

Social Mobility Europe 2030

**Presenting a framework to help upgrade the
future of social mobility in Europe 2030**



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Master Thesis: Social Mobility Europe 2030: Presenting
a framework to help upgrade the future of social mobility
in Europe 2030.

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Executive Summary

Mobility is becoming a crucial factor to define contemporary social life. It has changed the relationship between government and economy, public and private, work and life, shaping a world that promotes unconstrained movements of people, products, consumption and working subjects. The fundamental redefinition of established social, political and economic structures and relations (Ephemera, 2015) resulted in emergent mobile practices, relations and on a language of mobility that strongly influences modernity.

In recent studies, researchers are exploring the increasingly deeper connection between specific forms of mobility and distribution of life-chances. Mobility is becoming strictly linked to issues as social inequality, rights and democracy, and therefore intrinsically political (Baerenholdt, 2013). Governments are looking at mobility as a chance for economic growth, social inclusion and development.

With an explorative approach, this project focuses on providing an innovative framework to be used as a tool to understand and upgrade the future expressions of Social Mobility in the context of Europe 2030. The model proposed aims to help designers, policy makers and public administrations reframe and create solutions for the future, inclusive to the new cultures emerging and defining modernity. The model value is further explained through the service 'GLUE: the Glocal European Mobility Network' developed with the use of the model.

Looking at mobility beyond individuals geographical movements only, this project explores the social, symbolic, economical and personal dimensions of mobility. Defining Social Mobility as the intersection between different forms of work, mobility and personal identity.

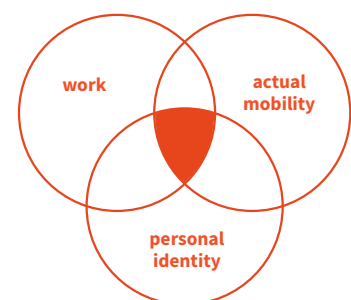


Figure 1. Definition of Social Mobility in Europe 2030

Acknowledgements

I would like to express my gratitude to my graduation team, my chair Matthijs van Dijk and my mentor Rebecca Price, for the guidance throughout my thesis. Matthijs has been an un-imaginable source of inspiration and encouragement through the many meetings and discussions which pushed me to look beyond the traditional idea of design and enlarged my vision. Thank you for the instant trust and for setting me off balance with your constant search for deeper meaning. Thank you Rebecca for giving me the freedom I needed to fulfil my ambitions and for your genuine enthusiasm towards my topic of research and writing.

Besides my university advisors, I would like to thank my external mentor, Marzia Mortati, Head of the Master of European Design at Polimi and Researcher in the field of Design and Political Innovation, for the different perspective and suggestions, especially with the detailing of the design concept.

In addition I would like to thank the experts, who took the time to bring my thesis one step further, for being curious and open to new opportunities and the citizens interviewed who shared their life experiences with me. A specific remark goes to the team of Making it Work and the administration of the region of Västerbotten in Sweden, for the kind enthusiasm and support much needed for the development of the case study.

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Introduction

This chapter provides an overview of the project 'Social Mobility - Europe 2030'. It describes the overall structure of the project and its defined challenge. It explains the relevance of the collaboration with the University of Politecnico di Milano and the company MEDes - Master for European Design. Finally, the overall structure of the project's method is defined together with the explanation of each step.

Europe is facing a major social transformation. Many social, economic and technological trends are changing the way people perceive and approach mobility, transforming also the concept of nations and their feeling of belonging. Political institutions are struggling to embrace the changes that are shaking the basic structures of the citizens' lifestyles.

The initial goal of this master thesis was to understand what implications this new transnational culture is carrying, and how can the Union help the citizens in facing the challenges of the future. By talking about mobility the project is entering into the political sphere, therefore starting a collaboration with entities accustomed with official institution was of crucial importance.

Dr. Marzia Mortati is a designer and researcher mainly on the relationship between design and innovation, linking this to Design Policy. She is a professor of Strategic Design at Politecnico di Milano and Project Manager of MEDes and has been supervising the realisation of this project.

MEDes is a unique network of seven European design schools, offering a five year programme providing students with the opportunity of experiencing three diverse university environments in the Union. Sharing the common goal of researching into work mobility, they have been providing support and shared their platform network for conducting the main research phases of this thesis.

Approach

This graduation project will follow the Vision in Product design method (2011) from P. Hekkert and M. van Dijk as a guide for the project process. The ViP approach helps designers to look for possibilities and possible futures, instead of solving everyday problems. Strongly influenced by the designers' values, the outcome aims to have an impact on human's future interaction with the environment.

The reason for choosing this method is due to the complexity of the European panorama and the possibilities it offers in terms of innovation of the social system. By looking at opportunities rather than issues, as a designer it is possible to get a deeper understanding of the context of choice implementing a solution that will be sustainable in the coming future.

The ViP process follows two main phases: deconstruction and construction, also called preparation and designing. In the deconstruction phase the main goal is to understand how the context works in the present and why it is constructed this way. This first phase allows to look at the context in an explorative way by understanding what is the experience of it from an individual perspective. The construction phase consists of eight stages helping structure the research, defining the project mission and detailing concepting. These are: domain definition, collection of context factors, building of the framework, definition of mission statement, exploring interaction, defining product qualities and characteristics, concepting and detailing.

For the purpose of this project, the method was strictly applied in the second phase of construction, leaving a higher flexibility in the first phase of deconstruction. The complexity of the topic required for the research to be preponderant considering timings.

The overall structure of the project is defined by the ViP method. The project aims at the development of the Social Mobility Model which is defined in the first phase of the project. Here the deconstruction phase is conducted together with the beginning of the construction phase as previously described. The second phase of the project starts with the application of the model and focuses on the design of a new service targeted to the future context of Europe 2030. In this phase is explored one of the possible application of the Social Mobility Model. The Model is in-fact intended as a tool to help designers, policy makers and public administration reframe and create innovative solutions to foster the new cultures emerging and defining the future of mobility. The second phase is therefore both a design experiment and a validation of the Model itself, which aims at inspiring many innovative projects for the coming future.

PHASE 1 - Designing the Social Mobility Model



Deconstruction and Domain Definition

The goal of this stage is to frame the research scope, and defining the angle of approach for the factors collection. The preliminary research focused on analysing the European internal immigration history and policies related to mobility in the current time. The goal was to obtain an understanding of the values that MEDEs brought to its members, and which elements were considered positive and negative in their experience of social mobility in Europe. Finally, the domain definition of ‘Social Mobility in Europe 2030’ was identified in the intersection between mobility, work and personal dimension in the future European context of 2030.



Designing the Context: Collection of Factors and Clustering

The objective of this stage is to collect knowledge that will originate an understanding of the future context. The context is a description of the future world and serves as the basis for the new design intervention. In

order to generate the future context of social mobility, a high number of factors were collected that suggest specific directions for the future. This stage is structured in two parts: factors collection and clustering. After collecting all the data, these were organised into clusters. The idea of clustering is to group factors in order to understand what people will do rather than give expression to how the future will look like. The focus is on how citizens will behave, what experiences they will have and what attitudes they give expression to. The research analysis generated a set of eleven clusters.



The Social Mobility Model and the Designer's Vision

The data collected through the research phase are analysed, clustered and inserted into a framework (or model) which gives an overview of the future context where the designer can have an impact on. The Model identifies three driving forces influencing the future of social mobility. The Social Mobility Model is thought as a tool for understanding the future context of Europe 2030 and its expressions of social mobility. The framework analysis generates the future practices (or behaviours) that the citizens will adopt in that future. For designing through the use of the model, a future practice is selected and the desired outcome is then formulated in the Mission Statement which describes the effect the designer wants to have on the selected practice. With the mission statement, the designer takes a position and decides how to intervene formulating a strategy and starting point for the design intervention. In addition to the mission statement, the relationship between the service and the users is designed and an analogy representing the desired interaction is chosen.

PHASE 2 - Designing through the use of the Model



Explorative Research

After defining the mission statement and to enter in the concepting phase, an explorative research is conducted. Informal conversations in the form of deconstructed interviews are carried out with seven mobile citizens. Moreover, experts in useful fields are consulted to gain specific knowledge on the new focus of the project. This phase also includes the participation at the European Week of Regions and Cities conference held in Brussels, where five workshops and several panel are attended. There useful connections are established for the moving forward of the project.



Designing the Concept

In this phase the design concept is proposed starting from its main objectives. A description of the service structure is presented through the system structure and the service system map. For the proposal of the application of the service system, the internal organisation is described together with the stakeholders identification and mapping, and a proposal for the identification of fundings. This phase concludes with recommendation and identification of additional testing for further developments.



Case Study

To validate the concept, a case study is developed to contextualise the functioning of the service designed. Here additional research is carried out, together with the analysis of the systems already in place. The research findings are then studied to identify insights useful for both the application of the service in context and the general development of the service system proposed. The concept is validated through interviews with the local authorities to whom the service concept is pitched.

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ERASMUS + PROGRAMME IS A
ERASMUS + PROGRAMME IS A
EUROPEAN FUNDING PROGRAMME
EUROPEAN FUNDING PROGRAMME
ENABLING UNIVERSITY STUDENTS
ENABLING UNIVERSITY STUDENTS
THE POSSIBILITY OF STUDYING OR INTERCHANGING
THE POSSIBILITY OF STUDYING OR INTERCHANGING
TO STUDY IN ANOTHER COUNTRY
TO STUDY IN ANOTHER COUNTRY
FOR A PERIOD OF 2 MONTHS AND A MAXIMUM
FOR A PERIOD OF 2 MONTHS AND A MAXIMUM
CYCLE OF STUDIES.
CYCLE OF STUDIES.

- Application
- Application
- English level
- English level
- Academic
- Academic
- Bachelor

- Erasmus
- Erasmus

→ Eye-opener
→ Eye-opener
→ Eye-trainset
→ Eye-trainset
- Career-wise
- Career-wise
- Culture
- Culture
- Nature
- Nature

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Time scheduled
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boundaries

→ Great experience
→ Great experience
→ Culture
→ Culture
→ Language
→ Language
→ Studies
→ Studies

1.1

Deconstruction and Domain Denifition

This chapter describes the starting point of this thesis, looking into the phenomenon of European mobility. It follows short analysis of initiatives already in place that promotes responsible mobility. Finally, the definition of the domain sets a broad framework that allows a wider exploration into the topic for the phases of factors collection and clustering.

Globalisation, urbanisation and mobility are challenging the demands of modern society to maintain stability and sense of belonging. In the European landscape, citizens are struggling to adapt their mobile lifestyle to the traditional economic and societal preconceptions. Citizens are taking more opportunities to move around the Union member states. With this travel comes their movement of their sense of identity too, moving towards a future, transnational 'European Population'. This population is the product of the EU and of modern technologies, a community already growing that believes in a modernity future-oriented.

Considering how recent global technological and economical transformations have undermined conventional perceptions of citizenship, for example by creating mobile communities of professional elites, for an increasing number of people personal identity is now less linked to national experience but rather to transnational values. As T. Wong and P. Waterworth state in their paper on Globalisation and Mobility, 'The intensification of aspatiality in personal identity is redefining the relationship between states and their citizens, and people are increasingly finding themselves facing with conflicting loyalties, conflicting values and ideals and competing social and cultural allegiance'.

The context just described is delineating mobility through a personal dimension, an integral yet contradictory element of globalisation. Moreover, mobility and movement have become crucial aspect of contemporary social life. Spreading

their influence upon different social spheres, transforming traditional relations among authority and economy, personal and professional, as well as public and private. While mobilisation and the endorsement of mobile workers are broadly advertised and glorified, current societal structure are still an impediment for the autonomy and freedom of this group of individuals.

This project was born from the curiosity relating to the relationship of mobility and European identity, aiming at opening new opportunities for the future society. Mobility is defined as a general principle of modernity (Kesselring, 2006), this projects aims at making it instead a predominant aspect of the future.



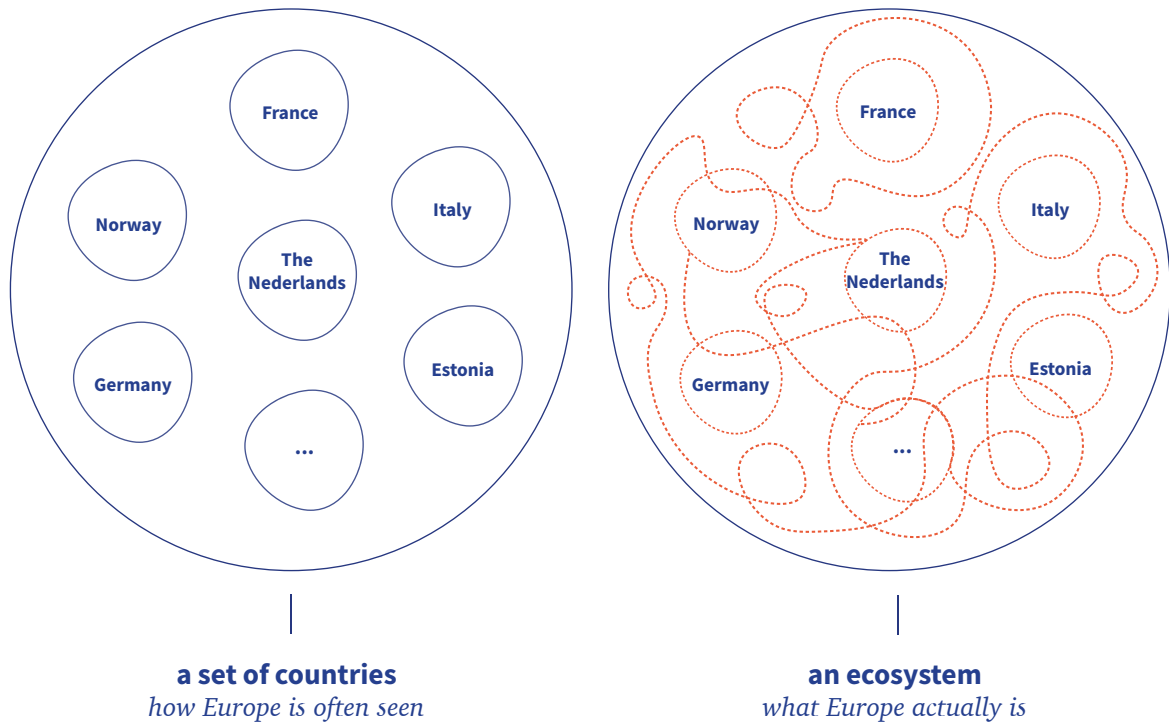
PRIMARELY RESEARCH OBJECTIVES

Research of the European landscape in relation to mobility and freedom of movement. Analysis of the intersection of the experience of mobility and personal development. Understanding the implications a fluid society has on the individuals and what does this means for the future.

Some facts for defining the context

Freedom of movement and residence in the EU is one of the funding principle of the Union citizenship, and it was established by the Treaty of Maastricht in 1992. The directives governing the free movement of people can be found in the Directive 2004/38/EC. In article 45 of the Treaty on the Functioning of the European Union and developed by EU secondary legislation, the citizens have the right to look for a job in another member country, work there without needing a permit, reside there for that purpose and even after employment has finished. Moreover, they benefit from the equal treatment with nationals in access to employment, working conditions and taxes.

Since then, movement across country has been a practice widely embraced from Europeans. There are at the moment 17 millions citizens that could be

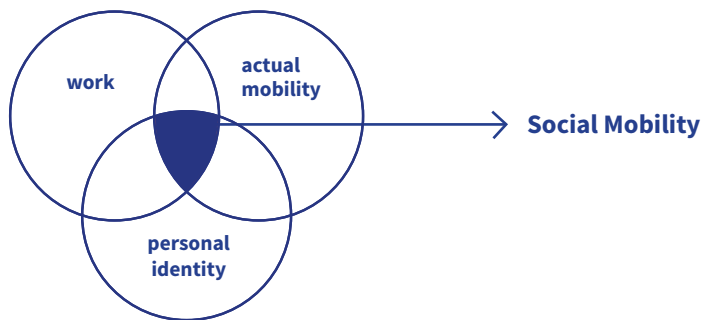


defined as ‘mobile’ (European Commission Press Release Database, 2017). These individuals put together represents a country as big as The Netherlands, yet they have no political voice or representation as a group of individuals. Their lifestyle is not yet fully understood, and this gives very little space for a positive expression of their mobility, fruitful for the entire European ecosystem.

Yet in this context, several organisations and initiatives are already in place to act in favour of a cohesive, including EU. For instance, the Erasmus+ programme and the Master of European Design (MEDes) support students in feeling part of a European community by facilitating mobility through the member states during the academic years. These initiatives were taken as examples during the deconstruction phase. A deconstructing workshop was carried out with two students from the Erasmus programme and additional research was performed on the MEDes community.

Following a conversation with professors Matthijs van Dijk and Rebecca Price, the domain definition was established as: Social Mobility in Europe 2030.

The future setting is given by the use of the ViP methodology, which promotes the exploration of future opportunities over the identification of solutions to present problems or situations. Social Mobility is defined as the intersection between the three spheres of work, actual mobility and personal identity. This description is the result of the primary research exploration as just described in this chapter. Setting the frame of the domain, allows for a focused but still flexible research approach that leaves room for unexpected and surprising results.



After the domain definition, the stages of factor collection and clustering can start. The aim is to design the context for the future design intervention, as it will be further explained in the next chapters.

UNREPRESENTED
UNREPRESENTED
TRENDY
TRENDY
FLUIDITY
FLUIDITY

STAT A strong majority of voters in the 2014 European Parliament election, with males between 18-24 on a 61% and women 18-24 on 60%. Male and women 50+ voted to exit the EU on a 60%. Citizens of big cities voted mostly to stay in the EU. The population tend to have a stronger European identity than older generations. reference: Bloomberg

The boundaries between nations, disciplines and professions, academia and industry between applied science and engineering blur. We will act increasingly in a network society in which we will be constantly interconnected. We will act increasingly in a network society in which we will be constantly interconnected.

PRINCIPLE A sense of variety guarantees excitement. reference: sense of variety guarantees excitement.

TREND There is a benefit to everyone involved when exposure to diversity occurs. There is a benefit to everyone involved when exposure to diversity occurs.

TREND Netflix and other sharing platforms will diversify their offer by including products produced in third world countries and adding more niche pieces to their collections, produced in third world countries and adding more niche pieces to their collections.

STATE The spread of Erasmus and similar programmes as well as the equiparation of national and European citizens in the jobs markets, have brought to a high level of students and young workers who move across Europe and fit to a high merge with others. reference: Erasmus, education

TREND It is expected that a distinct group 'global elite' well connected to international economic and networks, will conduct a large share of international mobility and travel. reference: Lotta Frankeberg and Bertil Vilhelmsen, Personal mobility, 2003

Facilitated by fast changing technology and decreasing transport costs, individuals are moving more freely across countries and continents, bringing greater ethnic, linguistic and cultural diversity to OECD countries. Politically, this has been accompanied by the recognition that globalisation is here to stay, as evidenced in the growing numbers of countries that permit citizens to hold more than one nationality. reference: Lotta Frankeberg and Bertil Vilhelmsen, Personal mobility, 2003

PRINCIPLE People are curious. reference: People are curious.

STATE The Erasmus programme has been one of the most successful initiatives of the EU and has created a sense of community in between the member states of students and professionals. reference: Erasmus, education

TREND Becoming multicultural will be considered trendy. reference: Erasmus, education

TREND From the late 1960s through the 1970s there was an 'explosion' in youth travel and hostelling. This will continue to grow since young people will keep 'looking for themselves' and seeking meaning in the cultures of others through extensive travelling. reference: Greg Richards, The new global nomads, 2015

PRINCIPLE Identification consists of subjective dispositions and people's behaviours. reference: Greg Richards, The new global nomads, 2015

TREND The identity of a group of people is the result of a genetic process of shared values that become symbolic-cultural factors of aggregation. reference: Greg Richards, The new global nomads, 2015

The more time people spend commuting, the less likely they are to connect to their neighborhood's social landscapes. reference: Greg Richards, The new global nomads, 2015

Meeting other people, diverse composite group of people and learning together are conditions to learn to participate in a diverse, rapid and ever changing society.

There is a continuing increase in the spread of multi-national enterprises, moving components of their value chain to the most competitive markets and recruiting, moving talent globally. Mobilizing talent means moving jobs to where the talent is instead of recruiting talent for where the jobs are.

Transnational education. Institutes in different countries co-operate and offer a diverse education program, no longer bound to one location.

Attracting and keeping the right talent is a challenge for many companies. For every 13 jobs in the IT industry only 1 is available. As soon as every 3 years the investment in a Young Professional will pay off. reference: Greg Richards, The new global nomads, 2015

TREND Initial US dominance of modern technologies and the use of English as a major medium of communication will continue to reinforce western cultural forms in word, image and sound and the hegemony of US based economic cultural procedures and standards. The result will be a trend towards the uniformisation of cultural forms and of the 'people of their communication'. reference: Tai-Chee Wong and Peter Waterworth, Globalisation and Mobility

DEVELOPMENT Personal identity for an increasing number of people will be less linked to values originating in nation states than to transnational values. This will cause citizens to increasingly find themselves faced with conflicting loyalties, conflicting values and ideals and competing social and cultural allegiances. reference: Tai-Chee Wong and Peter Waterworth, Globalisation and Mobility

Contextual information biases our preferences. Exposure to cultural information can change the way our brain functions, bringing up images and feelings that change the way we experience things.

Because of the rising costs of higher education, the demand for part-time education and even single courses will increase. This will cause for people to be even less stable during their academic years.

TREND Backpacking is positioning itself as a rite of passage. Backpacking has been posited as a rite of passage for young people. Young people often travel for a period that varies from 4 to 12 months, after graduating from university. On their return, they are expected to grow up, settle down and become respectable members of society. In 2030, this 'backpacking' experience will extend in length and also influence the first years of the professional life by integrating some of its values to everyday life. reference: Greg Richards, The 30-day life

People travel farther because being mobile is becoming easier.

Aviation will continue to grow by about 5% per year for the coming decades. As a consequence, aviation will double every 15 years.

Trend in precarious policies. Government policies change frequently and are therefore difficult to rely on when making long term planning decisions.

YOU LIVE
YOU LIVE
JUST
JUST
ONCE!
ONCE!

TREND FOMO (Fear of missing out) social life. reference: FOMO (Fear of missing out) social life.

Until recently, the population in the Netherlands was growing. Now it is declining. reference: FOMO (Fear of missing out) social life.

TREND The nerd used to be a hopeless loser, but not anymore. The nerd is being revalued and is now considered crucial in solving the problems of the future. reference: FOMO (Fear of missing out) social life.

DEVELOPMENT Studies show that levels of perfectionism will rise significantly among young generations. Irational goals of the perfect self have become desirable. reference: FOMO (Fear of missing out) social life.

TREND Neoliberalism will remain the framework of economy, fostering competition in the search for individual achievement and seeing competition as the defining characteristic of human relationships. reference: FOMO (Fear of missing out) social life.

STATE One Experience cannot be judged quantitatively against another, say the car you drive, so there is less status anxiety involved for the people. reference: FOMO (Fear of missing out) social life.

TREND People will often develop depression or experience burn-outs given by the pressure of 'never being enough'. reference: FOMO (Fear of missing out) social life.

PRINCIPLE Social competition is an innate human tendency and it's a big part of the way we determine our own level of happiness. reference: FOMO (Fear of missing out) social life.

STATE Humans do not evaluate their outcomes in isolation, rather, they evaluate outcomes in a comparative process. reference: FOMO (Fear of missing out) social life.

Upward mobility. Parents stimulate their children to obtain what they themselves didn't have. Mainly in rapidly growing economies (such as Asia) upward mobility is still possible whereas in the US and Europe this becomes hard and people will have to accept social descend.

Desires are hard to define. People don't know what they want unless they see it in context. Desires are hard to define. People don't know what they want unless they see it in context.

PRINCIPLE The need of recognition and significance influences human decisions. reference: The need of recognition and significance influences human decisions.

Happiness is inherently remote, like a moving finish line. The brain constantly adjusts its idea of what we need in order to be happy. It compares what we have now to what we had yesterday and what we might possibly get next. It compares what we have to what everyone else has. Then it recalibrates the distance to a revised finish line to what everyone else has. Then it recalibrates the distance to a Success is defined by the absence of failure. In the current education system, route is defined by the subject(s) that you fail. At exams, your mistakes are measured and subtracted from your final mark. When you fail too many subjects you either need to change directions or try again.

TREND The job market will grow in competitiveness. People will have more access to higher education and training experiences making more relevant in the job hunt personal storytelling and the development of 'interesting' hobbies. reference: The job market will grow in competitiveness.

Capacity, abilities and talent is increasingly more important than for example prosperity in the meritocracy of the western world. The abilities you have, do your opportunities and success. The one with less talent will be left behind (group will grow towards the future). If you perform well you deserve power rewards. If you perform poorly it is early, your own fault. If you perform poorly, it is early, your own fault.

2.1

Factor Collection and Clustering

As described in page 11, the Vision in Product methodology informs on how to approach design by giving a step-by-step explanation for the deconstruction, research, and concepting phases. The goal of the research is to construct a context, which is a description of the future world and of what people do in this future world within the domain of social mobility. This context, also referred to as worldview, serves as the foundation for the design intervention.

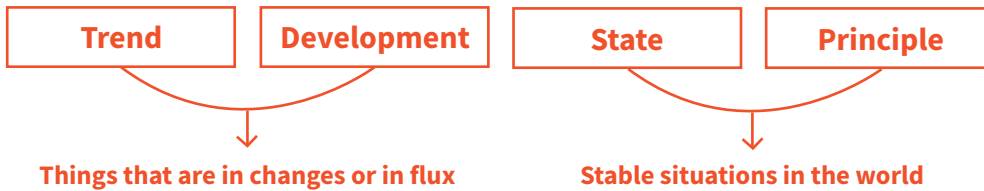
Designing the context mainly consists of two stages: factors collection and clustering. The factors are valuable pieces of information revealing the forming direction of the context. The factors collection consisted of a thorough literature research, of the analysis of statistical data collected by the European Commission and of factors developed from informal conversations with relevant stakeholders.

