design field;
- Analysing requirements and opportunities of the development of common infrastructure for creating prototypes, facilitating circulation and conducting practical work,
- Publicising good Estonian design, international PR.

Raising the standard of Estonian design education, increasing and maintaining the professionalism of current designers

- Mapping of the competitiveness of Estonian design education;
- Supporting the creation of common curriculum, developing multi-disciplinary teaching;
- Introduction of design subjects into the curricula of various levels of education;
- Helping to ensure internationally competitive education in service design and design management, developing English syllabus;

- Development of lifelong learning.

Conducting research in the design field and mapping the design sector

- Conducting the mapping of the design sector;
- Conducting research into the use of design by companies.

System of professional standards for designers

- Development of the system of professional standards for designers.

Description of activities and explanation of need for them:

Supporting the development of design studios and export of design services

- *Design clusters* – Streamlining of partnerships between design and other economic sectors through a cluster support programme with the aim of developing design use by companies from other sectors and cooperation with the design sector. The other objective is to assist Estonian design companies through cluster partnerships, to achieve a starting position equal to the design companies from other countries for participating in international procurement and receiving orders.
- *Implementing creative export support measures in the design field.* Because of the distinctive nature of the design sector (mainly the export of services rather than goods; in the case of goods, single high quality units and not mass production) design export is supported within the framework of special creative industry support measures. In order to achieve greater influence the support is provided through sector development centre which draws together single enterprises and helps them to implement marketing activities. The framework of design export enables design companies to participate in international competitions and showrooms. Participation in international competitions enables the quality of Estonian design to be compared to that of other countries, introduce Estonian design solutions and services on the international level to investors, companies as well as ordinary consumers, receive recognition for Estonian design and thereby to Estonia as a whole. The measures aimed at increasing competitiveness of the above-mentioned creative enterprises (inc. the design sector) provides, among other activities, support in participating in international procurement.
- *Analysing requirements and opportunities of the development of common infrastructure for creating prototypes, facilitating circulation and conducting practical work.* Creating

prototypes is the focal activity in the work of designers. For this purpose, the existing laboratories and equipment which can be used for creating prototypes and production trials, are now being mapped, analysis is being conducted for demand and possibilities for building central workshops which could be used by students as well as companies and designers. Funded by the Archimedes Foundation, preparation for an interdisciplinary product development platform Mektory (“Modern Estonian Knowledge Transfer Organisation for You!”) will commence as a pilot from autumn 2011 as a collaboration between Tallinn University of Technology, Estonian Academy of Arts and Tallinn University of Applied Sciences. This will enable students from different specialisms to launch innovation projects and create prototypes for goods and services in collaboration with scientists and entrepreneurs.

- *Publicising good Estonian design, international PR.* Competent PR will help increase the demand for Estonian design. The success of PR is determined by the consistency between information provided and the activities and being guided by common communication principles which are developed in cooperation with design support structures. Lasting partnerships will be created with foreign representatives and EE tourism development centre.

Raising the standard of Estonian design education, increasing and maintaining the professionalism of current designers

One of the key questions in the future promotion of design are issues concerning design education. It is not just a matter of raising the standard of the design education currently provided in the universities and increasing its compatibility with actual economic requirements but the integration and interconnecting of design as a multidisciplinary concept to the teaching of other specialities as well as starting the design education at pre-school and basic education levels, primarily within the art education syllabus. For this purpose, this action plan envisages convening a **Design education think tank** which will map the current situation in the provision of design education in Estonia and develop an action plan for improving the situation.

Among other things, the think tank’s remit will include conducting analysis of the current curricula and formulating the competitive capability as well as encouraging streamlining the cooperation between universities in design education and interdisciplinary learning. Ensuring competitive teaching requires, among others, developing syllabus in English and strategy aimed at involving foreign lecturers and students.

Besides providing university level design education it is important to develop a system of in-service training taking into account the requirements of currently practicing designers and employees involved in development work in companies. In order to increase the modernisation and to avoid duplication in the provision of in-service training, under the

auspices of the think tank, formulation of the supply and demand of training will be conducted, training objectives will be determined, the roles of the participants will be agreed and the system will be reconciled with the system of professional standards.

