

A survey on state of using design and innovation of social enterprises

This research is a PhD student's project on the Design research course at Brunel University London to understand current configuration and condition of a social enterprise ecosystem and role of design within the ecosystem and its enterprises. This survey aims to examine the state of using design and innovation in social enterprises. It will be used to help understand the use of design and innovation by social enterprises and the social enterprise ecosystem in a comprehensive way.

This survey will be strictly confidential, and your personal detail **WILL NOT** be used in any reports or discussions. The result will be used for academic purposes only. If you have any questions regarding this survey, please do not hesitate to contact me.

Thank you in advance for your co-operation.

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Definition of design for this research

Design in this research encompasses the broader implications that are currently being used, because of the increased recognition of the various design roles and influence for businesses and societies. Therefore, in this research, the definition of design is:

a creative process and its outcome which enable to achieve the aims of organisations through understanding comprehensive design spectrum including;

- ***designing*** (action to create tangible outcome - i.g. the output of design such as products, graphics)
- ***design strategy*** (management of the design process)
- ***corporate-level design thinking*** (the philosophy and method of design applied to business management),
- ***design-led systemic change*** (development of design system - e.g. design solutions are able to drive systemic change of a particular ecosystem through the collaboration with different groups).

- We would like to enhance understanding further by conducting an informal semi-structured interview. It would be an excellent opportunity for us to obtain valuable insight from you face to face. However, if are uncomfortable for us to contact you in this matter, please tick the box.

General information about respondent

- Company name:
- Job title & role:
- Experience in company (or Social enterprise sector):
- Respondent's name and E-mail address (Optional):

1. Social enterprise: About company itself

1.1 How long has the company been in business?

- Less than 1 year
- 1-3 years
- 4-5 years
- 6-10 years
- 11-20 years
- 21 or more years

1.2 How many people are working in your company?

- Micro (1-9 people)
- Small (10-49 people)
- Medium (50-249 people)
- Large (250+ people)

1.3 What industry area is your company in?

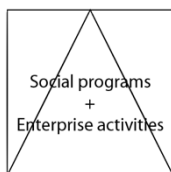
- Manufacturing
- Re-Cycling
- Retail
- Education
- Care
- Transport
- Food & Drink
- Creative industries
- Business services
- Other(s), please specify: (_____)

1.4 What is the mission of the company?

1.5 What is your organisation's operational model?

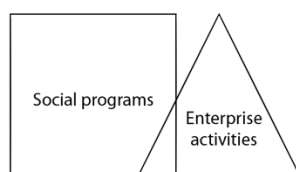
- Mission centric

[The business activities are central to the organisation's mission]



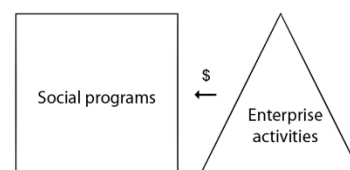
- Mission related

[The business activities are connected to the organisation's mission]



- Unrelated to mission

[The business activities are not required to advance the organisation's mission other than by generating income for its social programmes or overhead]



2. Design: State of using design by social enterprises

2.1 Does your company use design?

- Yes
- No

2.1.1 If your company **USE** design, which types of design does your company use? (Choose more than one, if applicable)

- Design or styling of products and services
- Prototyping/model making
- Graphic and Visual design
- Development of business strategy
- Packaging design
- Development of new business area and model
- Visual Identity design
- Development of online platform (apps, websites)
- Communication design
- Market/User research
- Service design
- Facilitation of development processes
- UX design
- Marketing/Branding/PR
- Existing product/service development
- All aspects of business
- New product/service development
- Managing company
- Other(s), please specify: (_____)

2.1.2 If your company **USE** design, where do you contact to conduct design works for your company? (Choose more than one, if applicable)

- Employee designer(s)
- Internal design department
- General manager(s)
- Founder or CEO
- External design consultancy
- Business consultancy
- Social enterprise support organisation(s)
- Local council(s)
- Other(s), please specify: (_____)

2.1.3 If your company **USE** design, what is the impact of using design on your company? (Choose more than one, if applicable)

- Increasing profitable growth
- Ensuring competitiveness in the market
- Improvement of internal culture
- Effectiveness of working process
- Making innovative product and service
- Other(s), please specify: (_____)

2.1.4 If your company **USE design, what is the biggest challenge when your company use design? (Choose more than one, if applicable)**

- Lack of design knowledge
- Lack of awareness of design influence
- Lack of supportive organisations to encourage use of design
- Cost for using design
- Recruitment of design experts and connection with design consultancies
- Other(s), please specify: (_____)

2.1.5 If your company **DOES NOT USE design, what is the reason? (Choose more than one, if applicable)**

- Design not related to the company
- Design doesn't help companies economically
- Cannot see the value of design
- Cannot afford to buy external design services from designers or design agencies
- No expectation of proper return of it
- Past experience did not meet expectations
- Do not know a design agency that can solve a specific problem
- Other(s), please specify: (_____)

2.2 How important is design in your company?

- Not at all
- Neutral
- Little important
- Some important
- Very important

2.3 Which of the following statements best describes the use of design by your company?

- Non-Design: Design is not applied systematically
- Design as Form-Giving: Design is used as a finish form-giving or styling in new products/services
- Design as Process: Design is an integrated element in development process
- Design as Strategy: Design is a key strategic element in business model