The research expanded within the fields of culture, economy, politics, psychology, sociology, technology, demography, biology and evolutionary sciences. The collected factors were subsequently divided into four categories: developments, trends, states and principles (figure 4). The categorisation helped in understanding the role that each data collected would play in 2030, which also informs on how it will influence the user's behaviours. Factor collection is the first step in the design process. For this project, 345 factors were collected.

These are inspiring info or news that not only describe a phenomenon or a trend that will be relevant in 2030, but they already are approached and often written in the form of an analysis. Every factor is listed down with a title, description and reference and it is given a category and a field. By doing so, every factor is already adding an extra step from the traditional collection of information typical of a research phase.

To see the complete list of the factors collected during this stage, please reference to Appendix B.

Figure 3, on the left. Example of clustering exercise.



The factors collected were then analysed and clustered. The idea with clusters is to connect the gathered factors in order to tell a story, rather than grouping similar information. They provide an overview of the phenomena that will influence social mobility in 2030 and are crucial to understand the context of the design intervention of this project. The research analysis generated a set of eleven clusters titled: The Anonymity of Authority, Angry Details, Common Sense as a Cultural System, Authenticity is Grounded, New Bourgeoisie of Rights, Spatial Inequalities, Acceleration of An Old World, Modern Feudal Society, Cool Fluidity, Only One Life Chance and Personalised Autonomy.



Figure 4. Categorisation of Factors and the selected fields of research.

Favouring an easy scan through the great amount of information being delivered, the clusters are firstly presented through a short summary that explains in short the core of their story. Following in subchapter 2.3, the clusters are also described in their entirety for a deeper understanding of their context.

The Anonymity of Authority

The rising of new automated technologies is increasingly dehumanising authority. Big data systems are developing into black boxes that are incomprehensible even for the organisations that use them, industries or governments. The lack of knowledge on how these systems work prevents people, and the organisations they represent, from taking part in the discussion about the technological revolution and the changes it brings to society.

Angry Details

The disparity in between the EU member states and the countries itself crashes with the ideal of the nation as a single community, with a common framework. In talking about society as a whole, politicians and technocrats both will lose touch with what it means to be a single citizen. The unrepresented continue to grow a feeling of antagonism towards Europe and the public discourse, which leads to a general reduction in social activity.

Common Sense as a Cultural System

The claim will be that “the people” when not being deceived by false authorities, possess a kind of infallible, instinctive sense of what is right born by day-to-day experience in the world (Graham 2017). The population access to internet brings the majority of users to search for information online that necessary trumps the “experts” judgements and knowledge. This also changes the language used in public discourse.

Authenticity is Grounded

The growing complexity of the technology-driven society of 2030 will bring people to demand a break from it. People will want to return to a simpler type of social interactions that brings togetherness and authenticity upfront. Authenticity is a standout consumer value, and people will seek it by demanding products that feel 'local' strongly presenting regionalisation as a growing trend of globalisation. What perceived as 'fake' will be rejected and the anti-technology will be the mainstream fashionable.

New Bourgeoisie of Rights

The way people perceive and seek for happiness has drastically changed in the last century. As Millennials advocate for inclusion, acceptance and freedom of expression for the new generations will be educated into these values that will change the public discourse. Mindfulness as well as social and moral responsibility, experience orientations and sustainability will be the new intangible luxuries used to communicate social status.

Spatial Inequalities

Many of the worries people will have regarding the future will be around immigration, climate change, growing inequalities, mobility and security. Climate change will bring a new 'Apartheid' based on location settlement, where people will live in different cities and parts of Europe based on education and income. This will cause even more tensions in public discourse and interactions within member states.

Acceleration of An Old World

In 2040 Europe will be the oldest continent, the percentage of the 65+ population is expected to increase to 53% in 2060. This will force Europe to go through extensive societal changes. The elderly will increasingly be seen as an important resource that will have to adapt outdated skills and knowledge to

the new dynamic job market. This implies that a radical transformation of the education system will occur, moving from traditional universities to fast targeted educational courses to be carried out on-demand in different stages of life.

Modern Feudal Society

Cities will invest in making themselves self-sufficient units creating small communities that are better able to respond to the citizens needs in comparison to having to deal with the complexity of national issues. This will create strong, successful micro-communities. Citizens developing transnational identities results in them identifying more and more with their cities, rather than with their countries.

Cool Fluidity

Thanks to fast changing technology and softer boundary policies between EU, people are moving more freely, more frequently across member states. Resulting in a distinct group 'global elite' well connected to international economy and networks, that will be looked upon in excitement from general culture. The group will develop an identity less linked to values originating in nation-states but to transnational values, a fluid digital identity less likely connected to a geographic space. This fluidity will be reflected also in economical processes and in precarious policies.

Only One Life Chance

The figure of the modern entrepreneur will be at the heart of our innovation based society. Like a modern-hero his powers will be capacity, abilities and talents determining his level of success. Performance, status and image will define a person's value and usefulness for society, resulting in high anxiety level. Having more access to higher education, competitiveness will grow in the job market and people will feel the pressure of 'never being enough' making more relevant personal storytelling and the development of 'interesting' hobbies. Upward

mobility will become harder resulting in facing social descent for the European young population.

Personalised Autonomy

The socio-technological transformation shaped the European population as adolescents looking for meaning and autonomy. The on-demand economy will give more power to the consumers that demand one-off services that feel convenient and personalised. As with the use of Tinder, people treat products as try-off where access is key instead of ownership. People's attention span is diminishing, making them disinterested and individualistic. They expect functional services to be provided to them easy-to-use, local and customised, that guarantees freedom of movement with the least of concerns.

2.2

How to build a Cluster

Here an examples is presented which describes the process that goes behind clustering, highlighting the relationships between factors and how it generates stories.

After having collected a sufficient number of factors, and having checked that those cover almost equally the categories previously chosen, the clustering starts. Clusters tell a coherent story about the future context, the selection criteria, and the story communicated by them emerges from the designer's point of view, and her/his inherent values and beliefs. Clustering is an iterative process that takes multiple rounds of rearranging until the future context can fully be understood. The factors are printed and cut out into small statement cards. One by one they are read out loud and connections are made. The question asked here is: does factor A has the same effect on people than factor B? If yes they are clustered together, if not they originate two different clusters. And so on.

To describe in detail the process of clustering would be the same as trying to describe how inspiration works in a creative process, something researchers have been trying to explain for a very long time. Therefore it excludes from the scope of this project. However, in this subchapter one example is presented that explains the relationships of the factors in within a cluster.

In the example a small sample of factors (nine out of twenty-seven) composing the cluster 'Common Sense as a Cultural System' are presented and their relationships are analysed.

FACTOR 1: What do we say? ‘Shame’ has been one of the most popular words used on social media or newspaper articles in 2017. This judging-moral characteristic in the use of social media will continue to grow, bringing relevance to public debate only when the people can have a direct access to the discussion.

FACTOR 2: Doctor Google. People are looking for health information online. They are aware they can find information themselves through the use of the internet on topics that once were governed by experts. These leads them to doubts science. In the health system we see increasingly more patients giving suggestions to doctors.

FACTOR 3: Self Government and Freedom of Speech. Referring to the First Amendment of the American Constitution, people look at freedom of speech and democracy as strictly linked, and as the basis for the concept of self-government and therefore of democracy.

FACTOR 4: Statistics VS Stories. People often respond warmly to qualitative evidence but statistics elicit quite the opposite reaction. People assume that the numbers are manipulated and dislike the elitism of resorting to quantitative evidence. This phenomenon will grow to the point in which these numbers won't be shared in political debate.

FACTOR 5: For Believing Facts. In the learning process the most effective way for people to gain new information is peer tutorial. Students learn best when knowledge transfer is made through the experience of a fellow student, this shows how having a close connection to the topic increases our chances of believing and remembering facts.

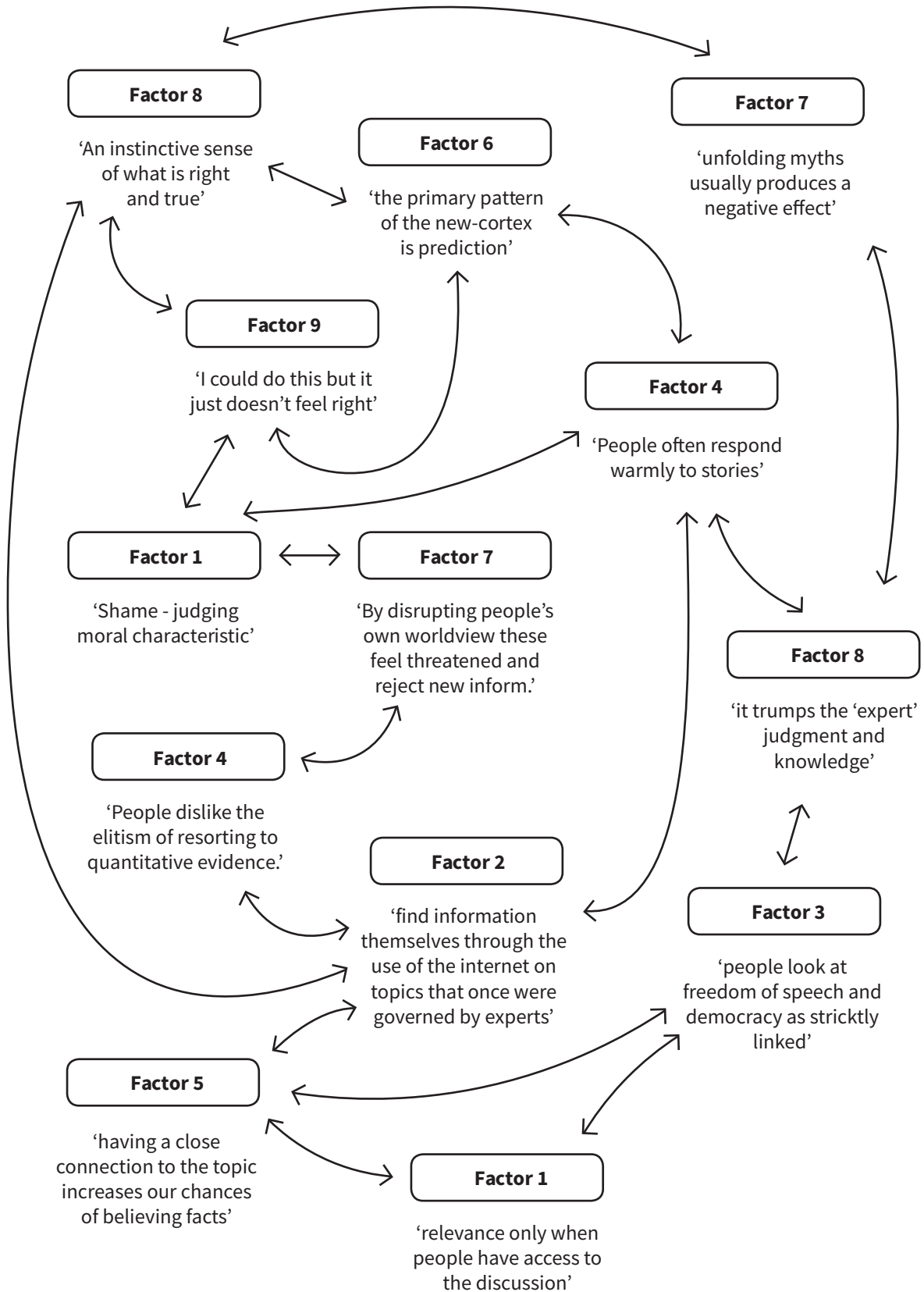
FACTOR 6: Pattern Predictions. The primary pattern of the new-cortex is 'Prediction'. The brain receives patterns from the outside world, stores them as memory and make predictions by combining what has seen before and what is happening now.

FACTOR 7: Indestructible Myths. When the 'experts' try to unfold superstition or old myths usually it produces a negative effect. By providing too many information and disrupting people's own worldview these feel threatened and reject the new information completely.

FACTOR 8: Instinctive Sense of Right and Wrong. "The standard claim will be that "the people" when not being misled by false authorities, are in possession of a kind of infallible, instinctive sense of what is right and true, born of or nurtured by day-today experience in the world, that necessarily trumps the "expert" judgments and knowledge of a minority of establishment insiders. The phenomenon will humanise politics, voters will just be interested in the 'honesty' of a candidate, and his/her character more than on his/her competence".

FACTOR 9: Values Awareness. People become aware of their values hierarchy when forced to choose. "I could do this but it just doesn't feel right".

On the next page, figure 5 illustrates the primary relationships between these nine factors enlisted.



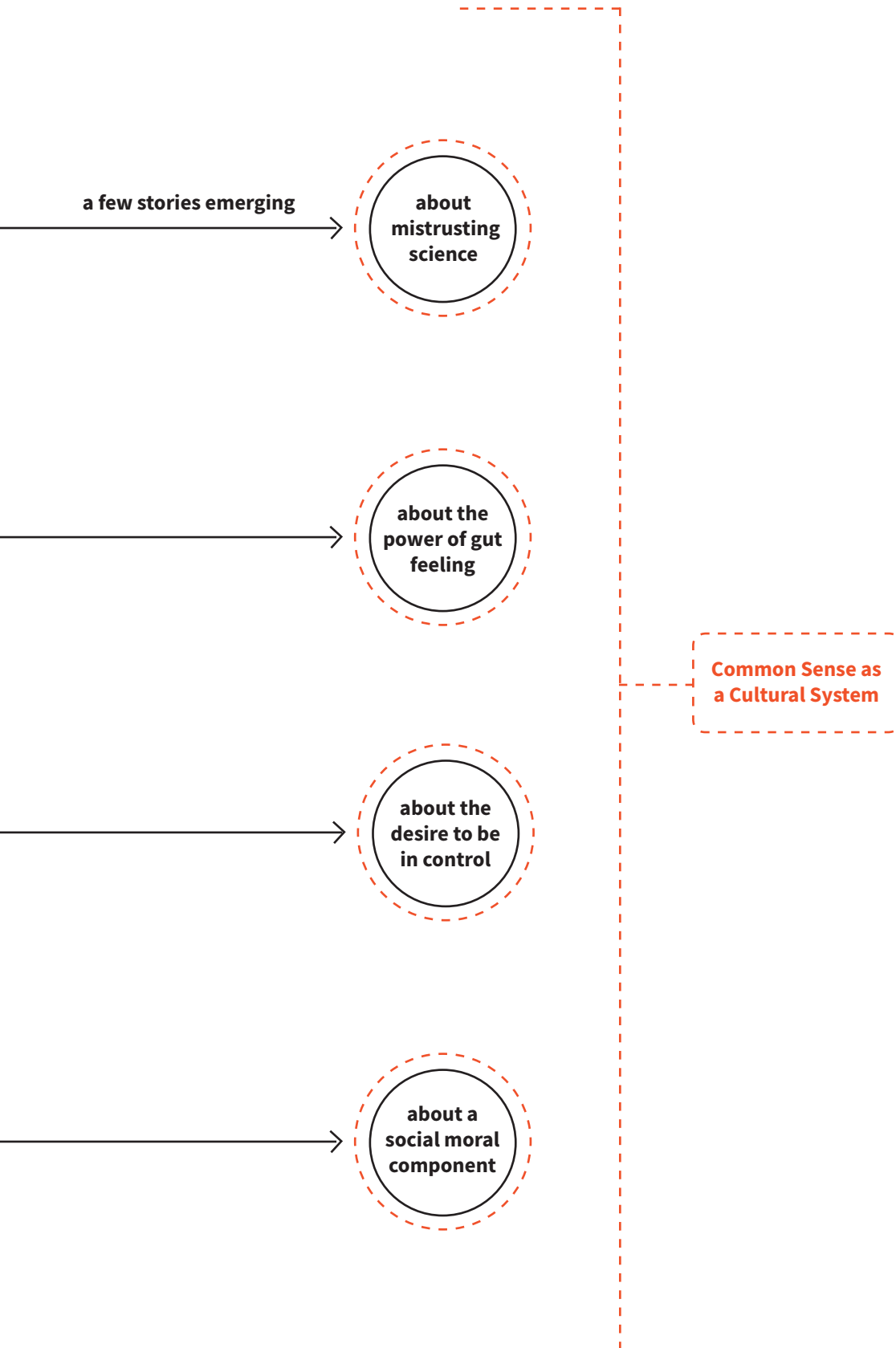


Figure 5. Example of clustering nine factors from the Common Sense as a Cultural System cluster, and their relationships.

The scheme just presented is highlighting how different elements in a factor can connect it to several other factors. Infact the connection is not always straight but suggests an emotion or a feeling that has a particular effect on people and society. Four emerging 'stories' have been referenced to, these describe needs and desires of the people. In designing the cluster 'Common Sense as a Cultural System' over twenty-seven factors were analysed, therefore there were many more elements emerging that contributed into the description of the cluster. Some more can be seen in the next subchapter 2.3 where the clusters are presented in their entirety. Moreover, the full set of factors can be found in Appendix B of this report. The process just described was carried on for each of the eleven clusters.

2.3 Clusters

Here the full stories of the eleven clusters are presented.

The complexity of the European panorama gives the base to produce eleven strong clusters . As shown in the summaries just presented, each cluster tells a very different story that describes the future context of Europe 2030.

The Anonymity of Authority

Digital data usage is doubling every 2 year globally. Internet users are now growing by an average of more than 1 million new users per day, from January 2018 (Kemp 2019). Technology is becoming more and more complex and present into daily life and people believe that coding the right algorithms, technology can rationally solve every problem (Rathi 2018). In fact technology is perceived as the rational and so rightful and objective party, while humans are seen as volatile and emotional (Kelly 2011).

“EU is often described as ‘Brussels’, meant as a bureocracy close to big corporations and Banks and enemy of the basic rights of the people, in order to explain national budgets restrains”

M.S. - The Economist

Authority will be even more embedded in the technology itself, specifically in the underlying code. The Algorithms in within the big data system are effectively black boxes that cannot really be understood even from the institution that uses them. This lack of consciousness is making it impossible for the public to initiate conversation about the changes the technological revolution is bringing to the world. This phenomenon is called ‘Algocracy’ is also changing the economy and

the way people work. A cited example regards a software template that provide pre-existing channels that guide actions in precise way. An employee of a bank for example can't type in the wrong part of a form putting the address where the phone number should go and so on. This pre-existing template will structure form of behaviour without having to ask people to accept their rules. People are guided automatically towards the 'right' behaviour (Aneesh 2016). Another context in which this phenomenon is developing is the toy industry. Children will be increasingly presented with well-defined problems with one provided solution. This prevents kids from having a creative problem- solving attitude (Moreau 2016). The financial sector has grown above the optimal size and beyond its useful roles, in doing so it's shaping laws, rules and even the culture to support its system. Public and commercial networks are becoming increasingly tied to each other (Shaxson, 2018). By following economic rules, public choices are stripped away from conversation around what is moral and ethical. Politicians are not able to control technology and so the public discourse is not relevant to the socio-technical transformation that is silently revolutionising the world (Aneesh 2016).

Angry Details

The Eurozone crisis of 2009 has created disparity of economic growth in the member countries, that is expected to grow in the future. Even within single nations, social and economical inequalities will continue to rise. Governments are talking of inflation or unemployment rates as if they were single homogeneous territories, while at the same time the economic fate of Europeans is depending on which region, city or neighbourhood citizens happen to live in. A citizen of London has a very different experience of the economical growth of the UK compared to a citizen of Welsh, and hearing the government say that the economy is doing great might sound like an insult. This leads for official knowledge to simply cease to be relevant or credible, and it diminishes the power of statistics and data (Davies 2017).

Moreover, the majority of people continue to stay local, in the sense that they won't travel outside of their country on a regular basis, missing out on the opportunities of a globalised EU. These people will end up feeling disenfranchised resulting in a reduction of their social activity. This social dysfunction will also favour the propensity to conflict (Frandsen 2003). In human behaviour, greed is a consequence of scarcity. The unrepresented become eurosceptics and tend to vote for nationalist or populist parties that promise to give more consideration to 'their' people. In globalised countries, people with low level of transnationalism are in fact even more likely to become eurosceptics than in countries that are less globalised. This anger comes from the feeling of missing out and being left out from the socio- technological transformations (Kuhn 2015).

“Without a lost war, revolution, and a pervasive sense of national humiliation, Hitler would have remained nobody.”

Powell J. - Forbes

Disadvantaged people from socio- economic remain less likely to complete higher education and perceive the academics as too detached, and their knowledge as pretentious (European Commission 2017). The disparity is reflected in public elections, where data no longer speak to the people who respond instead to slogans, symbols and sensations.

Common Sense as a Cultural System

With the spread of the internet, people are aware they can find information online. The research usually remains quite superficial but empowers users by giving them independence, often resulting in them to doubt science or the 'experts' knowledge. From a recent survey, circa 80% of Europeans search health information online, the patients are frequently giving suggestions and treatment

advice to the doctors (OECD 2019). News are now validated by shares and not by the truthfulness of the stories. Fake News have been a hot topic since the episodes surrounding 2016 US election. People are more likely to share fake news than authentic ones, in fact fake news travel 70% faster than actual news on social media. They will incrementally be shared not by robots, as it happens now, but by real people who unconsciously find themselves more attracted to the fake news. Fake news tend to be more dramatic, and emotional, triggering the people's interest (Meyer 2018).

“Comprehending something intellectually and understanding it innately are two very different things.”

Kintsch W.

“I would do it, but it doesn't feel right”

Swartz - Culture Sensitive Design

Biologically, when listening to a story the human brain is activated in the language processing part but also in any other area that the person would use when experiencing the story. This strong response to storytelling will be crucial in public discourse around hot-topics of immigration and multiculturalism. People will respond warmly to qualitative evidence while statistics will elicit quite the opposite (Davies 2017). The new platform of divulgation of news will continue to change the 'new language' of the political sphere. A communication made of simplifications, seduction, intentional gaffes and idioms that establishes the 'common sense' as the cultural system. Dismantling the 'expert knowledge' will favour the strengthening of traditional morals (Graham 2017). This will be reflected in politics, with the rise of parties with a strong moral component, and also in public debates where more people will feel entitled to comment and judge publicly current events. The mediatic gallows will influence significantly public choices (Nacarino-Brabo 2019).

Authenticity is Grounded

Authenticity is a key consumer value now considered a luxury, which is described as a return to premium (Danzinger 2019). In food trends, consumers will favour quality and healthfulness over pure price particularly in the meat department. Local markets are gaining popularity, in offering organic and locally produced products, often labelled as 'natural'. This is part of a consumer eagerness to make more considered purchasing decisions, buying from responsible brands that sell them quality products with real value. Regionalisation is a growing trend and will be a crucial aspect for the economy and personal development in 2030 (ESPAS 2015). In the travel industry authenticity is also a big drive. Backpacking, modern nomadism, has been gaining popularity over the last decade. "The new nomadism also will involve a new relationship with the 'local'" (Richards 2015).

"The local, the mundane, the everyday will become the prize to be sought in travelling."

Richards G. - *The New Global Nomads*

People will crave event-like experiences that feel like universal phenomena that bring people together. HBO 'Game of Thrones' saga is an example of this cry out for old-fashioned 'monoculture' happening (Zoller Seitz 2019). The event industry is showing substantial growth in the EU, on average 43%, with event and meeting marketing budgets rising between 4.2% and 13.7%. Personal contact is always on demand (LiveCom Alliance 2017).

On a personal level, going against natural inclinations can make people feel like impostors. It is the notion of adhering to one 'true self', discovering facets of themselves and being utterly transparent. In today's world of constant connectivity and social media, individuals have to carefully curate a persona, digitally, in order not to clash with their own private sense of self (Ibarra 2015).

In the work environment, technological change is happening faster than investment cycles causing mistrust toward easy-to-use more efficient process which reinforces the establishment of old familiar ones (Dudley 2008).

In 2040, Europe will be the oldest continent (European Commission 2012), meaning its population will be all about remembering. People like nostalgic experiences, for example the 90s are seen as a less serious time before 9/11 and the immigrant crisis, like a 'good time to be alive'. This will be a fashion and cultural drive (Power 2019).

New Bourgeoisie of Rights

Millennials are growing up, taking leadership positions and teaching their values to younger generations. They are developing a more holistic view of the world, where products and services are expected to have a meaningful purpose. People are now looking for immaterial, value-driven luxuries to express their social status. These are characterised by sustainability and social responsibility (Hennings 2013). Someone deciding not to travel by plane but taking the time instead to travel by train is not only making a more sustainable choice, but is also saying that his choices are not needs-driven and that his morals are more important than convenience. This is a privileged choice. Advocate for positive change, for inclusion and freedom has become the ultimate way to express wealth. This is also reflected in which goods this elite consume and in the brand strategies that sell them. People are demanding technology to shift its focus on humanities, migration and policies and so fundings are also moving towards these areas. The themes of inclusion and empathy will be particularly relevant (Bhargava 2019). Starbucks just recently opened a 'signing store' so that customers could learn sign languages while ordering coffee (Meyer 2018). Experience oriented brands are making every activity a one time experience where to play and learn from.

“Empathy will regain value.”

Jones M. - Empathy is the buzz at SXSW 2019

Companies will be searching for ways to give people a sense of reassurance. The technological transformation is bringing on the surface moral and spiritual problems that this new bourgeoisie wants to discuss, analyse and solve. Having these discussions is considered a luxury. Spiritual practices that promise individual fulfilment will increasingly become more popular, not perceived as religious practices but as part of personal development. For example, Ayahuasca ceremony has gained high popularity, sold as a magical ritual that washes away life problems, reveals one's true destiny shaking the dullness of everyday. These 'escaping' remedies will continue to be popular (Eror 2016). Meditation is considered the fastest-growing trend, seeing a more than threefold leap in users. In this sense, mindfulness will no longer be considered a “soft skill” but an essential part of health care to treat everything from pain, loneliness, anxiety and burnout (Tlalka 2018).