Conducting research in the design field:

- *Mapping of the design sector* – The latest available statistical overview of the Estonian design sector is outdated. It originates from 2009 and is based on data from 2007 which means that at this point there are no reliable data regarding the design sector in order to draw accurate conclusions. It is specifically important to have an overview in light of the next period of programming for application of EU resources and preparation of the design action plan for 2014-2020.
- *Conducting research into the use of design by companies* – The last research reflecting the design use by companies dates from 2006 which points to a need for a new, similar research. Research will involve small as well as medium enterprises from different economic sectors in order to ascertain the extent of their use of design and the obstacles, expectations and awareness related to the use of design.

Development of the system of professional standards for designers

It is important that the designers and entrepreneurs using their services achieve an understanding based on mutual trust which, at the moment, is one of the main obstacles in the future development of the market. To achieve this, we need to make obtaining design services as uncomplicated as possible and dispel any possible fears or hesitations which are associated with purchasing design services today. One of the possibilities is to develop a system of respective professional standards which would facilitate and simplify the process of purchasing design services considerably. Professional standards are necessary primarily for companies as the customers for design services in order to determine the possible quality of the service available from the designer. It also assists schools providing design education in coordinating their curricula with the needs of the employment market.

When developing the system of professional standards, current situation and practices from other countries will be analysed, professional standards will be developed and tools for application of the professional standards along with a programme for in-service training necessary for qualification will be determined. Development of the professional standards system is a complex process, therefore it makes sense to bring in the professional standards gradually by different design formats – start with the fields which are easier to map by drawing up the standards in collaboration between companies and public sector; if need be, as recommended information material and not immediately applied in general. According to the

experts in design field the first design sub-fields to be standardised should be product design and graphic design.

5. MONITORING AND MANAGEMENT OF THE ACTION PLAN

This action plan will be implemented by the Ministry of Economic Affairs and Communications, Ministry of Culture, Ministry of Education and Research, Ministry of Finance and Ministry of Social Affairs and in partnership with Enterprise Estonia and professional associations and support structures of the design field. In order to manage the monitoring of the partnerships and implementation of the action plan, a steering group will be formed from the above-mentioned parties which will determine the specifications, volume and organisational arrangements of measures implemented in the timeframe of the action plan (2012-2013).

The responsibility for the action plan reporting lies with the Ministry of Economic Affairs and Communications who will assess the implementation of agreed activities to the planned extent as well as the effectiveness of the activities according to the objectives determined in the action plan. The steering group will also monitor development of the companies benefitting from the various measures of the action plan. To facilitate the assessment, they will collect data from the reports about the implementation of measures as well as sector-based research which assesses the updating and effectiveness of the action plan. Annual reports will be presented to the Government of the Republic to be approved as part of the annual reports of the Estonian Enterprise Policy 2007-2013.

Annex 1: „National action plan for design 2012-2013“ APPLICATION TABLE

I. Sub-division: Raising design awareness among companies from other economic sectors							
Objective:		To increase the competitiveness of Estonian companies through effective and clever application of design. To increase the number of strategic users of design among Estonian companies;					
Impact of the activities:		Number of companies which list design as their main competitive advantage has risen					
		The number of companies which include design expertise in their development processes (outsourced service or in-house designer) has risen;					
		Investments into innovation and product development made by companies participating in national programmes aimed at raising design awareness and use (especially the “Bulldozer” programme) have increased.					
		Export volumes of the companies participating in national programmes aimed at raising design awareness and use (especially the “Bulldozer” programme) have increased.					
<i>Sub-objective:</i>	<i>Courses of Action:</i>	<i>Activities:</i>	<i>Executor:</i>	<i>Deadline for commencement of activity</i>	<i>Deadline for completion/ final value</i>	<i>Source of expenditure</i>	<i>Total (EUR)</i>
RAISING DESIGN AWARENESS	Exchanging information, training and networking	Implementation of the design application support programme	EDC	2012	2013	SF (support structure for creative industry)	60 000
		Design handbook (ABC of Design)	EE, EDC	2012	2012	TOTS programme	15 000
	Regular recognition of the best users of design	Giving an award in the best design use category as part of the “Enterprise Award” competition	MoEAaC, EE, EDC	2011	Current activity	EE marketing budget	75 000