2-1. Design: Experiences of design support

2.3 Have you received or requested design support?

- Yes
- No

2.3.1 If YES, where do you contact to receive design support? (Choose more than one, if applicable)

- | | |
|---|--|
| <input type="checkbox"/> Local authorities | <input type="checkbox"/> Social enterprise support organisation(s) |
| <input type="checkbox"/> Business support agencies | <input type="checkbox"/> External design agencies |
| <input type="checkbox"/> External innovation agencies | <input type="checkbox"/> Research institution(s) |
| <input type="checkbox"/> Universities | <input type="checkbox"/> External design support programme(s) |
| <input type="checkbox"/> External business support programme(s) | |
| <input type="checkbox"/> Other(s), please specify: (_____) | |

2.3.2 If YES, what were the main areas of design support? (Choose more than one, if applicable)

- | | |
|---|--|
| <input type="checkbox"/> Design or styling of products and services | <input type="checkbox"/> Prototyping/model making |
| <input type="checkbox"/> Graphic and Visual design | <input type="checkbox"/> Development of business strategy |
| <input type="checkbox"/> Packaging design | <input type="checkbox"/> Development of new business area and model |
| <input type="checkbox"/> Visual Identity design | <input type="checkbox"/> Development of online platform (apps, websites) |
| <input type="checkbox"/> Communication design | <input type="checkbox"/> Market/User research |
| <input type="checkbox"/> Service design | <input type="checkbox"/> Facilitation of development processes |
| <input type="checkbox"/> UX design | <input type="checkbox"/> Marketing/Branding/PR |
| <input type="checkbox"/> Existing product/service development | <input type="checkbox"/> All aspects of business |
| <input type="checkbox"/> New product/service development | <input type="checkbox"/> Managing company |
| <input type="checkbox"/> Other(s), please specify: (_____) | |

2.3.3 If YES, what has been the biggest change since the company has used design and has been received the design support? (Choose more than one, if applicable)

- | | |
|---|--|
| <input type="checkbox"/> Increase in sales | <input type="checkbox"/> Enlargement of profit |
| <input type="checkbox"/> Create more social impact | <input type="checkbox"/> Improving brand value |
| <input type="checkbox"/> Cost reduction | <input type="checkbox"/> Ensure more competitiveness |
| <input type="checkbox"/> Build partnership(s) or collaboration(s) | <input type="checkbox"/> Increase in employment |
| <input type="checkbox"/> Other(s), please specify: (_____) | |

2.3.4 If YES, were you satisfied with the design support your company received?

- Yes
 No

2.3.5 If you UNSATISFIED with the design support your company received, what is the main reason for being unsatisfied with them and what can be improved?

2.4 If there are organisations or activities/programmes to support use of design at company level, would you be interested in contacting and participating with them?

- Yes
- No

2.4.1 If **YES, what kind of programmes or activities of supporting use of design does your company need?**

2-2. Design: Perception of using design

2.5 How would you describe spending on design for your company?

- Extra cost
- Future investment
- Necessity
- Other(s), please specify: (_____)

2.6 To what degree do you think that design impacts your company's economic bottom line?

- Don't know
- Not at all
- Limited impact
- Some impact
- High impact
- Very high impact

2.7 Do you expect design will be a more important competitive parameter of your company over the next five years?

- Don't know
- No
- Neither more or less
- Yes

2.8 Which of the following is necessary to encourage and develop the use of design in social enterprises?? (Choose more than one, if applicable)

- Raising design awareness of social enterprises and intermediary organisations
- Improving current social enterprise ecosystem structure
- Providing design education and support programmes by intermediary organisations
- Encouraging active involvement of design agencies or design-related institutions
- Other(s), please specify: (_____)

3. Innovation

3.1 What type of innovation is involved in your company? (Choose more than one, if applicable)

- Don't know
- Not at all
- Product(s)
- Service(s)
- Process
- Other(s), please specify: (_____)

3.2 How important is innovation in your company?

- Not at all
- Neutral
- Little important
- Some important
- Very important

3.3 What is the most important contributor for the innovation in your company?

- Research
- Technology
- Design
- Other(s), please specify: (_____)

3.4 Have you ever sought any support to improve the innovation in your company?

- Yes
- No

3.4.1 If YES, where did you get the support? (Choose more than one, if applicable)

- | | |
|---|--|
| <input type="checkbox"/> Local authorities | <input type="checkbox"/> Intermediary organisation(s) |
| <input type="checkbox"/> Business support agencies | <input type="checkbox"/> Consultant agencies |
| <input type="checkbox"/> External design agencies | <input type="checkbox"/> External innovation agencies |
| <input type="checkbox"/> Research institution(s) | <input type="checkbox"/> Universities |
| <input type="checkbox"/> External innovation support programme(s) | <input type="checkbox"/> Other(s), please specify: (_____) |

3.4.2 If YES, were you satisfied with the innovation support your company received?

Yes

No

3.4.3 If you UNSATISFIED with the innovation support your company received, what is the main reason for being unsatisfied with them and what can be improved?

3.5 How do you think of the relationship between design and innovation?

Thank you very much for your time in completing this questionnaire.