Spatial Inequalities

Inequality is becoming more spatially related. There will be a strong difference in the population living in different parts of Europe but also in different cities and neighbourhoods. Income and education will define someone's , social status and placement. There will be a strong difference between places that are 'attractive' and places that aren't. Rural and urban areas within the same country will be more different than cities of different continents. The rural population is higher in age, with a lower level of education and income. A higher proportion of the EU-28 population living in rural areas faces the risk of poverty or social exclusion, compared with urban areas. Deprivation is higher in the rural areas of the south-eastern part of the EU, as the share of the population living in severe material

deprivation is expected to reach 42.6 % in Bulgaria and 29.0 % in Romania (Eurostat 2017).

“Climate change threatens to undo the last 50 years of progress in development, global health, and poverty reduction.”

Carrington D. - The Guardian

“Fear causes hate”

Abrams - The Psychology of Hate

“Global inequality is 25% higher than it would have been in a climate-stable world” as reported by Beuret on The Conversation. Climate change will significantly damage poorer countries, usually located in warmer regions, where additional warming will cause the most devastation, as with water deprivation. Climate change is expected to create a new ‘Apartheid’ based on climate differences, therefore on locations, where the rich can pay to escape heat and hunger while the poor will suffer from it. Developing countries will bear an estimated 75% of the costs of the climate crisis (Beuret 2019). Immigration will continue to be a hot-topic in EU politics. Many of the worries people have about the future regard the places they live in and the opportunities these places offers. Europe is one of the most intensively used continents on the globe, with 80% of land used for production systems and infrastructure (European Environment Agency 2017). In 2015, the continent experienced the highest influx of migrants and refugees since WW2. The crises created a common sense of fear of the immigrant. The rising spatial inequalities will aggravate the issue, supporting racist currents. Anxiety is a response to the feeling of being out of control. The complexity of the changes happening to the world will produce a higher risk of conflicts (Sida 2017).

Acceleration of An Old World

By 2040, The 65+ European population is expected to grow extensively. There will be 2 people of working age (15-64) for every person aged 65+ (European Commission 2017). This implies how the EU will have to go through a deep societal change in order to adapt to the changes in its working resources. The elderly will increasingly gain more space in society. They will have to adapt their knowledge to the evolving job market through lifelong learning experiences in order to stay relevant. Europe younger generations have highly suffered from the economic crisis and young people are more likely than elderly to be poor. Elderly will maintain a higher purchasing power (Eurostat 2018).

“It is hard to imagine a time more completely presentist than our own, more tethered to the immediate.”

Jacobs A.- The Guardian

The technology revolution is changing the world at a rapid speed, modern society seems to be based on velocity. Economy and education are adapting to the fast-pace of the world, while people have to find a way to handle this new dynamics. Work will become more temporary, less dependent from a 9-5 office day, and the relevance of skills will be less durable (Balliester 2018). It will force people to constantly evolve professionally to keep themselves relevant in the job market. These concerns regarding ageing will result in a radical transformation of the educational system. In order to adapt to new knowledge and new technologies, people will change the learning distribution in their life. Moving from dedicating a specific period of life for academic studies to following needs-based courses. Also the teaching methods will look more into tutoring and peer learning, since students are now able to obtain information themselves they are not in need of a traditional knowledge transfer (Tal 2019).

The speed in which society is moving prevents organisations, companies and governments, from long-term thinking. The intense competitiveness of the societal system forces them to look for quick and effective solutions that can't really tackle the complexity of the world's changes (Satell 2017). At the same time, people are experiencing an information overload, this means information will become more and more specific and direct in order to reach people's attention.

Modern Feudal Society

In 2030 68% of EU population will live in urban areas, and by 2040 2/3 of the world population will live in cities (Eurostat, 2017). Urbanisation is developing megacities offering multiple opportunities and functioning as innovation hubs that will keep attracting more people. Production is moving where the talents are, scattering different activities in different locations, chasing talents and incrementing the phenomenon of innovation city hubs (Medrano, 2016).

The world challenges seem to be too complex and interdependent to solve them on a nation scale, but cities will better answer the people's concerns. Local strategies will be key for successful companies and governments implementations. Mayors will take the lead, having a direct contact with their community, implementing local initiatives and bringing cities to self-sufficiency. Politically this means that consent will be obtained by close proximity, and that national parties will lose relevance handing over the power to regional bodies (ESPAS, 2015). Regionalisation will also distantiate citizens from the European project (Schrijver, 2004). Economically it means that cities will have to balance between volatile "transnational" collaborations and the local generation of their own resources. As an example, there are already in development energy self-sufficient neighbourhoods in the Netherlands that promote a technical

framework on the energy storage & land usage requirement for intermittent renewable energy systems (Groenewoud, 2015).

“We have moved from a city that was the world to a world that is a city.”

Bauman - Liquid Modernity

The food-production in neighbourhoods will also look at self- sufficiency. Micro-communities will be successful in the education system, where people will start to build small ‘elitarian’ communities, by building exclusive small universities. This micro-communities will be specific to one area of study, where students will study and live full-time. This new educational model is based on the Silicon Valley phenomenon (McKinsey,). By increasingly focusing on local strategies, citizens will take an active role in participating in, and even proposing, social initiatives to shape their city with bottom-ups initiatives, taking pride in the success of their community (EESC, 2011).

Cool Fluidity

Being mobile is becoming easier, and more and more people are approaching a “nomadic” lifestyle. As a result, personal identity for an increasing number of people will develop on transnational values, less linked to nation-states. European initiatives, such as the Erasmus+ programme, have created a sense of community in between the member states students and professionals. They have been developing a complete digital identity that allows to move easily without having to start from scratch.

“People will act in network society, in which they will be constantly interconnected.”

van Dijk J. - The Network Society

Moreover, members of this “global elite” will be found in all major cities demanding for services, places and products that represent their fluid transnational identity (Wong, 2004). Such as the Hipster areas, bars and shops that can now be found in all European cities, as for the indisputable supremacy of the English language. “European nomads” are highly considered in the professional environment, developing global talents that companies seek to exploit (Chmielowicz, 2018). Their lifestyle is also praised by the public opinion, considered to be the “coolest” way to live. These citizens are not linked to a physical space, they are European commuters who therefore are less likely to connect to their neighbourhoods and social patterns. They will find themselves faced with conflicting values, loyalties and ideals as well as competing social and cultural allegiances (Waterworth 2004). As a community that recognises each other, they will demand representation in the EU government. Fluidity will be a key aspect in the educational system. The cost of higher education will demand for part-time and single event courses to increase in number. Institutes will not be bound to one location, but will continue to co-operate on a European level. This means people won't be stable during their academic years (MEDes, 2019). Keeping talents within a company for a period of time over 2-3 years will be a challenge in the upcoming future. Companies will have to find new solutions to adapt their work flow to the necessities of these individuals (Cruz-Castro, 2010).

Only One Life Chance

Social comparison is an innate human tendency and it is a big part of how people determine their own level of happiness (Galinsky, 2015). Western society is based on the economical system of Neoliberalism, where competitiveness is at its base. The job market will continue to grow in competitiveness (Metcalf, 2017). People are more highly educated, only in Nederland the number people enrolled in higher education has raised in percentage to 2000 from 44% to 72%

and continues to be a growing trend (CDS, 2017). The highly educated are no longer just a few, forcing people to develop their personal stories as a crucial part of professional success. Irrational ideals of the perfect self will rise the level of perfectionism. Anxiety for “not being enough” will cause psychological turmoil, depression and burnouts. The ones without “special” abilities will feel left behind from society (Sanghani, 2019).

“In Neoliberalism those who fall behind become defined and self-defined as losers.”

Metcalfe S. - The Guardian

“FOMO will determine people choices in within their social life.”

Medium - The start-up

The technological world presented people with millions of opportunities. People follow each other on socials and are constantly witnessing different “types of life”. The Fear of Missing Out (FOMO) influences people’s choices and brings them to be always on the move both mentally and physically (70% of millennials alone suffer from FOMO). This phenomenon incentivizes mobility (Darker, 2016). In order to shape the “total self” people feel the need to grab every option, which also means they feel the need to go where things are happening in order not to miss out. In response to this, millennials have been developing a preference towards experiences over ownership. Experiences are more hardly comparable against one another, for this reason people turn to experiences to release status anxiety (Krauss Whitbourne, 2019). In 2030, there will be many experiences thought that will be considered a “must have” for personal development. These are, among other, backpacking around the world, and living abroad. The tendency of experimenting is also reflected in company values. The start-up system focuses on having a fluid hierarchy which experiments with techniques borrowed from different fields and different companies around the world (William, 2018). In its

way, the work atmosphere is then also influenced by FOMO.

Personalised Autonomy

The on-demand economy will increasingly be more relevant in the future, shaping both people's personal life and the economy converting services and long-term work into activities on demand. Freedom of movement and autonomy are the key elements for the success of new services (Huddleston, 2018). People don't want to be concerned with the hassle of owning products, they just want to access them whenever they need, for smaller, more frequent needs-based use (Silberzahn, 2017). The ability to easily move around allows people to exploit the multiple opportunities of urban context, in response urban mobility increasingly moves to pick-drop electric vehicles (as Bird and Lime). The demand for flexibility is reflected also in the travelling industry. People will drift away from instinct seasons in leisure travel with a mounting demand for brief and efficient vacationing. This will also create vacationing towns with their visitors coming and leaving, with challenges to sort out offered services (Frändberg, 2003).

“Consumers insist on knowing the origin of their goods.”

Trentmann F. - The Atlantic

In 2030, single-person households will be the most popular type of accommodation, changing significantly the city space (EUObserver, 2018). Also the number of people consuming food alone will drastically increase (between 2014 and 2018 it has increased by 80%) (Passy, 2019). On the other hand, people also expect to try out products and services and to contribute in shaping them better (Lutz, 2015). Social media and connectivity made consumers demand on knowing the origins of their products (Splitter, 2018). This is because what people consume defines their personal identity. Consumers have more power

and demand one-off personalised products. Organisation will have to share their brand story in order to gain customers' loyalty and make sure to provide customised services (De Costa, 2019). Personalisation is demanded everywhere: Newsfeeds, in-shopping experiences, fashion, merch and in the entertainment industry. The Bandersnatch movie (2018), an interactive film where the viewer takes the decisions for the character is a first experimentation moving towards film personalisation. In balancing personalisation and autonomy, handling well personal data will be of crucial importance for companies to succeed.

Clusters 'Social Mobility EU' - Costanza Milano

3. The Common Sense as a Cultural System

The claim will be that "the people" who are being described by false authorities, possess a kind of infallible, intuitive ability to detect deception in the world. The population seems to intuitively possess a kind of infallible, intuitive ability to detect deception in the world. The population seems to intuitively possess a kind of infallible, intuitive ability to detect deception in the world.

Clusters 'Social Mobility EU' - Costanza Milano

5. The New Bourgeois

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CONTEXT

With the spread of the internet, people are more likely to share information than they used to. This is a double-edged sword. On the one hand, it allows for a more rapid dissemination of information. On the other hand, it also allows for a more rapid dissemination of misinformation. The internet has become a double-edged sword. On the one hand, it allows for a more rapid dissemination of information. On the other hand, it also allows for a more rapid dissemination of misinformation.

shared not by robots, as it happens now and then, but by people who are more interested in the immediate and material, triggering the "human factor" which is defined in the human sphere. A political sphere of simplifications, of shortcuts, of a "human factor" which is defined in the human sphere. A political sphere of simplifications, of shortcuts, of a "human factor" which is defined in the human sphere.

Clusters 'Social Mobility EU' - Costanza Milano

4. "The Times they are Changing"

The growing complexity of the technology-driven society of 2030 will bring people to demand a break from it. People will demand a break from it. People will demand a break from it.

SUMMARY

The growing complexity of the technology-driven society of 2030 will bring people to demand a break from it. People will demand a break from it. People will demand a break from it.

CONTEXT

The growing complexity of the technology-driven society of 2030 will bring people to demand a break from it. People will demand a break from it. People will demand a break from it.

3.1

The Social Mobility Model

To understand the future context, the research data have been analysed and organised into clusters. The future context is built from the understanding of the relationships between clusters and all the information gathered in the previous stages. It results in the creation of a model (or framework) which gives form to the future worldview regarding Social Mobility in the context of Europe 2030. The worldview originated from the model aims to portray how people will behave in the future, what experiences they might have and what attitudes they might give expression to, rather than giving expression to how the future world will look like.

The model shows a pattern connecting the clusters, embracing the complexity of all underlying factors, to express a coherent whole, which explains how it affects the future behaviour of people.

The Social Mobility Model sees three driving forces, called the drivers, that will influence social mobility in 2030. Two of the drivers were identified respectively in the clusters of: Acceleration of an Old World and Only One Life Chance. The third driver was identified in an unreferenced underlying pattern, which was titled Praised Authority.

The clusters placed on each driver should be seen as different expressions of the driving force, and need to be approached in all their complexity without assuming that one future expression excludes the other. On the following page, Figure 7 represents the visualisation of the model.

Figure 6. The building of the framework. The first framework is build with tape and printed description of the clusters.

Explanation of the Model

As shown in Figure 7, on the first axis the clusters of Spatial Inequalities and Cool Fluidity were identified as an expression of the Acceleration driver, which describes the environmental conditions that will influence people’s behaviour. If the world is accelerating so are growing and deepening its inequalities, causing disparity among people and life-chances. Another expression of the acceleration can be seen in the fluidity that increasingly characterise people’s movements, the economic system and social dynamics.

Acceleration of an Old World

- 6. Spatial Inequalities
- 9. Cool Fluidity

Only One Life Chance

- 11. Personalised Autonomy
- 2. Angry Details
- 4. Authenticity is Grounded

Praised Authority

- 1. Anonymity of Authority
- 8. Modern Feudal System
- 3. Common Sense as a Cultural System
- 5. New Bourgeoisie of Rights

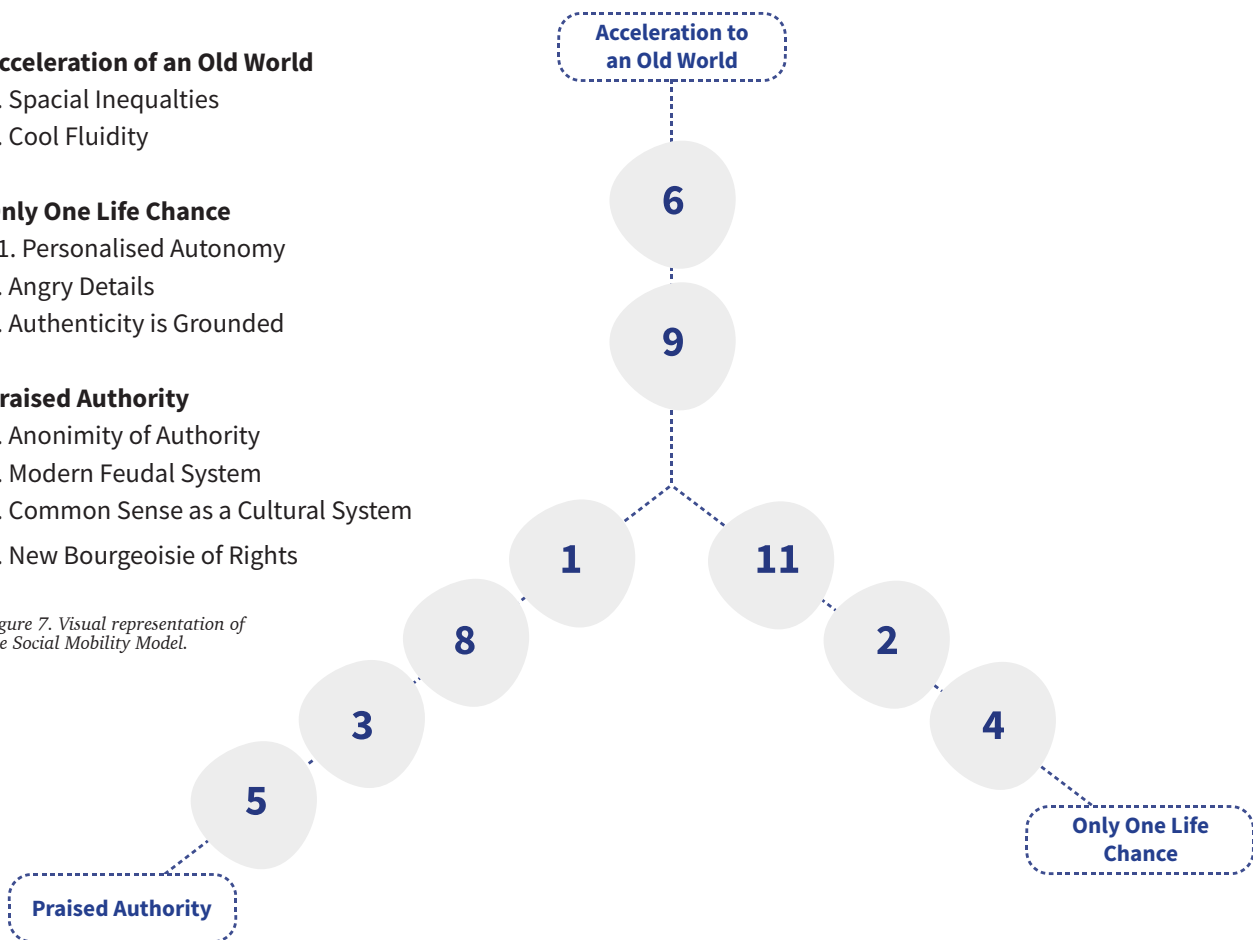


Figure 7. Visual representation of the Social Mobility Model.

On the axis of Only One Life Chance, the clusters of Personalised Autonomy, Authenticity Grounded and Angry Details describe the individual needs

and desires in the coming future of Europe. In the growing complexity of contemporary life, people find themselves reaching out for every opportunity and chance that society has to offer. The three clusters describe different and parallel reactions of the individuals. People react by demanding more autonomy in making choices and movements, an autonomy that also calls for personalisation in services and products. Also people feel the necessity to build direct and deep connections with the local, escaping from the exhausting and rich reality around them. People are also angry, in a system that tends to expand its vision, they feel as if personal realities are being overlooked or ignored.

At last, on the third axis titled Praised Authority are placed the clusters of Anonymity of Authority, Common Sense as a Cultural System, New Bourgeoisie of Rights and Modern Feudal System. Praised Authority means to describe what society and individuals will look up to in making their decisions for both public and personal matters. It clearly emerged how behaviours change in relation to people's disposition of putting trust in different authorities. If people praise for example the moral compound, the infallibility of technology or the supremacy of human perception, they will base their decisions on completely different ethical codes and that will of course influence the outcome of their actions.

As said, the goal of the model is to identify the practices that describe the future behaviour of people regarding social mobility in 2030. The intersection of the drivers' clusters have originated twenty four future practices. These can be found in Appendix C.

For the purpose of this project two practices have been selected for the development of a mission statement (for the definition of mission statement refer to page 62). Ultimately, one statement was chosen to originate a design intervention. The information regarding the second practice developed into a mission statement can be found in Appendix D.

3.2

Designing with the Model

The Social Mobility model helps to rethink the future of social mobility in 2030 and to create innovative solutions in response to that future context. Therefore the model is presented as a tool for innovative design. In this chapter, the use of the model is explained looking at how to best approach its content. Moreover, the basic structure of a web-tool is presented proposing a materialisation of the model.

At the core of ViP lies the transforming principle of designing looking for future opportunities instead of finding solutions for nowadays problems. In order to do so, a ViP designer creates a model to reframe the future context that will serve as the cornerstone of her/his work. Within each model there are endless possibilities of developments, and the more the worldview is complex the more opportunities for innovation it exposes. As explained in subchapter 3.1, the Social Mobility model presents 24 future practices disclosing Europe 2030, and each of these can be a source of inspiration for many innovative designs.

Figure 8, visualises the necessary steps for designing with the model. A designer wanting to bring innovation in within the context of social mobility, could directly approach the model as the foundation for her/his design. After reading through the model explanation, and getting a deep understanding of the driving forces influencing the future of social mobility, one expression of each driver has to be chosen to originate a future practice. By browsing through all the expressions (the clusters) placed on each driver, additional knowledge is acquired. The selection of the three expressions of the three driving forces results in the description of a future practice. The future practice describes the behaviour that is intended to correct, encourage or support with the design. From the future practice, the designer will develop a mission statement to clearly express her/his intentions for the project direction, as also presented in subchapter 3.3.

The model is developed into a web-tool for designers, policy makers and/or public administrations.



Designer wants to create new opportunities
for the future of Europe 2030

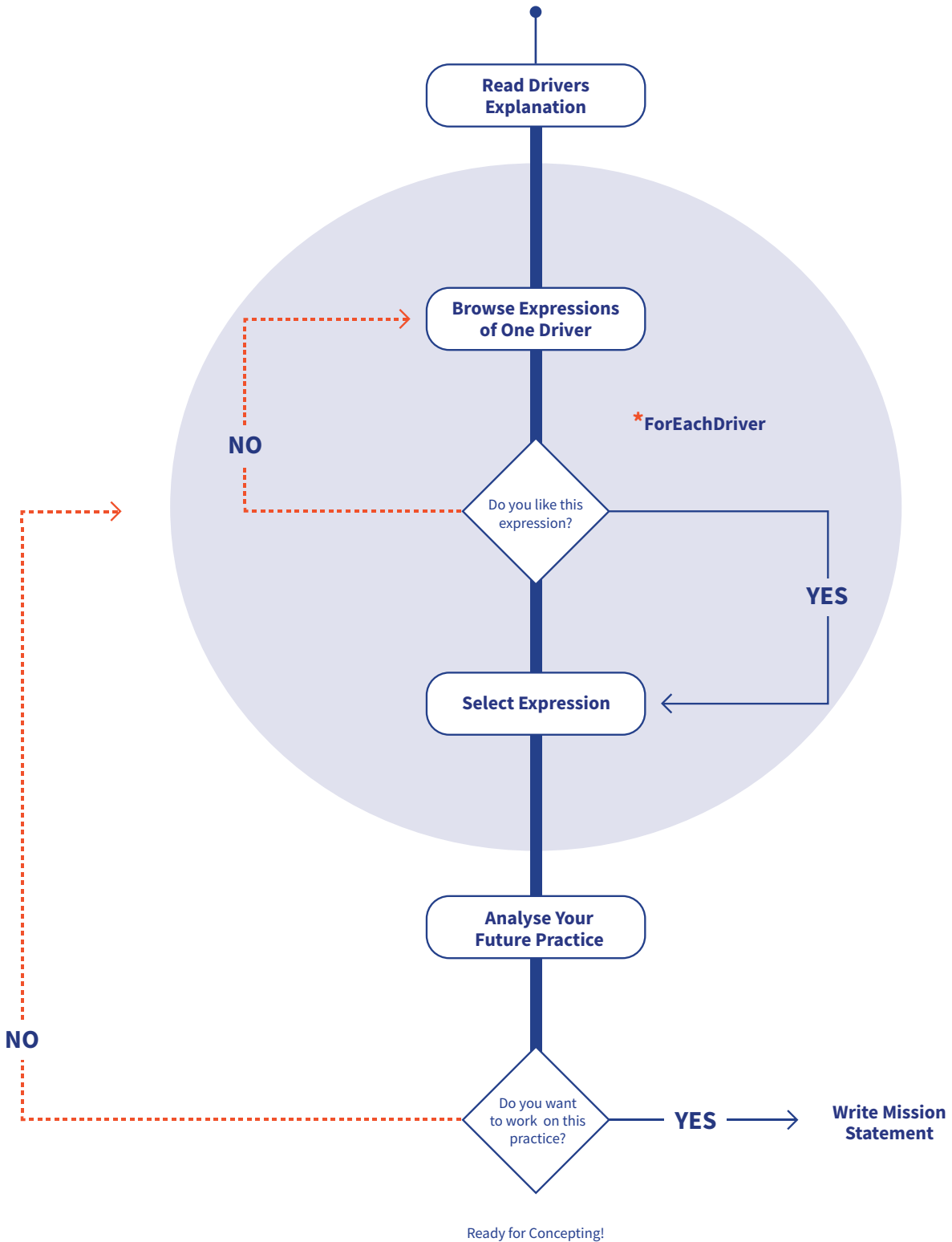


Figure 8. Visualisation of the steps for the correct use of the Social Mobility Model.

Social Mobility Model Web-Tool

In this subchapter an mvp of the web tool for the use of the Social Mobility Model is presented. The website guides designers through the background research and the clusters' storylines. The tool serves designers that are interested in the topic of social mobility and guides them through the model and practices to provide a foundation for their future design. The user can start designing by choosing the expression preferred for each of the three drivers which will eventually lead to a future practice. They can explore the model by trying out different combinations until they combine the clusters that originate a practice they feel inspired to work on. From there they are invited to develop a mission statement following the indications as suggested by the ViP method.

By clicking on the expression of the drivers they can read through the full description of the clusters. In this way they can take an informed choice. The mvp here presented must be seen as a visualisation of the model tool concept, and not as a finalise proposal for the UX/UI of a website.

On pages 57 and 58, the interfaces of the web pages representing some crucial steps of the user journey are shown.

A web tool to help reframe and create the future

The Social Mobility Model / a design tool for **imagining innovation**.



Explore the Future. Design through the model.

As a designer wanting to bring innovation in within the context of social mobility, you can use the model as the foundation for your design. Get a deep understanding of the 3 driving forces influencing the future of social mobility and choose one expression of each driver. Your selection of the 3 expressions results in the description of a future practice. The future practice describes the behaviour that is intended to correct, encourage or support with your design. From the future practice, you will develop a mission statement to clearly express how you intend to change the future of social mobility.

START DESIGNING

Drivers.