		Recognising “the best design users in the county” as part of the county enterprise days	MoEAaC and EE	2011	Current activity		
DESIGN BULLDOZER – BROKERING THE DESIGN KNOWLEDGE AND SKILLS INTO COMPANIES	Training	International standard design training module and networking events for senior managers of the companies and designers to encourage cooperation;	Procurement partner selected by EE	2012	2013	TOTS programme	408 000
	Advisory service	Conducting design audits in the companies participating in the programme;	Procurement partner selected by EE	2012	2013	TOTS programme	
	Development work	Implementation of development projects aimed at design use in partnership between designers and companies;	Procurement partner selected by EE	2012	2013	TOTS programme	
	Extending the use of the innovation voucher to design services	Extending the conditions of the innovation voucher support measures to obtain design services from designers and design studios	MoEAaC; EE	2012	Current activity	SF	1 305 000 (total balance of the measure inc. for implementation of design-related projects)
	Supporting design-related advisory service for companies	Support measure for purchasing design-related advisory service from designers and design studios	EE	2012	Current activity	SF	300 000

	Involving designers with international work experience in Estonian companies	Involving designers with international work experience in Estonian companies (inc. design studios)	EE	2012	Current activity	SF	3191000 (total balance of the measure inc. for implementation of design-related projects)
	Launching of development support for manufacturing companies	Technological development, including support for product development, creating prototypes for development of new or significantly improved products or processes	EE	2012	Current activity	SF	10000000 (total planned budget of the measure)
	Valuing design in enterprise support measures	Adding a product or service design criterion to the conditions for enterprise support measures	MoEAaC; EE	2012	2012	SB	

II. Sub-division: Developing the Estonian design sector and increasing the export capability

Objective:

To encourage the formation of a market for design services offering value added to other economic sectors in Estonia.
To increase the independent export capability of the Estonian design services sector

Impact of the activities:

The number of design studios offering professional design services has risen (especially studios comprising of ten or more specialists).

		Total exports of the Estonian design sector have increased.					
		Design Competitiveness ranking has increased;					
<i>Sub-objectives:</i>	<i>Courses of Action:</i>	<i>Activities:</i>	<i>Executor:</i>	<i>Deadline for commencement of activity</i>	<i>Deadline for completion/ final value</i>	<i>Source of expenditure</i>	<i>Total (EUR)</i>
SUPPORTING THE DEVELOPMENT OF DESIGN STUDIOS AND EXPORT OF DESIGN SERVICES	Supporting cluster initiative(s) carried out in partnership between design and other sectors	Streamlining of partnerships between design and other economic sectors within a framework of a cluster support programme. Promoting cluster partnerships between Estonian design companies.	EE	2012	Current activity	SF	3 857 000 (total balance of the measure inc. for implementation of design-related projects)
	Implementing creative export support measures in the design field (Within the framework of measures for creative industry support structures)	In order to achieve greater influence the support is provided through sector development centre which draws together single enterprises and helps them to implement marketing activities.	EE	2012	2013	SF	118484 (applications being evaluated)
	Development of creative industry workshop for creating prototypes, facilitating circulation and conducting practical work	Mapping of the existing laboratories and equipment which can be used for creating prototypes and test production. Analysing possibilities for developing a workshop for the creative industry.	MoEAaC, MoC, MoEaR	2012	2012	SF	144 600

	Publicising good Estonian design, international PR	Developing communication strategy for design field. Streamlining the partnerships and putting together an action plan with foreign representatives and EAS tourism development centre about raising design awareness.	MoEAaC, MoFA, EE, EDC	2012	2012	SF	Included in the EAS budget for tourism and internationalisation sub-programmes
RAISING THE STANDARD OF ESTONIAN DESIGN EDUCATION, INCREASING AND MAINTAINING THE PROFESSIONALISM OF CURRENT DESIGNERS	Design education Think Tank	Convening and administration of a design education Think Tank	MoEaR; MOEAAC; MoC	2012	2013	SB	
RAISING AWARENESS, IMPROVING AVAILABILITY OF INFORMATION	Conducting research into design use in different economic sectors	Continuation of the creative industry research	MoC., EE	2012	2013	SB	
		Conducting research into design use in companies	EDC	2012	2013	SF	20 000
CREATING A SYSTEM OF PROFESSIONAL QUALIFICATIONS FOR DESIGNERS	Creating a system of professional qualifications for designers	Creating a system of professional qualifications for designers	EDC, EAoD, Qualifications Authority	2012	2014		

EDC – Estonian Design Centre

EAOd – Estonian Association of Designers

MoC – Ministry of Culture

MoEaR– Ministry of Education and Research

Qualifications Authority – Chamber of Commerce and Industry

EE – Enterprise Estonia

MOFA – Ministry of Foreign Affairs

MoEAaC – Ministry of Economic Affairs and Communications