Explore the **driving forces** influencing Europe 2030



Acceleration of an Old World

Only One Life Chance

Praised Authority

The Social Mobility Model Europe 2030

Acceleration of an Old World

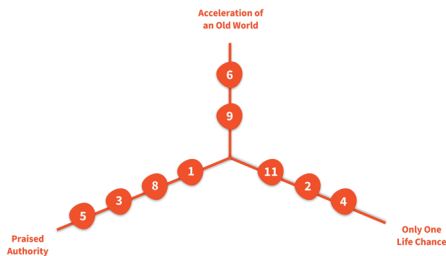
- 6. Spatial Inequalities
- 9. Cool Fluidity

Only One Life Chance

- 11. Personalised Autonomy
- 2. Angry Details
- 4. Authenticity is Grounded

Praised Authority

- 1. Anonymity of Authority
- 8. Modern Feudal System
- 3. Common Sense as a Cultural System
- 5. New Bourgeoisie of Rights



Praised Authority

Choose an expression influencing people's behaviours

The Anonymity of Authority

Cluster Description

Common Sense as a Cultural System

Cluster Description

Modern Feudal System

Cluster Description

New Bourgeoisie of Rights

Cluster Description

The Double-edged Mobility Practice.

Future Behaviour

It describes how by 2030 thanks to fast changing technology, decreasing transport costs and the development of border-free policies, citizens will move more freely across countries developing transnational identities. This will result in citizens that identify more and more with their cities, rather than with their countries, citizens that go per se global. For whom belonging derives from a direct and explicit engagement with local realities.

Increasingly more mobile citizens will develop an attachment to different locations in Europe but nationalities and national policies will prevent them from actually feeling part of the social structure of such places. Their unique journeys and identities will not feel represented and this will cause distress in the perception of their own mobility.

Drivers

- Cool Fluidity
- Angry Details
- Modern Feudal System

Define your mission >

Recommendations

The web-tool is here presented as an mvp, and for its full development it will require some testing. The research content provided to the user is extensive and complex, therefore the users' understanding of the full potential of the material should be tested before deployment. This could be done by asking participants to explore the website and ask them to answer some questions related to the clusters stories and to the driving forces. In this way it is possible to adjust the content based on the participants' answers. The sample test should be carefully selected among people working in the fields of design, policy making and public administration.

Functionality of the Model

In the following subchapter, the intended use of the model is shown through the definition of a mission statement based on a selected future practice. In this first phase of the project the goal was to design the Social Mobility Model and to define a mission statement. The second phase of the project focuses on developing a design in alignment with the mission statement that highlights the potential value brought by the Social Mobility Model.

3.3

Future Practice and Vision

Phase 1 of the project resolves in the development of a strategy to support the future practice called Double-Edged Mobility, aiming to direct its expression toward a responsible and informed behaviour. After selecting the future practice to work on, a mission statement is developed. Here it is expressed the vision of the designer and it is described the ultimate goal of the design intervention.

“I have the need to be represented in the totality of my person and to be given the space to put into use my talents for the good of ‘my’ society”

Double-Edged Mobility

The selected practice describes how by 2030 thanks to fast changing technology, decreasing transport costs and the development of border-free policies, citizens will move more freely across countries developing transnational identities. This will result in citizens that identify more and more with their cities, rather than with their countries, citizens that go per se glocal¹. For whom belonging derives from a direct and explicit engagement with local realities.

Increasingly more mobile citizens will develop an attachment to different locations in Europe but nationalities and national policies will prevent them from actually feeling part of the social structure of such places. Their unique journeys and identities will not feel represented and this will cause distress in the perception of their own mobility.

The ‘Double-Edged Mobility’ behaviour originates from the intersection of the clusters: Cool Fluidity - Angry Details - Modern Feudal System. To read through the full clusters’ descriptions please refer to Chapter 2.2, pages 45-36-44.

Acceleration of an Old World

- 6. Spatial Inequalities
- 9. Cool Fluidity

Only One Life Chance

- 11. Personalised Autonomy
- 2. Angry Details
- 4. Authenticity is Grounded

Praised Authority

- 1. Anonymity of Authority
- 8. Modern Feudal System
- 3. Common Sense as a Cultural System
- 5. New Bourgeoisie of Rights

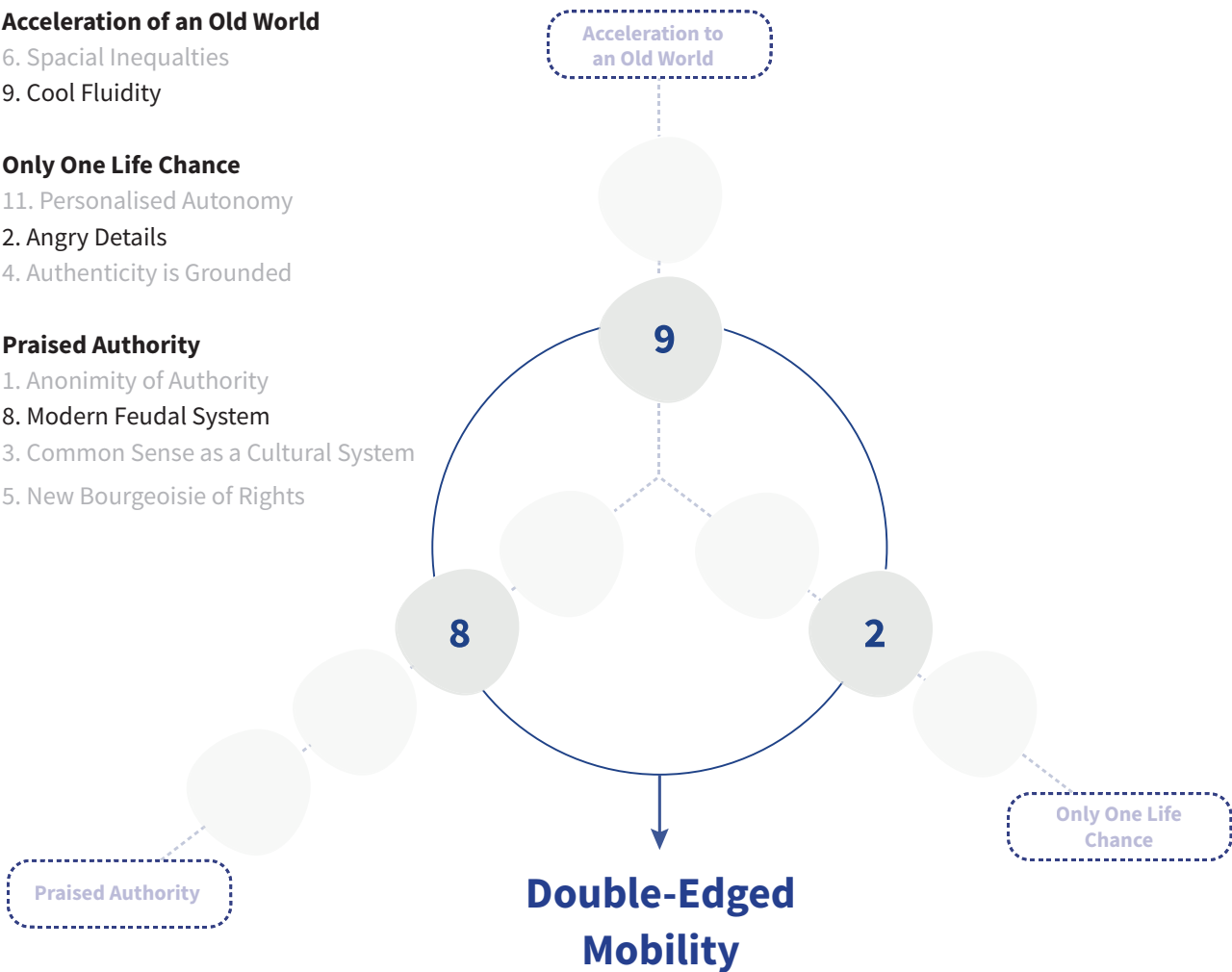


Figure 9. Visualisation of Double-Edged Mobility future practice on the Social Mobility model.
¹Glocal: Reflecting or characterized by both local and global considerations. Oxford Dictionaries.

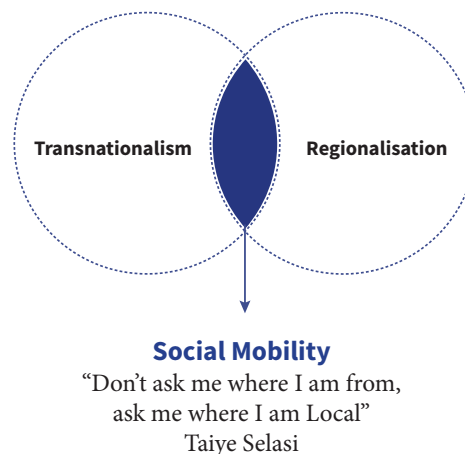
Mission Statement

The mission statement describes the position of the designer in relation to the future context emerged from the Social Mobility Model. It is the vision defining the effect the designer wants to have on people and it serves as a strategy and starting point for the design concepting. Based on the user needs and desires identified in the future practice of Double-Edged Mobility, the following statement was developed:

‘I want mobile citizens to be recognised as a transnational resource of Europe 2030 that bridges the globalisation and regionalisation phenomena by introducing a new culture of short-term social engagement that exploits social mobility to the advantage of disconnected stable communities.’

It is often believed that what is good for the individual is bad for the society, and viceversa. With this mission statement, Europe is encouraged to take advantage of the future practice of social mobility, already fruitful for one’s individual success, and to transform it into a beneficial culture for the whole interconnected European society.

The mission statement emphasises the role that social mobility can have in supporting remote and unpopular realities and addresses the possibility of using it as a powerful tool for inclusion and unity. By a direct experience with the local, the individual is supported in being protagonist of the new environment.



Traditionally to be responsibly involved individuals were expected to perpetrate a long-term commitment. In accordance to the ‘Social Mobility Model’, this is an outdated demand that doesn’t support the individuals’ desires to take advantage of the interconnected society of 2030.

This mission will help individuals in balancing their drive for fluidity and engagement making sure that people have the necessary resources to take part successfully of the European social texture. This innovation will transform social mobility into an inclusive and fulfilling experience that will allow every community to feel part of the ‘winning side’ of Europe.

Interaction Vision

To give a sense of **how** the mission statement aims to deliver value to the community, an analogy describing the desired future interaction is chosen. The Social Mobility Europe 2030 interaction vision is ‘Bees Pollination’.

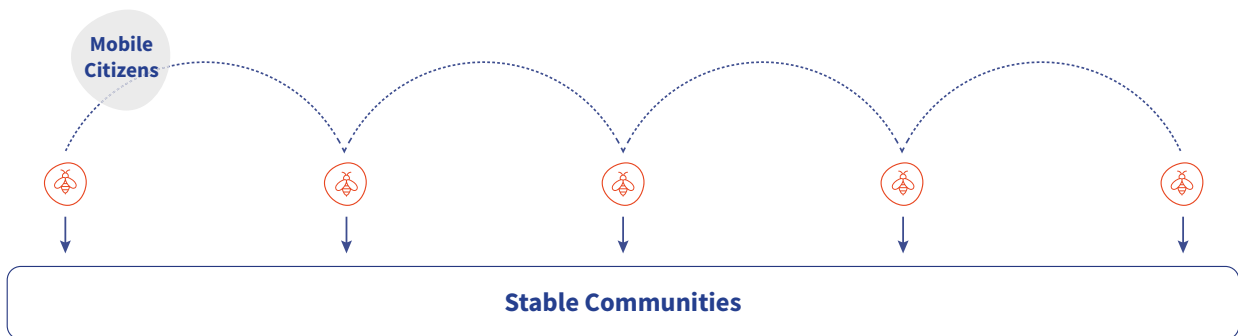


Figure 10. Visualisation of the project Interaction Vision: Bees Pollination.

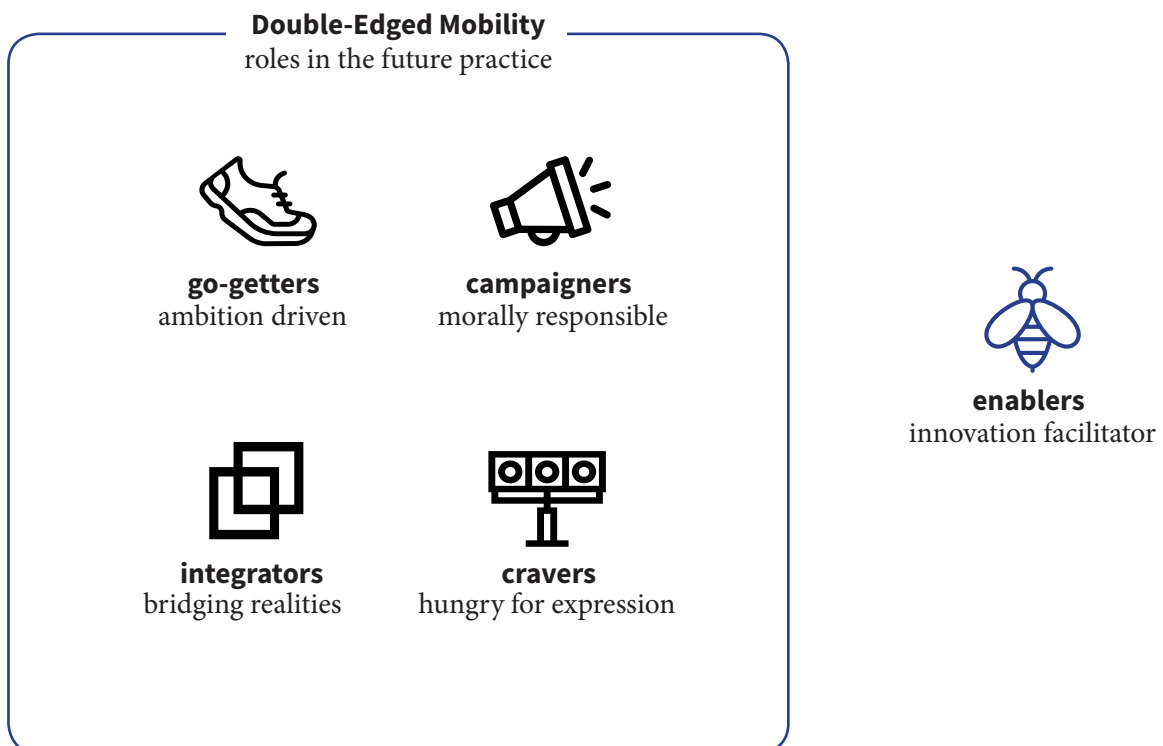
The analogy sees the pollen as the mobile lifestyle and the flowers as the stable communities, clearly pointing out the crucial role played by the bees in the pollination process. In the future context of Social Mobility, the bees represent the mechanism that translates the pollen into usable value for the stable communities. The design intervention will serve as the bees to the European ecosystem of 2030.

Travelling is Contributing.

This chapter marks the end of the first phase of the project. In order to enter into the concepting phase, the characteristics of the future practice Double-Edged Mobility are further analysed. Here the goal is to understand the attitudes of a person expressing mobility in the modality explained in the practice. The description is not meant to be read as a persona, or a profile, in fact future behaviours are not an exclusive categorisation of individuals. The same person can embrace multiple practices at different times, but the qualities of each practice describe specific mindsets and approaches to mobility.

3.3 Analysis of the Future Practice

The analysis aims at providing a full narrative of the practice Double-Edged Mobility. Here are described four roles or attitudes of this expression, these are: Go-getter, Campaigner, Integrator and Craver. Moreover, a fifth role is described to picture the desired approach that wants to be triggered: the Enabler.



Go-Getters

Are people that take advantage of what is offered to them, as for the opportunity of being mobile. Go-getters look for personal development through, innovation, challenges and competitions. They want to freely move across countries, perceiving mobility as a tool for personal and professional success.

Campaigners

Are people that feel the need to contribute and to feel involved in the social texture they inhabit. Campaigners motivate for an active participation both through actions and by getting access to the political and social discourse. They actively take the role of motivators encouraging moral and social responsibility. Taking part in the social debate also gives them a space to belong to, despite their preference for being mobile.

Integrators

Are people that have been developing a transnational identity, through their social mobility. It results in citizens that identify more and more with local realities than with countries. They feel an attachment to different locations (as for example their city of origin and city of residence), but concepts like nations actually prevents them from feeling part of those realities. They are the bridge that connects the globalisation and regionalisation phenomenon, bringing together in the european ecosystem each local dimension.

Cravers

Are people that feel angry, unrepresented and craving for self-definition and political representation. They are people experiencing an innovative lifestyle, not yet fully understood and recognised by the society they live in. This causes distress and longing for an understanding hand. They crave for tools and opportunities to fully express themselves, feeling accepted and integrated into their society.

Enablers

Are those actors that bring their capabilities and resources to facilitate innovation. They bring new skills and ideas where most needed, creating a network of collaboration between the public sector and citizens. They are encouraging the acceptance of a new culture, intellectually and technically.

Conclusions

The challenge for the next phase is to identify a design concept that enables the European society to accept and encourage this expression of Social Mobility. To successfully implement the expression of the Double-Edged practice into the future context of Europe 2030, by empowering citizens for a fulfilling and fruitful experience.

3.4 Value Exchange

Before entering into the concepting phase, the mission statement was further analysed. It was essential to identify how and what kind of value exchange a possible design intervention would have brought in relation to the mission statement. In this subchapter, the major touchpoints for the value exchange are illustrated and explained.

‘I want mobile citizens to be recognised as a transnational resource of Europe 2030 that bridges the globalisation and regionalisation phenomena by introducing a new culture of short-term social engagement that exploits social mobility to the advantage of disconnected stable communities.’



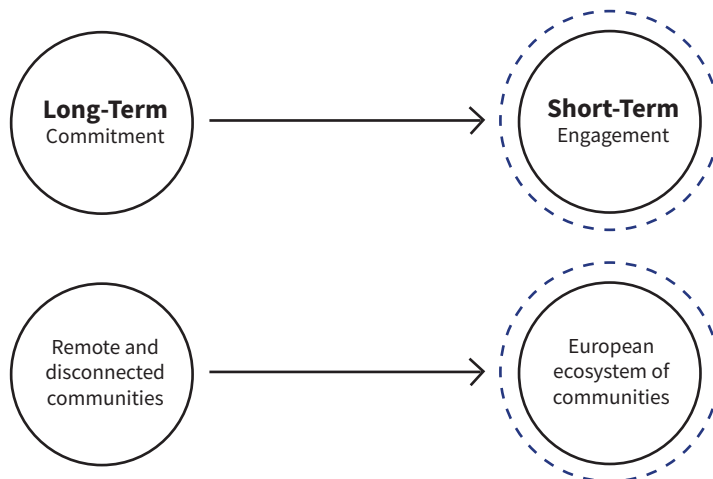
UNDERLYING OBJECTIVE

The future design aims at putting together a system that will take advantage of the Double-edged Mobility future practice, expression of the new culture of social mobility, in order to transform it into a culture beneficial for the whole interconnected European society.

As previously explained, the mission statement is composed by the identification of the ‘WHY’ and ‘HOW’ of the future intervention. Both are crucial parts in the design process and generate different values’ exchanged among different parties involved. In order to explain the relevance of the proposed intervention, the value exchange will be explained first through the eyes of the disconnected stable communities and subsequently from the mobile citizens perspective.

The mechanism presented in the statement (the ‘By’) is proposing a radical change of the preconception of what traditionally has been defined as being

morally and socially responsible. The design proposes a transformation of the format of a long-term commitment into a new culture promoting short-term engagement. Moreover, the remote and disconnected communities targeted through the statement will be incentivated to step away from their isolated condition in order to join the network of a European ecosystem of communities.



In looking at communities as organisms, all part of one ecosystem, it is easier to understand how each community has specific needs for its survival and prosperity. These are needs in terms of skills, talents, infrastructures, professions and therefore people. The future design will look at how to exploit the future expression of social mobility to provide the missing talents to isolated communities. By providing an experience that is ‘short-term’, the pressure is released and people won’t be so scared to engage with remote communities. By creating a system that appeals people to engage and connect with unpopular communities, the latter will have the opportunity of taking part of the socio-technological transformation happening in Europe and they will feel part of its success. This system aims at providing equality of life chances across the Union member states, recognising mobile citizens as the transnational talents merging the global (European) and local realities.

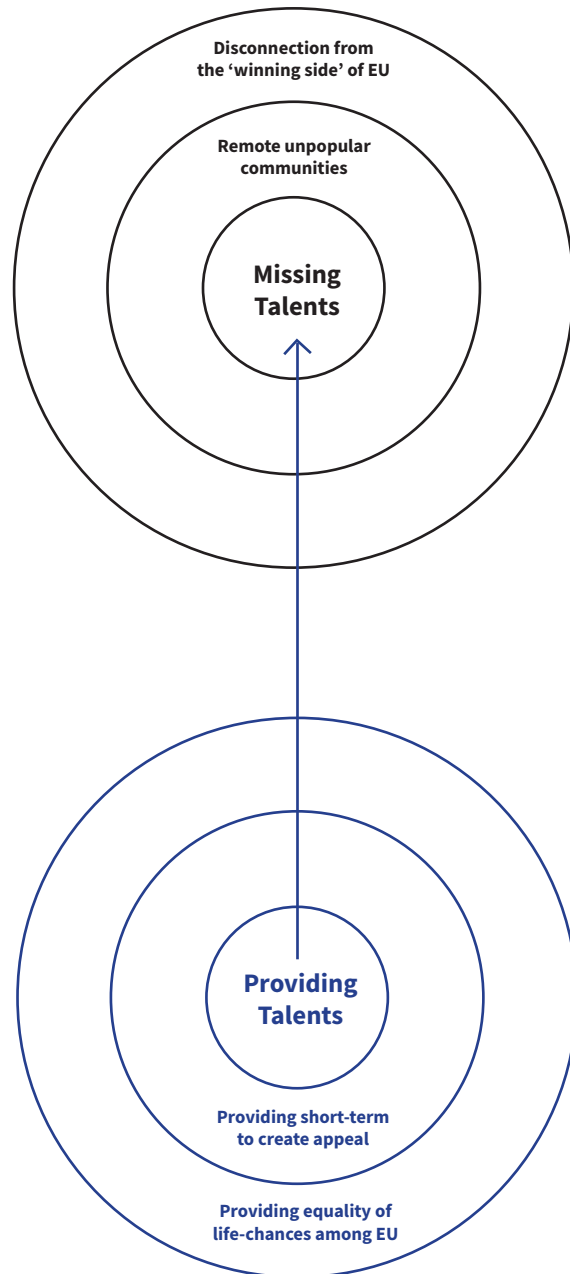


Figure 11: The three levels of the main value provided by the intended design intervention. From its core action to the enlarged benefits delivered from the exchange.

Valuable for Mobile Citizens

In the described future context of the Double-edged mobility practice, the fast-pace of the world forces people to constantly chase the next opportunity the world has to offer them. As citizens they find themselves having to make decisions either to pursue their individual success, or to commit locally for civic participation. By challenging the common idea that what is good for the individual is bad for the society (and viceversa), the future design will ease mobile citizens in this difficult choice.

Mobility is a primary quality of living a European life, and it strongly influences the possibility of life-chances. Therefore by deciding whether or not citizens want to pursue their success, they are fundamentally asking themselves one question: “Should I stay or should I go?”.

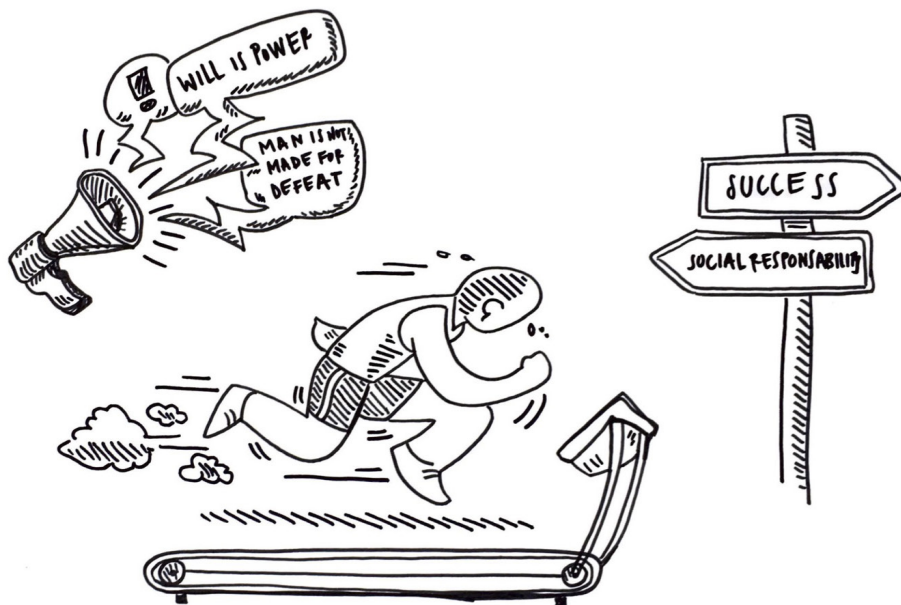


Figure 12: Visual representation of the Double-Edged Mobility expression and its effect on people. Here the citizens are trying to stay up to speed with the world and find themselves at a crossroad having to choose between their personal success and their desire to be morally and socially responsible.

The introduction of the new culture of social mobility will prevent citizens from having to make this choice at all. The system is infact promoting the idea that being mobile doesn't mean leaving social responsibilities behind but will stress out how travelling per se can be a form of contribution to society. By fostering this culture it is possible to align individuals and societal growth by channeling the speed and flow of the future context of Europe 2030.

The figures 12 and 13 are a representation of the future situation described by the Double-Edged mobility practice and the desired experience that is aimed to provoke with the future design intervention.

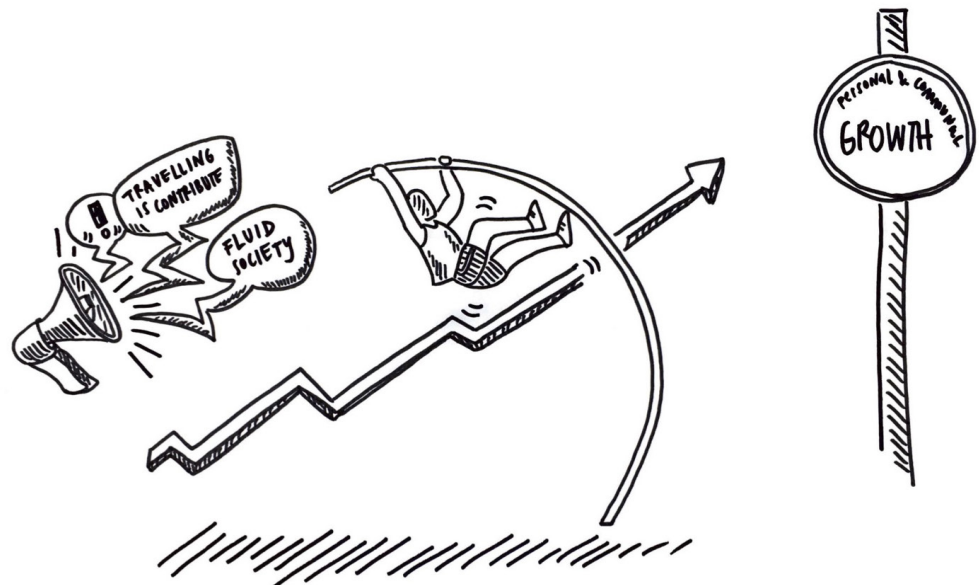
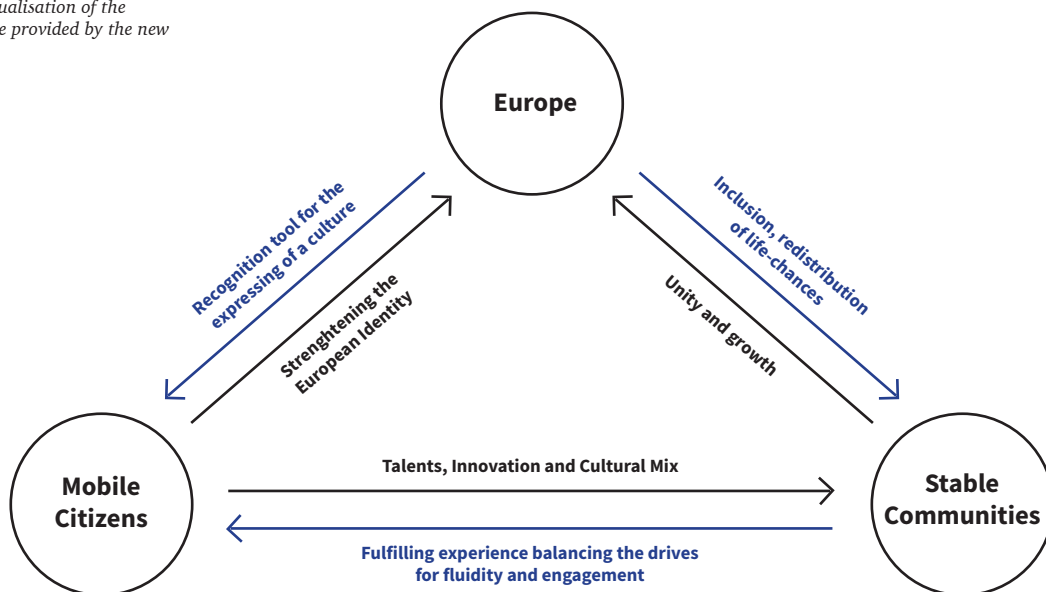


Figure 13: Visual representation of the desired expression of the future practice Double-Edged Mobility and its effect on people. Here the citizens are given the tools to balance their drive for personal and societal growth by channeling the speed of the future context.

Value Exchange

Summing up the information provided in this subchapter, a map of the value exchange was created. The map sees the three main beneficiaries of the new system in: Europe, the mobile citizens and the stable communities. The map functions as a reference for the concepting phase moving forward. It serves in defining the service qualities and its intentions.

Figure 14: Visualisation of the value exchange provided by the new intervention.



Eurovers

The citizens that will express this new culture of social mobility and that will take part to the social transformation this will provoke to Europe in 2030 and further, are defined as: Eurovers. The title originates from the words Europe and Rover. A Rover is defined as a person that wanders, not just in the sense of physical movement but also indicating a department further away from civilization. Challenging the idea that individuals and society have different goals that can't be aligned, this project proposes a new form of rovers, wanderers of civilization able to create and exchange value within themselves and with Europe.



4.1 Explorative Research

In parallel with the concepting phase, an explorative study was performed. As described in the ViP methodology chapter, after the identification of the mission statement the project enters a new divergent phase to gain fresh and targeted insights for the concept development. The qualitative research conducted aimed to inspire the concepting phase by providing interesting clues regarding people's beliefs, aspirations and desires. The information acquired are used as a tool for the designer's inspiration and to help brainstorming on the detailing and further direction of the design.

The additional research phase is approached through a set of interviews with 'mobile citizens' aiming to provide a deeper understanding of human behaviour focusing on their needs, motives and values, and also through a set of meetings with experts in relevant fields addressing the feasibility and relevance of the design concept for the future context of intervention.

Additionally, the project gained specific insights from the participation to The European Week of Regions and Cities 2019 held in Brussels and organised by the European Commission.

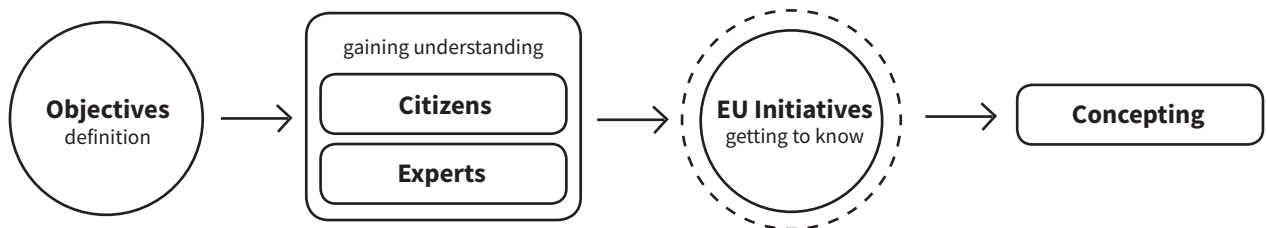


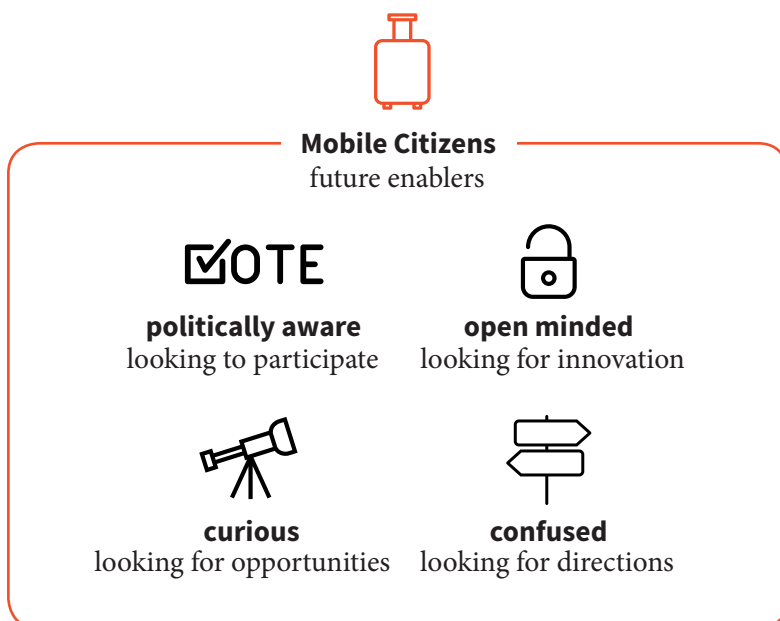
Figure 15, on the left. The author C.Milano attending The European Week of Regions and Cities 2019 in Brussels. Figure 16, above. Visual Map of the explorative research process.

In Conversation with the Citizens

A set of seven interviews will explore the broad topic of social mobility through the citizens' perspective by looking into a range of experiences of social mobility to unveil the different behaviours in regards to moving, leaving and settling in a new place. In this chapter, the approach and results from the explorative research will be outlined.

Mobile Citizens

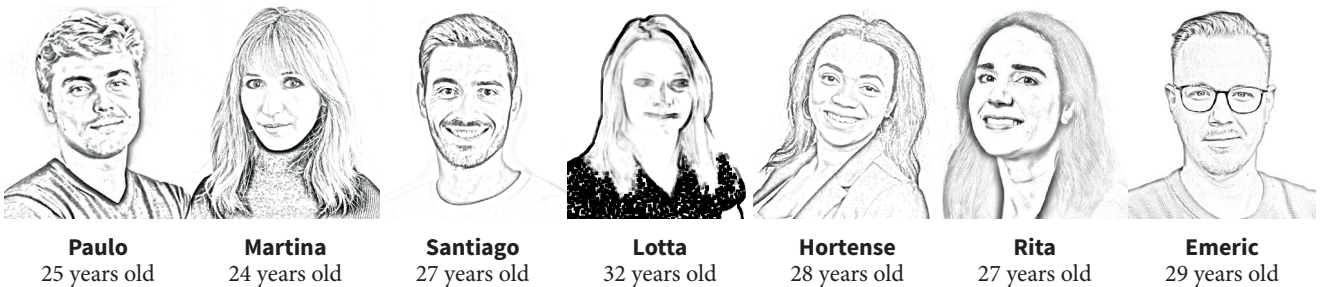
In Chapter 1, a definition of mobile citizens has already been given. Following the stages of factors collection and clustering, a deeper understanding of their motives, ambitions and believes has been gained. In every future practice, a different expression of social mobility is identified. Describing the selected practice of Double-Edged Mobility, the mobile citizen is described as performer of four roles (Campaigner, Integrator, Go-getter and Craver). Moreover a fifth role 'the Enabler' was identified as future objective. Through the analysis of the future practice, it is possible to highlight some assumed characteristics of the targeted mobile citizens.



Interviewees

The interviewees have been selected among the wide network of MEDEs, for this reason they are highly educated and trained, having experienced social mobility through the MEDEs programme in their academic years.

The semi-structured interviews had a duration of 45-60 minutes each and were conducted with seven citizens of different nationalities, respectively: one italian, one spanish, one finnish, two french and two portugueses. The interviews were conducted in english, italian and french.



Having a broad topic to explore, the main goal of this stage is to get an overview of how people perceive their own mobility in within the societal context of Europe and to gain inspiration for further development. The qualitative approach gives enough flexibility to conduct informal interviews with the participants to investigate the phenomenon.

Research Goal and Questions

The leading question to be answered is:

What is the mobile citizens' concept of home and where do they find it?

To further investigate the citizens experiences and ideas, three research questions were then developed.

1.The experience of moving.

Based on their past experiences, the interviewees are asked to reflect upon their choices. The goal is to understand what are the drivers behind their movements and how their perception of their own mobility has been influenced and perhaps modified over time. To understand their difficulties and drives, the three main questions to answer were the following:

- *“What are the reasons behind the choice of moving?”*
- *“What were the positive and negative experiences of the relocation?”*
- *“How did their perception of social mobility changed from the first experience going forward?”*

2. Differences between feeling at home and belonging.

Moving to their present situations, the interviewees are asked to describe their concept of home. Craving for belonging is considered to be a basic human condition. In the context of a fluid transnational landscape in which the traditional concept of ‘home’ are challenged, it was crucial to understand how mobility has impacted their intimate relationship with places and local-stable communities. Subsequently, the interviewees were asked to imagine a future world that could represent them entirely and that would reflect their image of a perfect society. The main questions explored were:

- *“Where do they consider home to be?”*
- *“What are the elements that answer to their crave of belonging?”*
- *“How has their relationship with their country of origin evolved?”*
- *“How would they describe their dream home (abstract and physical) and dream lifestyle?”*

3. The individual role in the European ecosystem.

To understand their desired role in society, it is important to understand what is their relationship with political institutions. As emerged in the future practice of 'Double-edge mobility', the majority of mobile citizens crave for moral responsibility and social engagement, therefore it is highly important to decode where Europe stands in their scope of participation. The conversation followed from the two main questions:

- *“Are they informed on political matters, do they participate (Example by voting)?”*
 - *“What is their perception of the EU and of their being European?”*
-

Analysis and Conclusion

The interviews were partly transcribed in their 'crucial moments'. Once the interviews audio files have been analysed, the designer take notes. In the first read through, the raw data is scanned to highlight possible quotes that might encapsulate crucial themes for the research. This makes it easier to identifying recurrent themes or underlying patterns.

The interviews analysis reveals some common needs, discomforts and desires from the provided group of citizens. It's important to remind that the future practice, is indeed future, which means the citizens interviewed are not identified as the target consumers of the concept design. Anyhow, the stories emerged have inspired some of the choices in the detailing of the service GLEU and must be treated as inspiring elements streamed in the concepting phase.

Here are presented six of the most recurrent themes, extrapolated from the conversations with the citizens and that have inspired the concepting and detailing of the design intervention going forward.

The six sparkling themes:

A Game of Comparisons

Comparing cities, nationalities, behaviours is a recurrent topic. Citizens carry with them the things they have experienced and bring them into the next destination. This causes some cultural clashes but also opens up new possibilities for social growth. The examples varied from the national healthcare system, to how people are crossing the road.

The Dream Destination

Strictly linked to the comparison game, mobile citizens are not so sure about their real final destination (they are not even sure they will ever stop moving). But all have a clear image of what the perfect place would be like. They were selecting different elements from different countries and populations, saying what mix would be most theirs.

Home is Made of People

When asked where home was for them, just a few could answer. But everyone agreed that instead of a physical place, what makes them feel at home are the people around them. Not just close friends, but especially people that resembles them and share the same values and way of life. The people they surround themselves with are all mobile citizens too.

European VS National Identity

National identities appear to be still very strong into people's mind when asked in a direct manner. When asked though about their connection with Europe and their country, some said they would rather lose their national passport than their right to be called European.

Constant Misplace

'Everyone should feel like a foreigner, once in their life' quote from Lotta. Feeling constantly misplaced is a price to pay for enlarging one's view of home. Nobody regrets their choices, and they believe their being mobile makes them more competitive and sensible to differences and minorities. Mobility helps with Social Inclusion.

Be Like a Local

Try to act like a local is one of the main goal in setting up into a new place. Being targeted as a tourist is the greatest offence. People want to integrate, and learn how to act in social context. The first thing the citizens do in a new place is listening and observing the common right behaviours to then replicate them and 'act right'.

4.2

Experts Knowledge and Visions

The mission statement (Chapter 3.3) describes the mechanism to reach the desired goal to be: a new culture of short-term social engagement that exploits social mobility to the advantage of disconnected stable communities. In order to develop a strong concept, it was essential to gain additional knowledge related to social engagement and to urban and regional urban policies in place. After conducting a short literature research, key experts were identified and interviewed inviting them to share their knowledge and vision in relation to their field of expertise.

Citizens Participation

Social engagement is currently considered a ‘hot topic’ and citizen participation has been at the heart of many public and private initiatives in the last few years.

Two organisations of different nature were approached to understand possible issues and current initiatives related to the topic, these were: Fondaca - Fondazione per la cittadinanza attiva (Organisation for the active citizenship), and Volt Europe - a pan-European progressive political movement. The experts interviewed were provided with a project insider describing the project background and mission previously to the interviews. The interviews lasted between 30-50 minutes.



Fondaca
Organisation for
an Active Citizenship



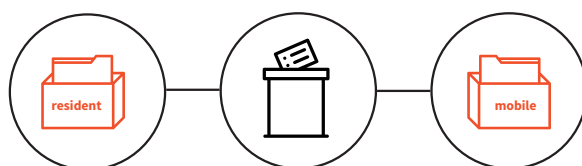
Volt Europe
First Pan-European
Political Party

Emma Amiconi, President of Fondaca.

Following a discussion on this thesis background and mission, she explained which role immigrants have in Rome in active citizenship participation. As an expert in integrating immigrants in the citizens discussion around Rome and urban policies, together it was entered an ideation phase that lead to the discussion of a possible creation of a Bill of Rights for mobile citizens. The idea revolved around the understanding of the mobile citizens needs and desires, and around the main topics to be covered in defending their role as active citizens. While political participation is decreasing in Rome, active participation seems to increase. This suggested that citizens are willing to participate and are demanding for new tools to express their ideas in a political context. From this conversation, many interesting points were taken into the next phase of concepting.

Chris Luth, Volt Europe Activist as ‘Events Lead’ for the Netherlands.

After discussing the intersection of Volt’s and its project’s mission, Chris Luth pointed out some of the main needs of the young working population of the EU, and their desire to actively participate in the political discourse. In relation to my question on what political representation mobile citizens currently have, he explained how some member states register the votes of the mobile citizens, in a separate ‘box’ labeled in the case of Italy as ‘Foreign European Italians’. If this example would be followed by all member states, he suggested how this could be the first step in implementing an official database for mobile citizens and how this could lead to a separate and explicit represent the group’s voting choices.



Separating Voting Voices

First idea developed from the conversation with Volt Europe.

The European Week of Regions and Cities

The Conference took place in Brussels in October 7-10, 2019. The project was already deep in the concepting phase, and this gave the possibility to validate the concept through discussions with experts of region and urban policies.

The main objectives for the participation were to establish useful connection for the development of the project, to gain insights around the topics of urban and rural development, to see what projects might have already be in place for the benefits of mobile citizens and to deeply understand what vision lies behind the strategy for fostering the European identity in its citizens.

Five workshops were attended:

1. *Let's Unite! Reconciling Europe with its Citizens to build a more democratic and closer Europe.*
2. *European Youth Capital: fostering European identity among young people*
3. *Social Identity Change: the regions are the unit of contextualisation*
4. *UDN - Neighbourhood, town, city or functional urban area? Defining the territorial focus of future urban strategies*
5. *Public innovation labs: co-designing governance with citizens*

The following experts were consulted:

Sofia Caiolo, Head of Project Management Unit, ALDA, France.

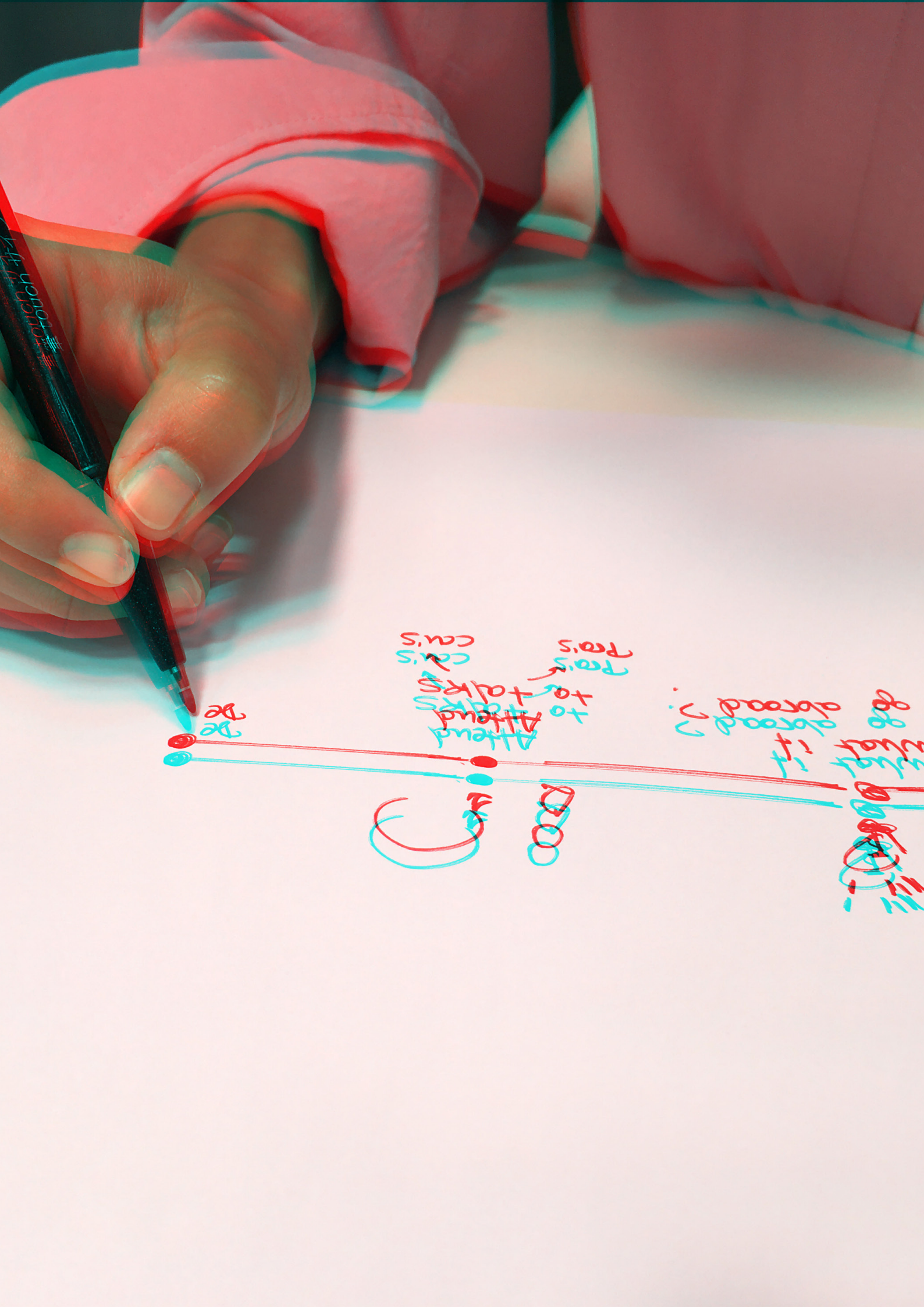
Francesco Pala, Head of Secretary General Officer, ALDA, France.

Tina Hocevar, Vice-President, European Youth Forum, Belgium.

Carlotta Fioretti, Scientific officer, EC Joint Research Centre, Spain.

Dan Melander, Project manager, City of Gothenburg, Sweden.

François Jégou, Managing director, Strategic Design Solution, Belgium.



5.1

Designing the Concept

This chapter describes the design concept generated from the mission statement and interaction vision and explains how the design can be applied in the future context of Europe 2030.

The design followed an ideation process integrating the analysis of the Social Mobility Model and the relevant findings derived from the additional explorative research. As explained in the project description chapter, with the concepting the process is entering in a second converging phase which aims to develop a solution that embodies the designer vision on the future context. The design intervention is presented through the description of its value proposition, of the service functions and general features, and through an analysis of the relationships necessary for the functioning of the design.

The first step after the definition of the mission statement and interaction vision consists of defining a design challenge and the objectives to aim at.

The challenge is focused on presenting the mobile citizens (the Eurovers) as a transnational resource of Europe that functions as the linkage that glues together the globalisation and regionalisation phenomena.



PRIMARY DESIGN OBJECTIVE

Creation of a service that will help with the acceptance and exploitation of the new culture of Social Mobility that will develop in Europe 2030. A culture is a set of recognised practices that are socially accepted as an expression of the same ideas and customs of a particular group of people or society. The main goal of this design is to contribute to the acceptance of the new set of practices that Eurovers will adopt in the coming future in regard to Social Mobility.

Figure 17, on the left. First sketches from the ideation phase.

The aim is to help the European society to embrace the social transformation in act by identifying the opportunities that lie in the future practice and by providing the necessary tools to positively give expression to the shared sentiment described in ‘Double-Edged Mobility’.

The thesis will focus on the design of a relocation system composed by an official database and a platform functioning as a first tool in the establishment of the future form of short-term local engagement and will help in the development of a new consciousness in regards to the socio-transformation happening in Europe.

The proposed values were selected in accordance with the mission statement and primary objective. Unity and recognition are the leading values of the service since its purpose focuses on the European institutionalisation of the short-term engagement practice as expression of a socially responsible mobile lifestyle. Peripheral is another funding value since the service’s efforts are aimed at benefitting disconnected stable communities that are not currently taking advantage of Social Mobility. Finally, innovation since the transnationalisation of the system will guarantee a fruitful amalgamation of ideas, skills and practices that will contribute at the modernisation of Europe.



UNITY



RECOGNITION



PERIPHERAL



INNOVATION

The proposed values were then rewritten in the form of a unique value proposition (UVP), that could help in the communication strategy highlighting the uniqueness of the service proposed:

an institutionalised initiative that brings unity and innovation to remote communities.

5.2

Introducing GLEU - The Glocal European Mobility Network

As previously mentioned, Europe is undergoing a major societal change - becoming transnational - which is shaking the core of its societal structure. With an ambitious strategic vision to follow, this project works towards a unified and stronger Europe that will make use of its growing talents to benefit the Union as a whole.

GLEU is born from the consideration that mobility has already been capitalised among the work environment, being seen as an important resource for innovation and growth. In a company, when some skills are needed or an expansion has been planned, the CEO or HR team often looks for those talents and hires new employees. This process, successful in the work environment, has not yet been replicated in the social context. Cities and regions don't have control over their population, they can't decide who can enter and stabilise in their communities. *But what if they could?* This is the question meant to be raised through the development of this project.

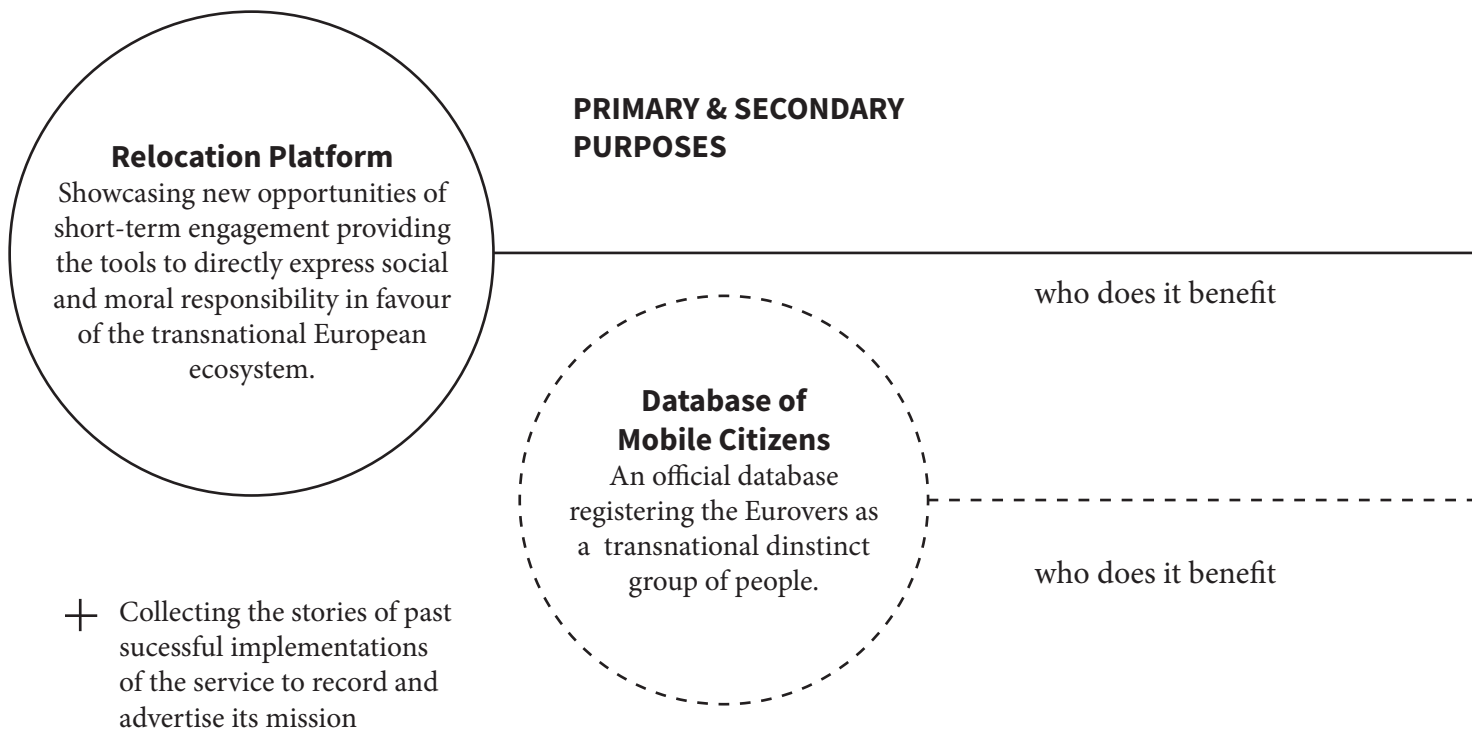
Following the Treaty of Maastricht in 1992, freedom of movement and residence for persons in the EU is a fundamental principle of the Union citizenship. This project doesn't in any way want to challenge or limit the right of free movement. In businesses, an HR team recruits employees in an exclusive way, on the contrary for social context it is proposed an inclusive recruitment approach that only incentivises the coming of specific citizens into the communities without excluding the arrival of others. These specific citizens are previously identified by the communities that are making use of the GLEU service by assessing the needs of their population (example: case study chapter 6)

GLEU provides a tool connecting 'stable local' communities to the modern panorama of an interconnected EU, and connecting mobile citizens to an authentic and tangible space where to put their talents into use for a responsible

and fruitful relationship. It is a platform where urban and rural communities can advertise their needs and search for citizens that are willing to move and fill up the positions required for the community's growth. At the same time, citizens will be able to address their crave for engagement and social contribution without having to cut themselves out from the coming interconnected society giving up at their opportunity to succeed* in a globalised Europe, but on the contrary by experiencing new contexts that will contribute to their training and development.

The service system is actualised in a digital platform that will consist of a job search recruitment tool and of an official database of mobile citizens providing a first tool of representation for this community. Projects stories will also be shared as examples of successful implementation of the service.

*The term 'succeed' is meant from the interpretation of the factor 'Neoliberals Losers', where the social perception of winner and loser is defined by the economic culture of the Neoliberalism. Refer to appendix B.



The service targets both the mobile citizens and the local authorities, especially disconnected communities in remote areas.

5.3

How does the system work?

In order to develop the service, it is important to develop a service structure that illustrates how the system could function in its totality once deployed.

The service system structure is presented through the description of four elements represented in a model (figure 18). Each element expresses a different section for the functioning of the service system and it includes people, facilities, and tools with a clear goal. The elements are marked as either internal or external to the system and are interconnected with each other. The elements are: the service experience, the organisation, the stakeholders, and fundings.

5.3.1 Service Experience

It describes the service tasks and the technologies employed. It defines the service presence (mainly digital) and its procedure, describing the service experience and identifies the main users' touchpoints.

5.3.2 Organisation

It understands the competences needed for the functioning of the service and the organisation of the internal staff team.

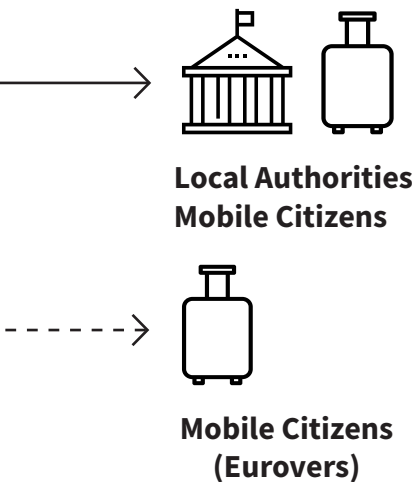
5.3.3 Stakeholders

It explains the necessary relationships that need to be established for the deployment and maintainment of the service. Moreover, it indicates what type of engagement is requested from the stakeholders.

5.3.4 Fundings

It defines the allocation and reception of fundings in between the internal and external relationships of the service system.

The service system also lies on two different dimensions describing the goals of the elements: Engagement and Leadership. Elements can lie also in both dimensions. Each element will be discussed further in the following sub-sections. Chapter 5 concludes with recommendation for further developments.



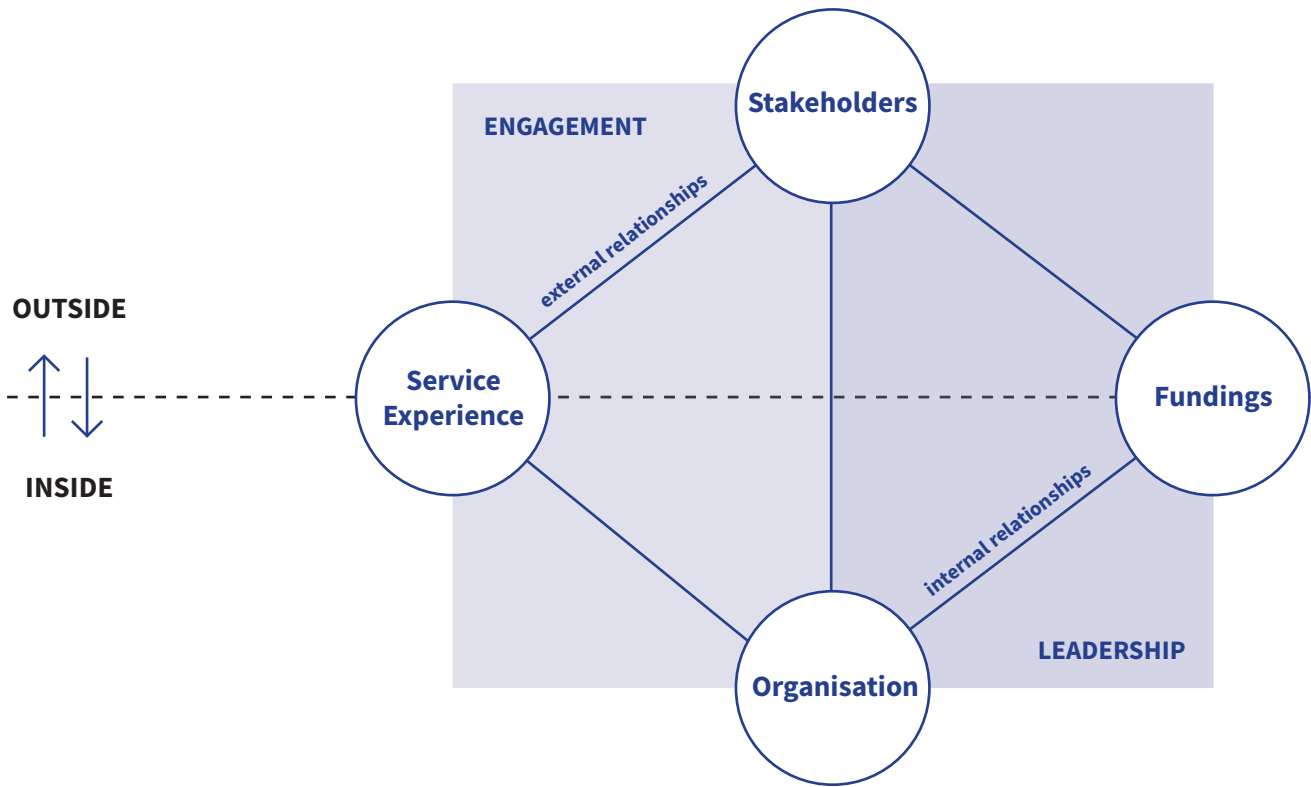


Figure 18: The service system structure model.

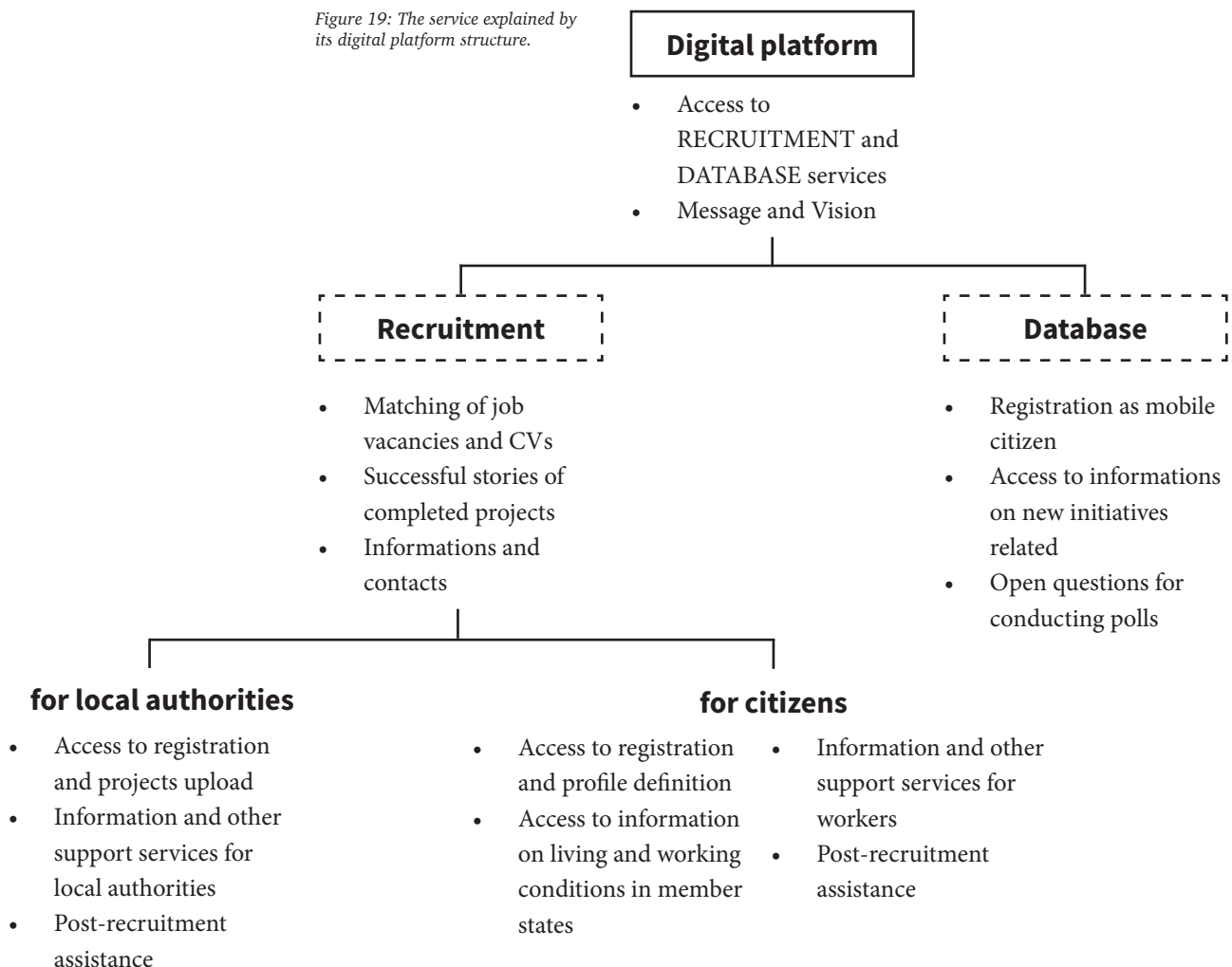
5.3.1 Service Experience

This sub-chapter describes the service procedure through the description of its functions and its features. It defines the service presence and the technology to be employed.

Moreover, the main service touchpoints with the users are specified.

As explained in the description of the service's primary and secondary objectives, GLEU consists of two offers : a recruitment service and a database registering mobile citizens. The service is almost exclusively developed in a digital form.

Figure 19: The service explained by its digital platform structure.



The Digital Platform

The digital platform is the first access point to the service and presents the information in regards to the possible actions and activities. It is divided in two main sections.

The recruitment section is the primary activity offered by the service and therefore its explanation gains significant space on the platform. Through it the experience of the service can start. The mobile citizen will upload the CV, official documents and the relevant informations regarding his/her skills and personal orientation. For the citizens, this section offers informations on living and working conditions in the EU member states, regarding taxation, pensions, health insurance and social security. The local authorities can start the submission of the programme, explaining the problem of the interested area and the offers available. These actions give start to the core action of the service which consists in matching the CVs with the fitting programmes. This section also includes the information and guidance for pre and post recruitment support. Finally, this section presents successfull stories from completed programmes to communicate the service value to possible participants. The collected stories will also serve in communicating the service value and mission towards the external audience.

The database section offers to the citizens using the recruitment service the possibility to register in an official database of Eurovers. Here the citizens can access news and informations to learn about other European initiatives or programmes targeted to mobile citizens. This section will communicate itself as a first step for the istitutional recognition of mobile citizens as a transnational dinstinct group of people. This section targets the mobile citizens with an interest in taking part in the political discourse and aims to arouse awareness in regards to the changes transforming the European lifestyle.

Through the digital platform, both the users (citizens and local authorities) register and update their profile in which they can describe their personality traits and expertises. This is a mandatory step for the use of the service.

The Platform Structure

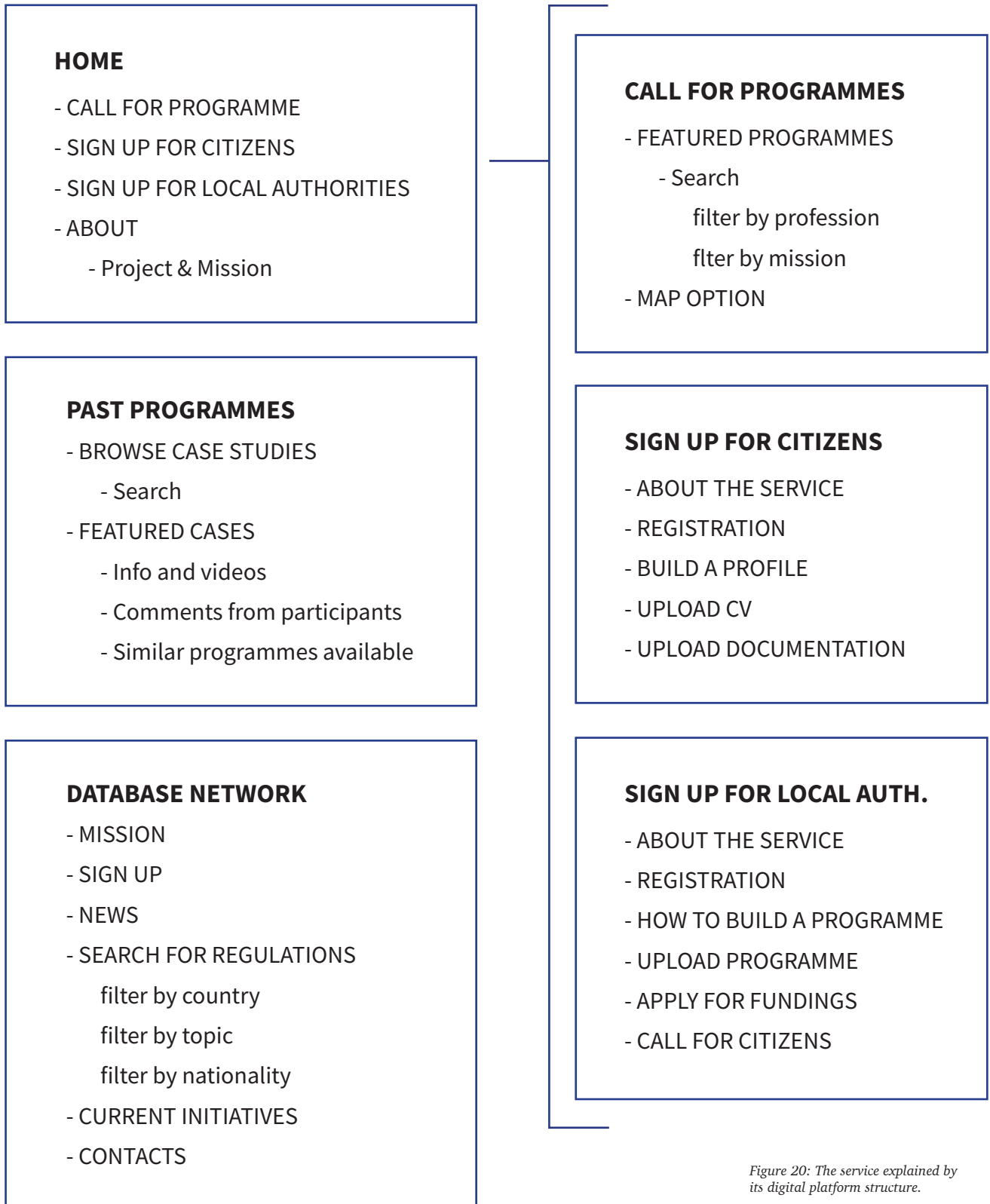


Figure 20: The service explained by its digital platform structure.

The Recruitment

The principal service offered by GLEU is the recruitment portal. The core activity consists in matching the CVs of Eurovers, looking for a new experience, with the job vacancies offered by the local authorities. Each job vacancy is presented through the definition of a programme which aims at improving or at innovating specific sections of the community who is offering the places. The service targets specifically local authorities and administrations, that already have a strategy and an idea to face a specific challenge presents in their community. GLEU aims to provide the necessary tools for implementing the local strategies, channeling the undisclosed potential of the Eurovers community.

In the first stage of the service, the interface and first touchpoint with the service will be with the GLEU website. Here, both Eurovers and local authorities can browse through the different case studies, showcasing successful past programmes, and through the initial information regarding the overall service. The two users then decide to apply to the service by registering and creating a profile. The Eurovers will look through the information provided in regards to the living and working conditions of the EU member states, and this will help them in making their decision for their next destination to instal in.

The local authority will then apply to the programme by either submitting an already existing project or by downloading the guide to create a new project, following the method and formats as outlined by GLEU. The methodology explains the type of approach expected in relation to the nature of the project to start, the community it involves and the resources available to the local administration that is submitting the request for Eurovers. Once the project is uploaded is going to be automatically evaluated by the server. When the project has been accepted, the collaboration between the GLEU Team and the local authority can start. The communication between parties is exclusively digital at this point of the service. The recruitment process can now start.

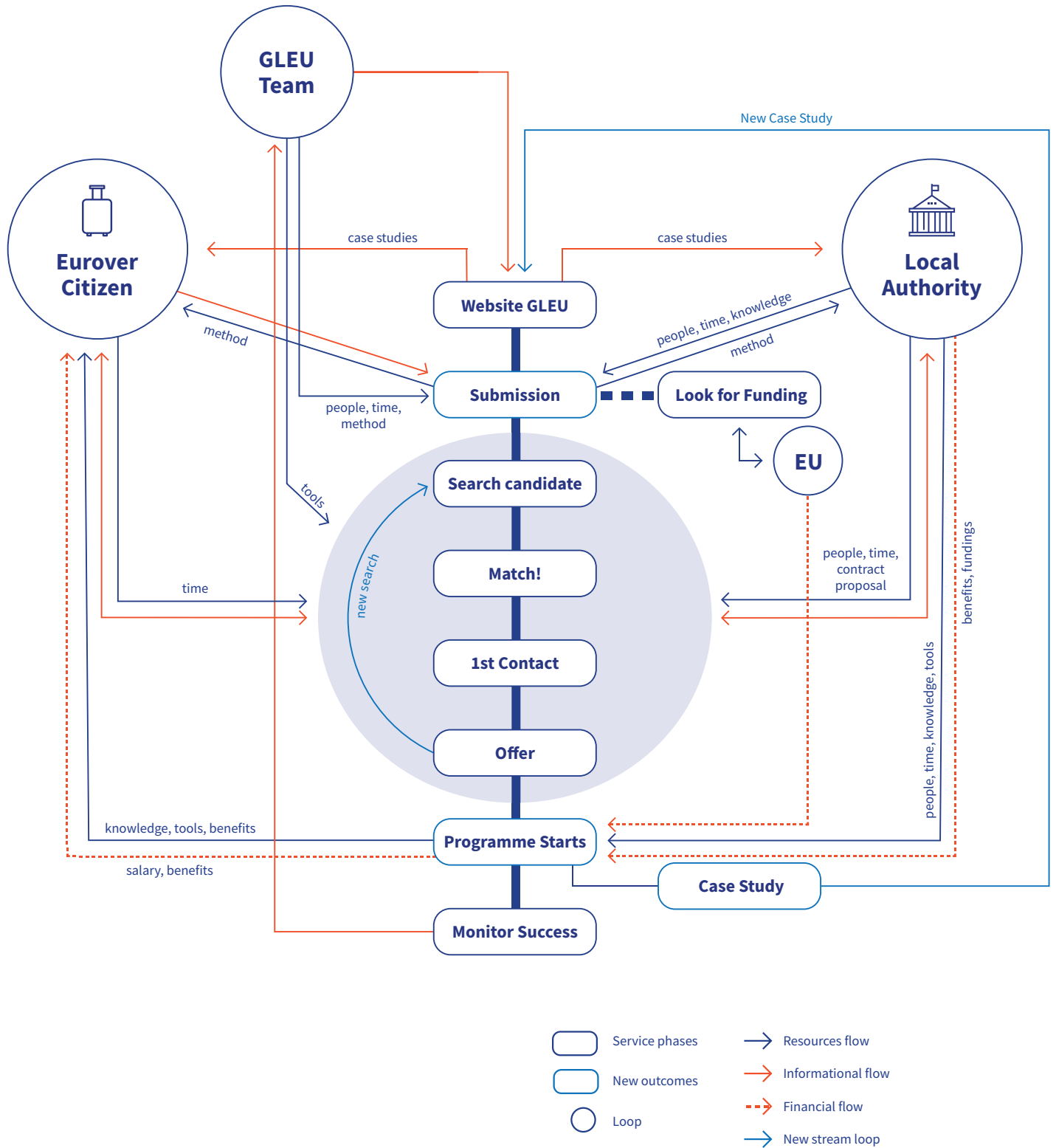


Figure 21. System Map of the service Recruitment of GLEU.

The project concept and submission will be the basis for the local authority for a call for funding addressed to European and National public funding programmes that will help in implementing the project.

Through the operational system of the website, GLEU will start searching for appropriate candidates. This is the central part of the offered service and consists of four phases. First the website scans the possible candidates based on their CVs and personal profiles, subsequently once it detects a match, it notifies both the mobile citizen and the local authority. This step requires a decision from both parties that have to either accept or deny the match, a bit like Tinder. They will have a peak into each other's profile in order to make an informed choice. Once accepted the match, the two parties will automatically be connected and they will schedule their first contact independently, but through the use of the platform.

The purpose of this phase is to discuss the contract proposal and to analyse the understanding the citizen has about the problem the community is facing and his/her fit with the solution proposed. Previous research would have been carried out from the local authorities regarding specific third parties (housing, private businesses, spouse placement) that the applicants might find appealing. This is the moment to really discuss the benefits and incentives offered by the community. After this moment of discussion, the process will result in a final offer signed by the citizen and the local authority.

The programme will start, having the mobile citizens to arrive in the new communities offering the position. The new programme will eventually translate into a case study and will feed into the website communication and advertising content, starting a loop of information to feed the service. The programme success will be monitored through a set of survey to be completed by the local authority and the citizens working. The community is also invited to participate in the evaluation phase, without it being mandatory. While it

is very difficult to reflect the great diversity of each programme's priorities and intended achievements, the following four key performance indicators (KPI) have been identified: Degree of implementation of GLEU in rural and disconnected regions, Participants in employment upon using GLEU, Participants gaining a qualification upon completing a programme, and Cumulative residual error rate in shared management.

The informations received will then be stored and collected by the GLEU Team for monitoring the success of the implemented service system.

Searching and selecting candidates is the core activity of the service system. As mentioned already, GLEU is not a regular recruitment service but aims at fostering the acceptance of the Social Mobility culture of Europe 2030. In order to encourage transnational relationships, it is first crucial to equalise the language describing skills and professional qualities.

To help both Eurovers and local authorities in the application process, GLEU will make use of the European service ESCO (European Skills, Competences, Qualifications and Occupations), which is the official multilingual classification of Skills, Competences, Qualifications and Occupations. ESCO is a European Commission project, run by Directorate General Employment, Social Affairs and Inclusion (DG EMPL). It is available in an online portal and can be consulted free of charge.

Moreover, two research questions will drive the service exploration moving forward. These are:

1. How to define the selection criteria?
2. Which type of rewards/benefits can be offered to each professional case?

The answers to these questions will be explored through a case study (chapter 6). The conclusions obtained from the case study's specific choices aim at defining the most comprehensive process behind it through a backward process.

The Database

The Database is the secondary service offered by GLEU. The initiative long term plan envisions an opportunity to start the journey for the institutional recognition of Eurovers as a distinct and fundamental group of people of the European ecosystem. Creating an official database will allow the governments and local initiatives to directly target this group, providing services and informations tailored to their needs and desires as a community.

Registering to the Database is not a mandatory step for using the Recruitment service, but it is presented as an extra feature for the benefit of the Eurovers citizens. The users will just have to select the option to be inserted into the database during their registration, and they will be automatically signed up. The option of entering the Database can also be selected moving forward.

The outcomes of the Database will result in a newsletter featuring related news and upcoming initiatives. The users also have access to a search tool to look for specific regulations and legal rights offered by each EU member states to the mobile citizens moving to new countries. This is a tool meant to simplify the difficult search of information through the European regulation system, by grouping and filtering the relevant information for the mobile community.

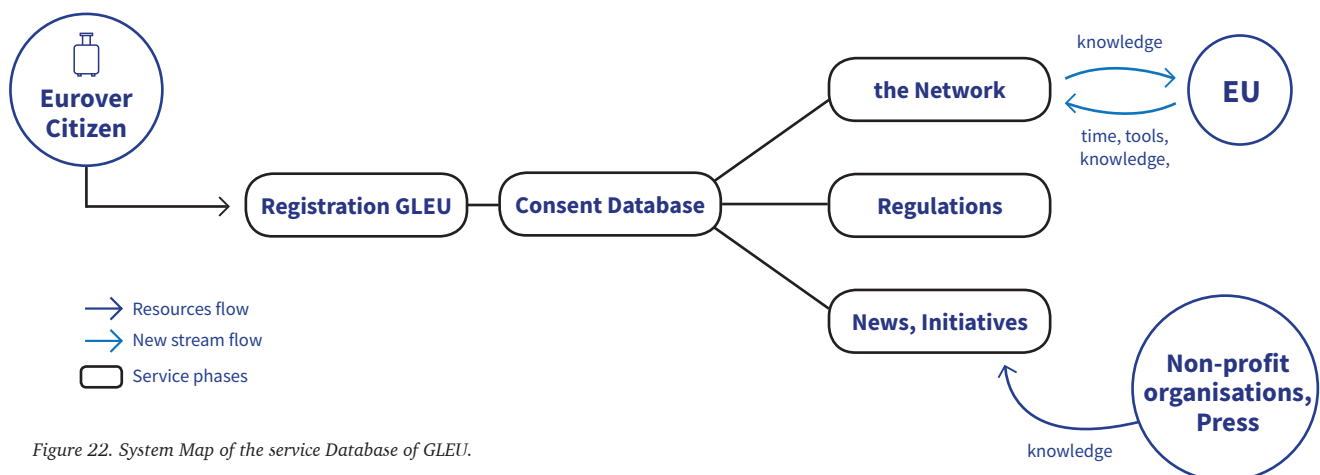


Figure 22. System Map of the service Database of GLEU.

5.3.2

The Organisation

This sub-chapter describes a proposition for the internal structure of the service. As described in the chapter regarding the service experience (5.3.1), the service relies on an internal team of which formation will depend from the service owner.

The service owner is identified in the Directorates-General (DG) of the European Commission dedicated to Employment, Social Affairs and Inclusion (EMPL). The reasons behind this choice will be discussed in the next sub-chapter describing the service system stakeholders' roles and relationships. Following this choice, the internal structure of the DG was analysed to pinpoint the possible inclusion of GLEU in the work responsibilities of its team.

The EMPL organisation is structured on two layers, with a board responsible for the leadership of the department and with seven sub-sections (for the EMPL organisation chart refer to Appendix E). In the board the Deputy Director-General was pinpointed as the highest figure in the hierarchy that is directly involved in monitoring the quality of the system. The Deputy Director-General should be representing the service during service assessments. In between the seven sub-sections of the department, the service staff should sit among the 'Employment' and 'Labour Mobility', the last to be considered as the project manager. The DG has forty-two staff members, and considering the high amount of responsibilities and work to be carried through the department, only three people are established to be directly involved in the project. This means that once the service is running most of its functions will have to be automated in order to allow such a small team to control the correct functioning of the service.

The internal structure thus proposes a permanent team of three people, a representative service manager and the involvement of additional staff necessary for delivering the service that will collaborate on specific occasions. The three main staff members were selected based on their field of expertise and current position within the DG.

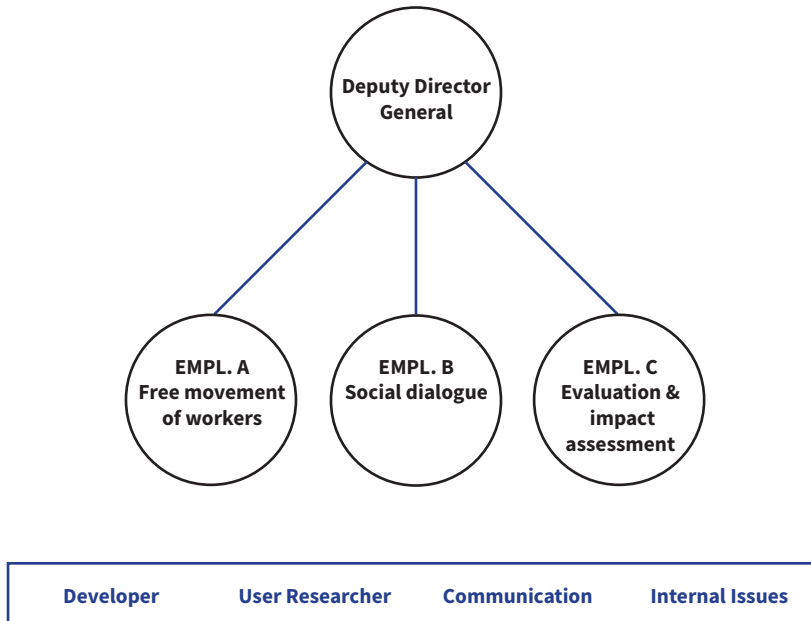


Figure 23. Internal structure of the service's organisation.

Figure 23 visualises the internal organisation of the service. The employee A, specialised in ‘Free movement of workers’ would function as the project manager, sitting in the sub-section of ‘Employment’. The employee B, from social dialogue, will be the contact point for local authorities in the eventuality that the operational system would fail in supporting their process of application. Finally, employee C will be managing the assessment of the service.

The additional staff includes a developer and user researcher to be involved with the functioning of the digital platform. Moreover, an employee dedicated to communication is indicated dealing with the promotion and managing the press. An additional staff member is indicated to be responsible of internal issues, following the example of the DG internal structure.

The internal organisation of the service here just presented focuses on the normal run of the system, without specifying the required steps and personalities necessary for the initial implementation of the project. For defining the initial phase there are too many variables in regards to the approval of the proposed system, therefore it bypasses the scope of this thesis.

5.3.3

Stakeholders

The complexity of the European system required for the identification of the stakeholders involved for the implementation of the project and the analysis of the relationships among them. The stakeholder map resulted from the implementation of a tool named Ecosystem Canvas (Design Toolkit, 2019) which serve as the first step for the identification of the parties involved and the organisation of the ownership and leadership of the proposed service system.

The owner of the service is identified in the DG (Directorates-General) of Employment, Social Affairs and Inclusion (EMPL) of the European Commission, they are responsible to ensure the platform exists and evolves and are the owner of the vision behind the service.

The EMPL was chosen as the owner of the programme according to its responsibilities and its vision as explained in the EMPL strategic plan's objectives 2016-2020. Their mission statement is described as such: 'Europe 2020 Strategy aims to create more and better jobs, promote skills and entrepreneurship, improve the functioning of the labour markets, confront poverty and social exclusion, modernise social protection systems including pensions, health and long-term care, facilitate the free movement of workers, promote workers' rights'. The strategy sees two main objectives, and the GLEU service system is proposed as a solution for the specific objective 2.1, which targets the strengthening of social dimension through mobility, part of the 2nd general objective: 'Improved conditions for geographic and professional mobility'. GLEU is a project targeting Europe in 2030, a date excluded from the perspective of the current strategy but fitting with the Commission general objective, which is not expected to change in the coming future. An abstract from the strategy 2016-2020 can be seen in appendix X.

An existing project from the EMPL will serve as the base for the development of GLEU: EURES - The European Job Mobility Portal. It is a project administrated

by the EMPL that helps job-seekers to find jobs and employers to recruit from all over Europe. The vacancies cover a wide range of occupations and include permanent and seasonal job opportunities. Each vacancy has information on how to apply and whom to contact. Unfortunately the portal has not been strongly promoted even among the European Commission departments and for this reason citizens are not aware of its service.

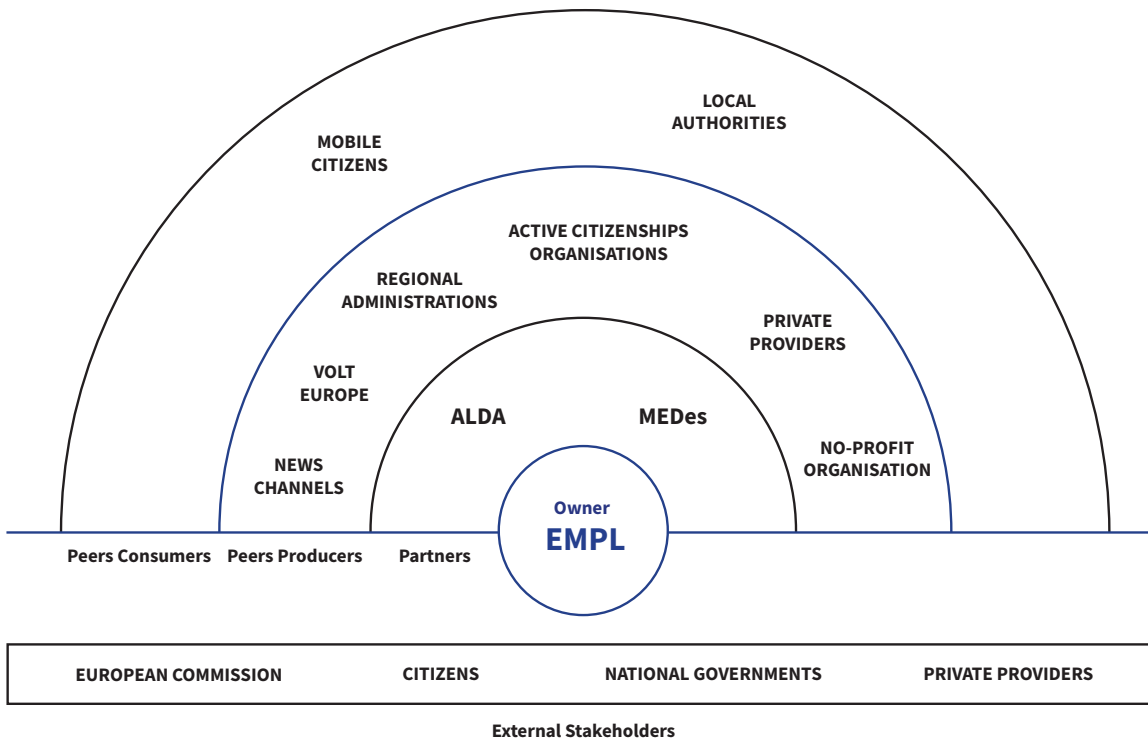


Figure 24. The Ecosystem Canvas.

Partners

Partners are entities that create additional value and collaborate with platform owners with a deeper relation. Being the DG the only owner of this innovative service, the partners needed to involve organisation that could share their already affirmed network and communication channels. For this reason, firstly were chosen ALDA - The European Association for Local Democracy and MEDES. ALDA is non-governmental organisation dedicated to the promotion of good governance and citizen participation at the local level. They focus on activities

that facilitate cooperation between local authorities and civil society and currently they are working on a platform in support of mobile citizens that want to engage at local level through civic service. The project platform, supported by the European Commission, is planned to launch in December 2019 and it is seen as a first step for creating an official database for the registration of mobile citizens. Francesco Pala, head of secretary general office, showed interested in GLEU and proposed a collaboration for the platform development and promotion to target both civic service and job mobility.

MEDes was spotted also for a possible fit as project partner according to their current involvement with the GLEU project, their established network and their ambition in looking further the educational level to expand in the professional dimension. Other potential partners were identified in the DG for Regional and Urban Policy and in the DG for Research and Innovation.

Peer Producers

This role is usually covered by entities interested in providing value on the supply side of the system. This is a support were the entities could interact simultaneously as both a producer and consumer of the service, and it is a support that happens occasionally. Peers producers were identified in regional administrations, active citizenships initiatives, no-profit organisation, private companies that will function as third parties involved in broadening the offer base in relation to housing, banking, etc.. Newspaper are also identified as peers producers to contribute in the newsletter targeted to mobile citizens and offeren as part of the Database service. There are also initiative such as Volt Europe that might be interested in exploring possible collaborations.

Peers Consumers

These are defined as individuals or entities interested in consuming, utilizing, accessing the value that the is created through and on the platform. As already mentioned, GLEU's main targets are mobile citizens and local authorities, specifically the ones in remote and disconnected areas of the Union.

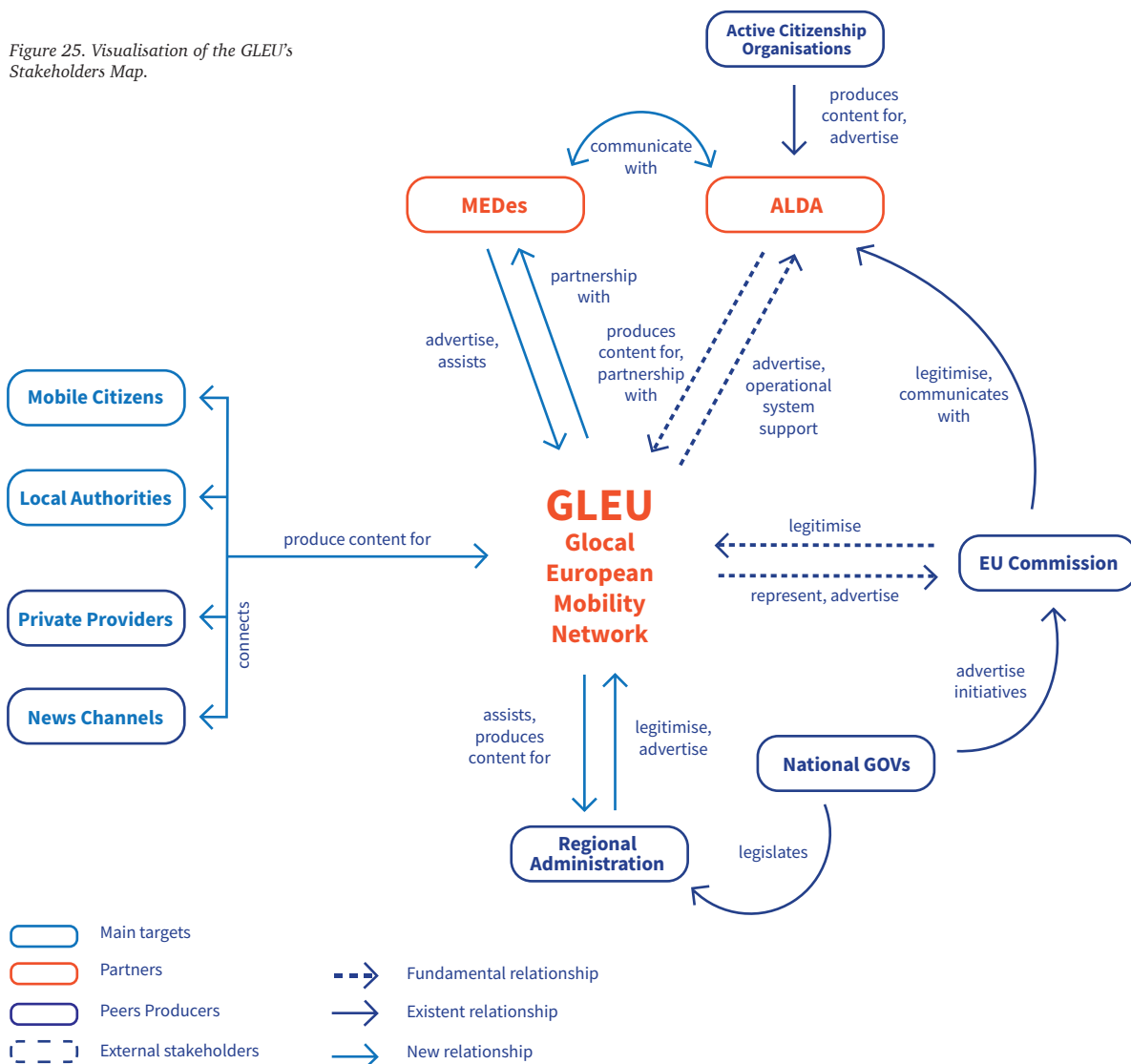
The external stakeholders have a specific interest in the platform success or failure and in controlling platform externalities and outcomes. They also might want to

express their rights in intervening in the service governance. In this case, they are the European Commission political leadership and commission offices, national governments, citizens and private providers.

The Stakeholder Map

Finally, the relationships among the stakeholder are highlighted and defined. The map also serve in clearly identify the innovation brought by the design solution proposed delivering value through creating new relationships between the stakeholders.

Figure 25. Visualisation of the GLEU's Stakeholders Map.



Through the Stakeholder Map (figure 25, on previous page), are shown the different relationships between the different dimensions presented through the Ecosystem Canvas (figure 24). There are three types of relationships:

1. Fundamental relationships, necessary for the service system to take place
2. Existent relationships, already present and not affected by the introduction of the service system
3. New relationships, originated from the introduction of the service system

The fundamental relationships are the ones providing crucial content to the service and/or legitimising the service operation.

GLEU is placed at the center of the map and as it can be observed it creates new relationship between the stakeholders. It connects acting like a bridge between pre-existing actors and glueing the system together.

5.3.4

Fundings

This sub-chapter deals with the allocation and reception of fundings. Following the analysis of the stakeholders relationships, the level of involvement of the external and internal level can be defined. Here it is proposed one option to render the service feasible.

The first thing to be said is that the service provided to the mobile citizens and local authorities is designed to be offered free of charge. This implies that the system's fundings have to be provided by the service owner and also established through the external relationships.

The option presented sees the DG of EMPL taking full responsibility for service development. The project would be inserted into the maximised Labour Mobility Package, aimed at the benefits of labour mobility. The objectives of the Labour Mobility Package are supported by funds sustaining the policy and law-making process and by EaSI-EURES. EaSI-EURES seeks to enhance cooperation between European Public Employment Services and to facilitate voluntary geographical mobility for workers, with a particular emphasis on youth mobility, through the Targeted Mobility Schemes. GLEU could be developed in within the packages already existing in the EMPL.

As said, the local authorities will have access to the platform and service free of charge. This doesn't implies that the EMPL will cover the costs of recruitment, salary and/or possible monetary benefits to be assigned to the mobile citizens. The fundings for these actions should be provided by the local administration. The authorities will have to allocate fundings based on their internal administration's needs and strategies. This results in having to find solutions specific to each case, since local fundings, incomes, and expenses have different regulation among the member states and even among different regions within those. However, even if every case will be specific to the location requesting to benefit from the service, it is fair to say that administrations will most probably look for external european initiatives that could support their fundings. For this

purpose, a feasible option for local authorities would be to apply to the European Regional Development Fund (ERDF). The ERDF was established to enhance social cohesion and consolidate regional economic by promoting initiatives that support growth, enhance competitiveness in the job market, create job opportunities and, most importantly for this case, correct the imbalances between regions. ERDF mainly supports initiatives focusing on innovation, and often finances cross-border cooperation projects. For these reasons, this fund might be a potential solution for helping the local administrations in making use of the service.

Moreover, the negotiations on the next EU budget for 2021-2027 for the future Cohesion Policy are undergoing between the European Parliament and the member States. The Commission seems to be strongly prioritising the future Cohesion Policy programmes, aiming for related EU investments to be increased and to 'reach the ground' as soon as possible (Press Release on EU Budget, Ec.Europa October, 2019). The new budget might bring interesting options for additional potential fundings.

Conclusions and further developments

GLEU would be one of the first attempts at the recognition of the Eurovers' community and at the acceptance of the future culture of Social Mobility 2030. During the development of the concept and in particular during the conversation with the experts, there was the clear and distinct perception of interests in the topic and the feeling that some openings are being created. This unites the interest of this project's mission and of the EMPL's responsibilities and vision.

The project could be then developed taking in consideration a more detailed prototyping and user testing phase directly oriented to those local authorities that wish to upload a new programme on the platform. This opens new questions related to the criteria for the selection of candidates, for the programme's format, and for the rewards and benefits to be offered. In order to explore this three main area of focus, a case study has been identified to explore the application of the service to a real case scenario. The goal of this new step is to identify answers to these questions specific to the case study to then extrapolate some principles to be applied to the general service system of GLEU.

Another point to be further explored, would be in relation to the fundings and internal organisation of the team. The EMPL should be contacted to validate the internal organisation's proposal explained in chapter 5.3.2, aligning the proposition with the responsibilities of each team member. Moreover, the fundings should be validated through an external consult with an expert in the fields of business proposition and European funds.



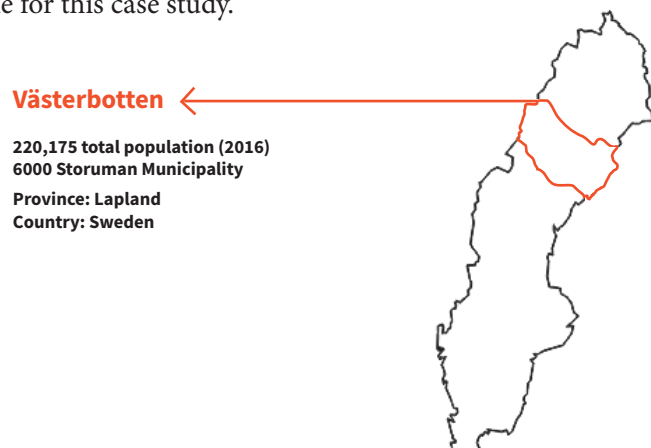
6.1

Case Study - The Healthcare Region of Västerbotten, Sweden

Given the difficulty in accessing the European environment, testing the usability and adequacy of the service through a workshop with the EMPL Team has not been a possibility for this project. Therefore the validation of the service concept is conducted through the contextualisation of the service to a specific case study. In this chapter, the healthcare region of Västerbotten and its main urban locality Storuman in Sweden are taken as an example for testing the efficiency of the design concept.

The Västerbotten county is located in southern Lapland, north of Sweden. It is a sparsely populated rural area, with population density of less than 1 inhabitant per km², composed of 15 municipalities with four urban center: Storuman, Stensele, Tarnaby and Hemavan.

The Västerbotten region is struggling in finding people for high skilled occupations in public sectors, especially in the medical sector, a problem recurrent to many rural areas. Working in remote rural areas is not a popular choice made by many, and it is not even a choice for everyone. There has been a small response from doctors and high-skilled nurses to come and live in isolated areas. There are a wide range of work opportunities existing in the region that are not filled in, which results in making the healthcare region of Västerbotten an interesting example for this case study.



Keeping in line with this thesis mission statement and after a first phase of preliminary research, the purpose of the Vasterbotten case was then stated as:

Create opportunities for a structural change of the healthcare system to provide remote rural workforce stability in the Vasterbotten region, by implementing the GLEU service system.

The stated purpose was then analysed and confronted with the possible impact it could have on its targets:

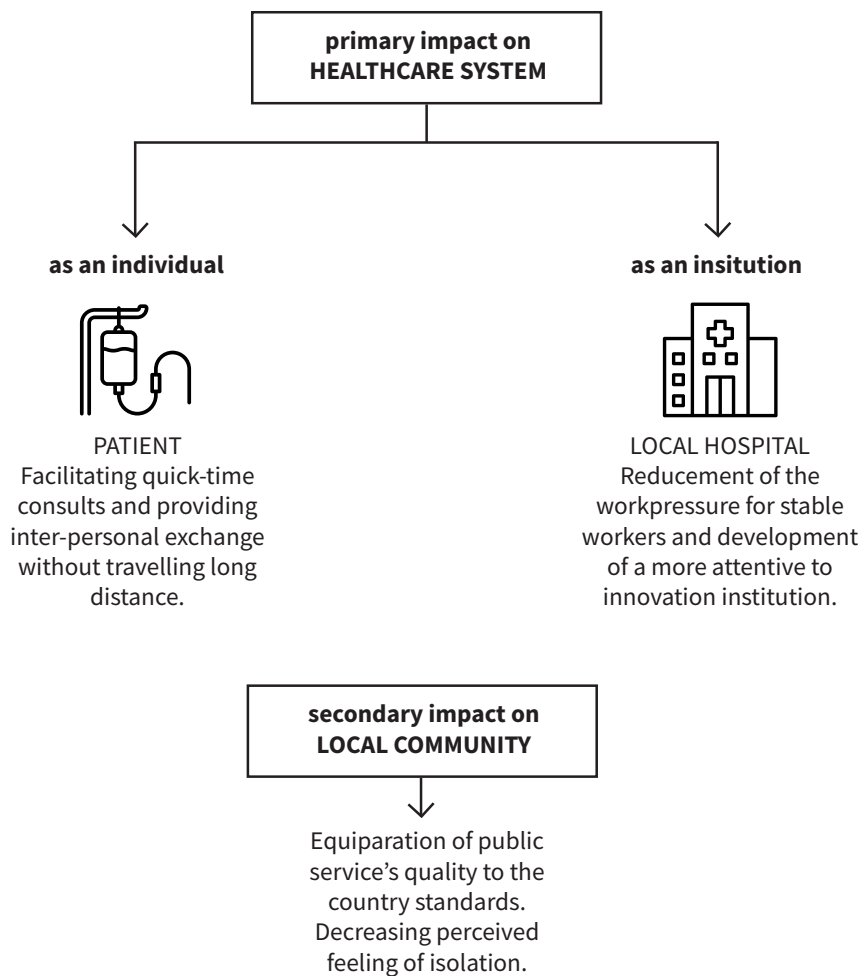


Figure 26. Visualisation of the primary impact the application of GLEU would have on the Vasterbotten's community..

6.2

Context Analysis: healthcare system

In this sub-chapter the context of rural healthcare system in the region is analysed and the current initiatives are identified. The research phase that followed aimed at the understanding of the Healthcare System, and its implications. Also background information is presented on the Västerbotten region's identified problems and planned strategy around the topic.

Swedish healthcare is decentralised, which means the leadership responsibility lies with the county councils, or even with the local councils or municipal governments. County councils are political bodies elected by the county residents every four years. Swedish policy states that every county must provide residents with good-quality health and medical care, but it gives a lot of freedom to the single regions on how to obtain that.

The region of Vasterbotten has invested 1million swedish kronor per year in healthcare, it is part of the Northen Periphery and Artic Programme and recives support from the European Union Regional Development Funds. Still it is predicted that between 30-40% of doctors and nurses will retire by 2020 and accordingly to SKL's recruitment forecast 129,000 doctors and 38,000 nurses will be needed by 2022 in the country. This poses a major challenge for the county. The region has invested in educating and training rural residents to become the professionals needed, but considering the internal migration of young citizens to the urban areas of Sweden, this strategy doesn't seem to ensure workforce stability for the long-term plan.

The region is home to The Swedish Centre for Rural Medicine, which has started a 7 years old collaboration plan with the organisations Recruit & Retain and Making it Work that, together with the Storuman Municipality, have been working on strategies rural communities could be investing in and implementing to improve recruitment and retention of healthcare professionals.

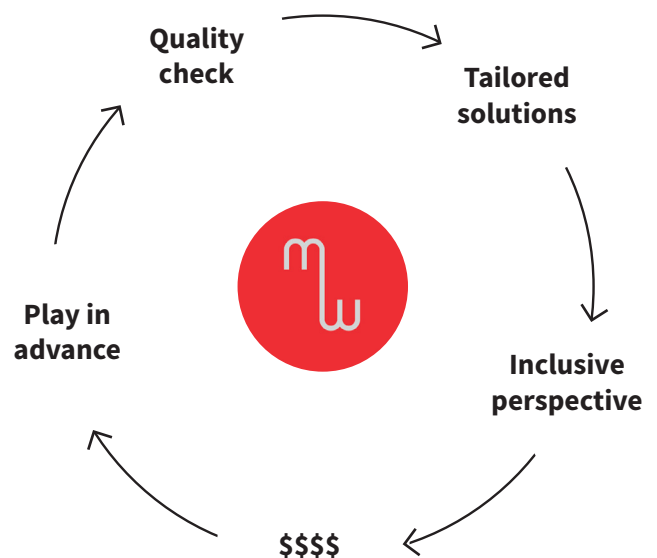
Making it Work - Recruit & Retain

Making it work is a transnational project run in parallel with regionally funded implementation projects involving a large number of municipalities within the county of Vasterbotten. Recruit & Retain is an international collaboration with partners from Scotland, Sweden, Greenland, Iceland, Ireland, Norway and Canada and funded by the European Union Northern Periphery Programme (NPP). Their aim is to identify and test solutions addressing the challenge of recruiting and retaining health professionals in rural areas. The research explains the factors that influence recruitment and retention, and it was conducted through literature studies, surveys and interviews with professionals who work in the northern rural and remote regions. From the analysis of their research, some crucial elements were highlighted for the scope of this project. The research concluded with the development of a Framework for Remote Rural Force Stability, that identifies three main stages:



and five key elements for success:

1. Recognition of unique rural and remote issues
2. Inclusion of rural engagement perspectives
3. Adequate investment
4. Annual cycle of activities
5. Monitoring and Evaluating



As previously mentioned, the region has developed a long-term plan for training residents to become the professional needed from the community. The research conducted by the Making Work initiative states though that it is essential to invest in attracting people from else where, and creating an environment where they

will stay. As suggested by their name, the organisation's strategy focuses infact not only in the recruitment process but also on possible solution for retaining.

From the preliminary research here conducted, some research questions have been derived to tackle specific issues in regards to the case study. The research questions were identified to derive important stepping stones in the definitions of crucial elements of the general application of GLEU service system too.



Research Questions

After analysing the various elements that influence healthcare practicionares in their choice of moving to remote rural areas, the research started focusing on how to contextualise GLEU to the area.

1. What are the most effective channels to engage the community?
2. What are the criteria for selecting candidates?
3. What are the difficulties faced by new comers?
4. What rewards and offered benefits should be offered to the candidates?
5. What are suitable timings for the rotation system?
6. How is it possible to ensure the doctor-patient relationship is not damaged by the short-time engagement system?

In order to answer the research questions just presented, the team of Making it Work was contacted. They supportively shared additional information regarding their collaborative research from the Recruit & Retain project. The major findings from the research are here reported.

How the R&R research was conducted

Recruit & Retain conducted a 7 years long research together with seven partners from Northern Europe and one from Canada. Rural organisations from different countries have more in common with each other than with their national urban

counterparts. From this consideration, the choice of conducting the research through a transnational collaboration aimed at obtaining more realistic and practical answers to be found for the real problems of living and working in remote rural areas. Among the partners, five are organisations responsible for front line health care delivery and three are involved in health care education, training, research and collaborative working. The partners are:

- NHS Western Isles, Stornoway (Scotland)
- Northern Ontario School of Medicine, Sudbury (Canada)
- Agency for Health and Prevention, Nuuk (Greenland)
- Akureyri Hospital, Akureyri (Iceland)
- Finnmark Hospital Trust, Finnmark (Norway)
- County Council of Västerbotten, Storuman and Umeå (Sweden)
- Centre for Rural Health, Inverness (Scotland)
- Cooperation and Working Together (CAWT), Londonderry (Ireland)

The research included an online questionnaire for healthcare workers and structured interviews. The online questionnaire reached over 5000 responses between the partners' areas of interest, while the interviews were carried out with 76 health care workers in a variety of professions. The data were then analysed to develop a strategy. The strategy identified a number of crucial factors for the success of recruiting (and retaining) in remote rural areas. These revolve around five areas of interest identified in: Advertising, Administration, Professional Support with three sub-areas in (A) Service Delivery, (B) Infrastructure and (C) Education and Training, Domestic and Social Support and the Web Tools.

The seven partners have used the results from the research to come up with innovative and interesting solutions to tackle their specific issues in recruiting and retaining. For the purpose of this case study, the implemented solutions have been analysed with the goal of finding answers to the research questions posed at the end of the case study's preliminary research. The analysis is explained in the following sub-chapter.

6.3

Analysis of Context Research

Some interesting examples of implemented solutions have been categorised according to the five main areas of interest identified by Recruit & Retain through their extensive research. Here the examples are presented and their key characteristics have been highlighted. This sub-chapter concludes with a table showing the barriers and drivers identified from the projects' analysis, and the insights that these bring in relation to the GLUE service.

The R&R questionnaire was sent to healthcare staff working in rural areas and adjacent urban areas allowing rural/urban comparisons to be made. 70% of the participants considered the working conditions, job security and the post meeting their education and training needs were of maximum importance. 35% indicated that education and career possibilities, availability of mentoring, the reputation of the employer, flexible working hours, financial remuneration and leisure, social and recreational activities mattered.

As a general feedback from the interviews, there was a positive attitude when presented with the job opportunities as the rural medicine was perceived as exciting and diverse. But the workload in rural hospital was perceived as too demanding, requiring for more professionals to be in place.

The work life balance was also crucial aspect in the decision making process.

Advertising

In Sweden, the AKMC Umea University Hospital worked on introducing students and interns from general practitioners to rural medicine. A group of newly educated doctors were offered one month's work in Vasterbotten midland. The interns were offered to share accommodation and social activities, hobbies. Five of this group were recruited to the rural area as full-time employees.

Sensitising early can influence an awakening of interest for the rural medicine.
Someone who has experienced the rural, is more inclined to stay.

The Centre of Rural Medicine organised exchange programme for family doctors of rural areas that lasted one or two weeks. The participating countries were Canada, Ireland, Norway and Sweden. The exchange aimed at creating an opportunity for exchanging experience and knowledge to stimulate people that already work in remote rural areas. The participants reported how the programme helped them in developing new ideas and perspectives.

Professional Isolation is one of the big deterrent from deciding to move to remote rural areas.

Administration

In Norway, The Finnmark Hospital Health Trust implemented a process called the Yearly Wheel. It is a tool designed to organise a more systematic approach to recruitment. The hospital staff and a poll of patients and other relevant figure participate in the activities. This allows more people in the community to be actively engaged in work force planning. The Yearly Wheel assess the future needs of the community focusing on the future planning.

Engaging the community in the recruitment planning creates trust toward the organisation system.

The same hospital in Norway has developed a system called: Sign on Fee. The R&R research has shown that even if the use of financial incentives can be successful as a means to attract job applicants, must be considered along side other incentives such as social induction and professional development. Sign on Fee, aims at involving other colleagues in the recruitment process, this also serves in creating a positive attitude towards the job position.

Financial incentives must be accompanied by other types of social incentives to be attractive to people.

Professional Support: A) Service Delivery

In Greenland the entire medical workforce is recruited overseas. Since finding permanent staff has proved to be difficult, the Agency for Health and Prevention has developed a Rotation Scheme. Partners Hospitals in Denmark provide a constant supply for three months placements that overlap each other, creating a chain of knowledge transpassing. The scheme is designed with pre-travel information and a local nurse as mentor/buddy to the rotating employees.

Time spent on recruitment has reduced considerably. The rotating staff has proved to be very effective and encouraged the short-term scheme.

B) Infrastructure

In Northern Ireland, the strategy of improving connectivity and performance of broadband has been identified to help obtaining new care professionals and other public sector professionals. The governments investment was received towards re-engineerng the telecoms broadband network.

People are scared of being isolated, guaranteeing access to a fibre, open access network influences decisions of moving.

C) Education and Training

In Ireland, it was introduced a training programme providing an opportunity for high quality ambitious medical personnel to gain excellent clinical exposure to complex cases, access to modern technology in equipment, systems and help to develop their skills proficiently in emergency care. The programme has proved to be successful from the start in recruiting participants to the rural areas.

An exclusive and ambitious experience in the medical sector attracts to rural areas. The marketing shifts from 'this beautiful place' to 'professional clinic'.

In Sweden, the opportunity for professional development was key for medical students and residents in choosing a place to work. Offering specific scientific projects within rural medicine has proved to be effective in attracting doctors.

One factor preventing from accepting to move in rural hospital is that there is no academic attention to the areas. Giving an academic focus on rural medicine incentivated new comers.

In Iceland, the Hildigunnur Svavarsdottir Hospital has started a programme of interdisciplinary rural group to enhance rural health care and make it more interesting as a work place. The interdisciplinary rural group has developed a diploma course on a master's level, in rural health care. The aim is to offer a venue for education of doctors and nurses on practical issues intertwined with academic requiremntes.

The interdisciplinary rural group provides practitioners with a practical solutions to prevent professional isolation, by sharing a network.

Domestic and Social Support

The data collected from R&R showed that new and potential staff value high quality, easy accessible information about both the organisation and the social aspects of moving to and living in a new rural area to support their decision in applying for the job. In Scotland, a Social Group was established encouranging activities within the organisation and with the wider community.

Inclusion on both social and professional level has proved to be effective. Deciding to move, people don't want to think they are sacrificing an entire aspect of their life.

Web Tool

In Sweden, the Center for Rural Medicine has developed a website containing information about living and working in rural areas from both professional and a social perspective. A series of short films present an image of the rural area and an interactive map function (very popular among users!)

Potential employees request accurate, relevant and up-to-date information to enable them in making an informed decision.

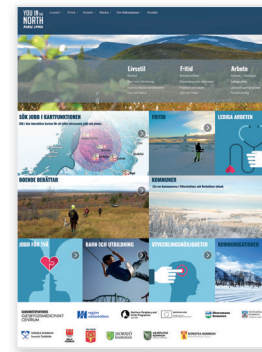


Figure 27 shows the website tool developed by the CRM.

Legal requirements

It is important to mention that in order to work in Sweden, foreign doctors who have received their medical licenses abroad have to fulfill certain criteria, through a simple process, to qualify to become a Swedish doctor. Doctors coming from an EU/EEA member state or Switzerland have to follow the specific requirements:

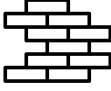


A completed application form, a formal recognition of professional qualifications based on the European Commission (EC) EU Single Market, along with other documents such as a certified copy of the diploma and an extract from the Swedish population register to be sent in to the National Board of Health and Welfare (The National Board of Health and Welfare b, n.d.).

Main Insights

Analysing together all the initiatives applied by the seven partners of Recruit & Retain together with the conclusions extracted by the research data, brought to the creation of a table of barriers and drivers. The table presents also the links between the case study research analysis and the development of the GLEU service. This process led to the identification of crucial insights to give answers to the research questions. The table is visualised in the following pages.



barriers	drivers	links to GLEU
<p>Doctors are not aware of rural job opportunities.</p>	<p>Sensitising early can influence an awakening of interest for the rural medicine.</p>	<p>The time frame of launch of the programme needs to give sufficient time to sensitise.</p>
<p>Professional Isolation is one of the biggest deterrents from deciding to move to remote rural areas.</p>	<p>Exchange programme stimulate knowledge exchange and new perspective development</p>	<p>Knowledge exchange has to be implemented as a criteria for monitoring the programme.</p>
<p>The community perceives the problem but is not involved in the future planning creating mistrust towards innovative solutions.</p>	<p>Engaging the community in the recruitment planning creates trust toward the organisation system.</p>	<p>Programmes should be written involving the community.</p>
<p>Financial Incentives are not enough for doctors to take the decision to move to remote rural areas.</p>	<p>Financial incentives must be accompanied by other types of social incentives to be attractive to people.</p>	<p>The rewards and benefits offered to mobile citizens need to include social incentives.</p>
<p>Rural areas require specific skills that differ from doctors trained in urban contexts</p>	<p>Focus on educating on skills and practices required for the rural setting.</p>	<p>Training new comers should be offered within the programme.</p>
<p>There is lack of enthusiasm for work and live in remote rural areas.</p>	<p>Creating a social network encouraging the community to attract. Example: <i>Seducing Dr. Lewis*</i></p>	<p>The programme package should include social activities next to the job-offer.</p>
<p>Committing permanently to move to a remote rural area scares doctors from taking the job.</p>	<p>A Rotation Scheme has proven to encourage doctors to take the positions, as short-time experience are more appealing.</p>	<p>In support of short-time placements experiences, timeframes should be limited.</p>
<p>The consistency of the healthcare system is diminished by a rotation scheme .</p>	<p>The short-term placements work in a constant supply of overlapping doctors. This provides a mentor system for the rotating employees that guarantees consistency.</p>	<p>Making sure the placement overlap mobile citizens, to not creat misfunctions to the organisation.</p>
<p>Doctors are scared of the isolation comported by living in remote rural areas.</p>	<p>Investing in strong broadband network has been crucial in influencing doctors' decision to move.</p>	<p>Local authorities should assure a required level of connectivity for the new comers.</p>
<p>Selling the experience focusing on the lifestyle that remote rural areas offer has proved to be insufficient.</p>	<p>An exclusive and ambitious experience in the medical sector attracts to rural areas. The marketing shifts from 'this beautiful place' to 'professional exclusive experience'.</p>	<p>Every programme should be offering unique experiences within the profession that will attract mobile citizens.</p>

 barriers	 drivers	 links to GLEU
<p>One factor preventing from accepting to move in rural hospital is that there is little academic attention to the areas.</p>	<p>Offering competitive scientific projects with academic focus incentivated new comers.</p>	<p>The programme and benefits should focus on the career development of candidates.</p>
<p>Rural experiences for doctors almost feel like taking time off and not growing from a career perspective.</p>	<p>The interdisciplinary rural group provides practitioners with a forum and an opportunity to prevent professional isolation.</p>	<p>Similar programme should be given the chance to connected to each other to encourage the dialogue.</p>
<p>Current urgent needs lower the standard for required skills in the recruitment process.</p>	<p>The Annual Wheel establishes a planning thinking ahead to prevent this from happening.</p>	<p>Every programme should include a renewal programme, future oriented.</p>
<p>When deciding to move, people don't want to think they are sacrificing their social life.</p>	<p>The Social Group helped in assuring inclusion both on the professional and personal (social) level.</p>	<p>There should be a social 'buddying' system on arrival to new locations (in programme).</p>
<p>If in couple, people are scared their spouses won't find a job in remote rural areas.</p>	<p>The couple recruitment was established as a regional network that supports couple moving.</p>	<p>Local authorities should include Private providers to cover possible extra needs.</p>
<p>Informations regarding rural areas are limited. Potential employees request accurate, relevant and up-to-date information prior to making the decision.</p>	<p>The website developed in Sweden contains information about living and working, presented in a clear 'modern' way and it has been very successful.</p>	<p>The programme application should include an online basic platform to present the programme's context and mission.</p>

**Reference to a movie by François Pouliot 2003*

Conclusions

Connecting the case study research analysis to the development of the general GLEU service allowed for interesting insights to be highlighted. The 'links to GLEU section' opens up additional questions for further development of the project, but it also gives initial answers to the research question stated in the sub-chapter 6.2.. The Barriers and Drivers present some significant patterns that support and confirm some of the assumptions stated during the concepting phase. The Rotation Scheme in Greenland is an extremely rich example that should be further analysed in the next phase for the development of the project.

Research Questions - Giving some Answers

The information displayed in the barriers-drivers-links table are reformulated and interpreted to answer the research questions and help with the further development of the project. The answers are just partially exhaustive and will require additional research for a complete overview on the topics.

1. What are the most effective channels to engage the community?

The community should be actively involved in assessing the public services. Involving them in the future planning and social activities to welcome new comers.

2. What are the criteria for selecting candidates?

The candidate selection should combine a standard HR process with an additional check to match the citizens personal desires of engagement and the programme mission.

3. What are the difficulties faced by new comers?

Isolation both social and professional is the biggest deterrents, to which solutions can be applied (as presented in the table).

4. What rewards and offered benefits should be offered to the candidates?

The rewards should be both financial and social, including options for couple placements and family solutions. Moreover, educational and training benefits should be included in the package to promote career development.

5. What are suitable timings for the rotatiown system?

The rotation should maintain a minum of 3 weeks and maximum of 1year as timeframe.

6. How is it possible to ensure the doctor-patient relationship is not damaged by the short-time engagement system?

With the buddying system, overlapping rotation system and by cultivating a strong culture specific to the programme.

6.4

Pitching GLUE to Local Authorities

In order to validate the proposed implementation of the service for solving the problems identified in the region of Västerbotten and to answer to the research questions just formulated, the local authority and administration in charge of healthcare were consulted.

As previously explained, the healthcare system in Sweden is decentralised and this gives the local authority full autonomy in the decision making for implementing innovative solutions.

The service system was pitched to Niclas Forsling, Project Manager for Healthcare and Care in the region of Västerbotten. The team was previously sensitised by providing background research material of the thesis project and by clarifying the project scope and mission. The positive reaction of Niclas Forsling himself, and of the team allowed for an interesting collaboration to begin.

**“You could develop a company out of this.
Your concept is a business proposition!”**

Roland Gustafsson, Project Coordinator for the Region Västerbotten
Glesbygdsmedicinskt Centrum (Swedish Centre for Rural Medicine)

**“First of all, I think you are on to something here. I can
assure you this could really help solving the problem.”**

Niclas Forsling, Project Manager for Healthcare and Care
for the Region Västerbotten

These are extracts from the conversations with the experts while pitching the design concept of GLEU. Aside from the enthusiastic reaction to the project, some of the research questions were also answered from the experts helping defining the future developments of the project.

In order to engage the communities, they are developing a system around the concept of healthcare workers in dialogue with the population, and the European

Union Northern Periphery Programme (NPP) is interested in developing a service model based on their region. This means the NPP is interested in strengthening their system allocating fundings - no declaration was made on the amount to be expected - and that this is a good moment for the region to embrace innovative projects.

Further Developments

Niclas Forsling emphasised how GLEU would have had relevance not only for the region of Västerbotten but for other many remote locations in Europe. Therefore, he put himself in charge of creating a network of researchers and doctors to contribute to the project. GLEU was subsequently discussed with Dr. David Heaney, Director at the Rossal Research and Consultancy in Scotland, and with Professor Roger Strasser, Rural Doctor and Professor of Rural Health in Canada.

The initial research questions were further explored through the conversation with the experts, discussing the issues behind communities' engagement and the doctor-patient relationship. Everyone appeared to be positive in regards to the implementation of the service. Dr David Heaney entered into the specifics regarding the information that should be included in the programme uploaded by the stable communities into the GLEU website. Based on previous projects he conducted, he strongly recommended to include information regarding leisure activities (from sport, to cinemas, where to play music, etc..) to show that 'there is something going on' in every location offered. In one of the meeting it was discussed together the selection of candidates, in regards to their age, expertises and personal preferences. It was established that each communities will have to understand the best target for their needs, and that a general parameter would not be beneficial.

“Doctors want to be socially mobile, it’s really a thing. For them is easier to move around, cause communities will invite them over. But it also depends on which doctor you are. Some are more glamorous driven, some are more into the rural.”

Dr. David Heaney, Director at the Rossal Research and Consultancy in the Highlands of Scotland

The Rossal Research and Consultancy recently started a conversation with the European Commission to expand the scope of their research and they obtained some fundings for the implementation of their projects. The team decided to take the GLEU concept with them into the next meeting and promote the idea with the Commission. The next meeting will be held in between December 2019 and January 2020, and the possibility of implementing GLEU for the specific case study will be discussed.

Conclusions and Recommendations

The GLEU service proved to be relevant in addressing the complex situations of the context of the case study, providing valuable information for the general development of the service. Public authorities have warmly welcomed the design concept and the project is being brought into the next phase to discuss its implementation and potential deployment.

To further develop the GLEU service system proposition, the case study could be additionally used to explore the criteria and format for a new programme's upload on the digital platform. Another interesting topic to be explored revolves around the request for fundings, in imagining a new and more accessible way to apply for European funds for the development of each region.

The interaction between the new comers and the stable communities, should be also explored based on the conclusions derived from the Barriers-Drivers table. From the elements linking the case study analysis and GLEU that have been already identified in the mentioned table, it would be possible to identify areas of testing for the interaction of the new comers with the hospital's team and with the patients. In order to do so, a visit to the region should be planned in order to carry out workshops to identify the gains and pains of the overall experience.

Solution and Process Evaluation

The goal of this project was to help Europeans in their development of mobile practices that originated from the socio-technological transformation in the future context of social mobility 2030. The final outcomes designed are the Social Mobility Model to be used as a tool to navigate the future context and to inspire future projects, and the service GLEU The Glocal European Mobility Network that fosters the recognition and exploitation of the new culture of social mobility as developed by the Eurovers' community.

Through the project, I focused considerable time on the research. I enjoyed immersing myself into the chosen context, looking for information that would inspire thoughts and interesting stories. The informations collected covered several fields and allowed me to get a deeper understanding of the context. Although I did a lot of research, I could have continued to better understand the dynamics of the laws and requirements of the Union. The political sphere was the most complex to analyse since a lot of information is not accessible for the public, an issue that inspires me for future projects.

I feel very satisfied with the outcome of the project, especially with the constructing of the model. Working on analysing the research data, trying to identify the driving forces of the Europe of tomorrow has been an incredible journey. Looking back I believe I could have spent more time working on the interactive representation of the model tool. A more sophisticated interactive tool would have been more interesting for the public, in order to make them feel more involved with the content of the research.

Nevertheless, I like that I could design a project that always sparked interesting conversations with both European and local administrations, as well as with the citizens. I have realised I have a real passion for explaining complexity through storytelling and I can imagine continuing this in the future.

Personal Reflection

The project followed the method of Vision in Product design from Hekkert and van Dijk. I have previously worked with the method in the last semester of the Master and during my graduation I worked as student assistant for its online course, where I taught and guided students through the use of the method.

As a designer, I was thought to work in a very structured way focusing in spotting problems and complications, to then find creative solutions to improve users' experiences. However as a creative person, I had the inclination to spot underlying patterns and to look at connections between apparently non related issues and dynamics. I chose to use the ViP method because I wanted to step out of the comfort zone that a close, well defined brief can provide and instead to embrace uncertainty. It wasn't always easy to postpone the ideation phase so far during the process, and at some stages I felt the need to fix some conclusions to give more stability to my work. However, I realised that working with a future vision imagining the world of tomorrow allows my creativity to go much further.

Looking back at the process, I realised that I don't enjoy working alone on a project. Working in a team is for me source of enormous inspiration, and during the thesis I treasured the time spent discussing the project with both my internal and external supervisors. Matthijs always encouraged me to reflect on the choices made through the project, and this is something I will bring with me into my work, in order to never give anything for granted but to make smart and targeted choices in each case presented.

I like being in charge and having the ultimate responsibility of a project outcome, and this project allowed a lot of freedom giving the outcome a very personal touch, something I value deeply. The past six months have contributed in opening my vision and giving me a direction, both professionally and personally.

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