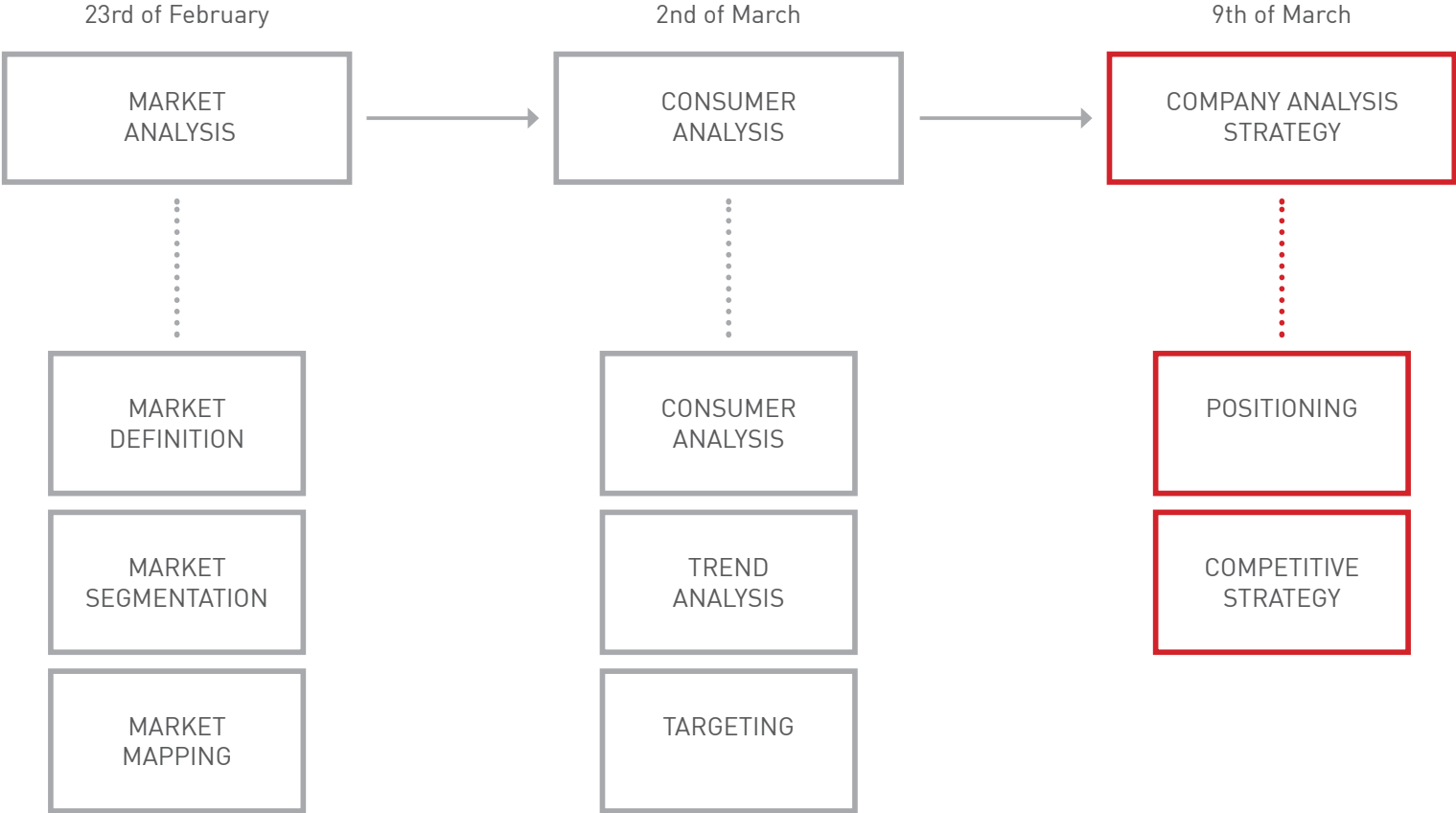


Design Management Lesson 3:
Company Analysis Strategy
Part 1

FATTORINI +
RIZZINI +
PARTNERS
DESIGN
ADVISORY

DESIGN MANAGEMENT

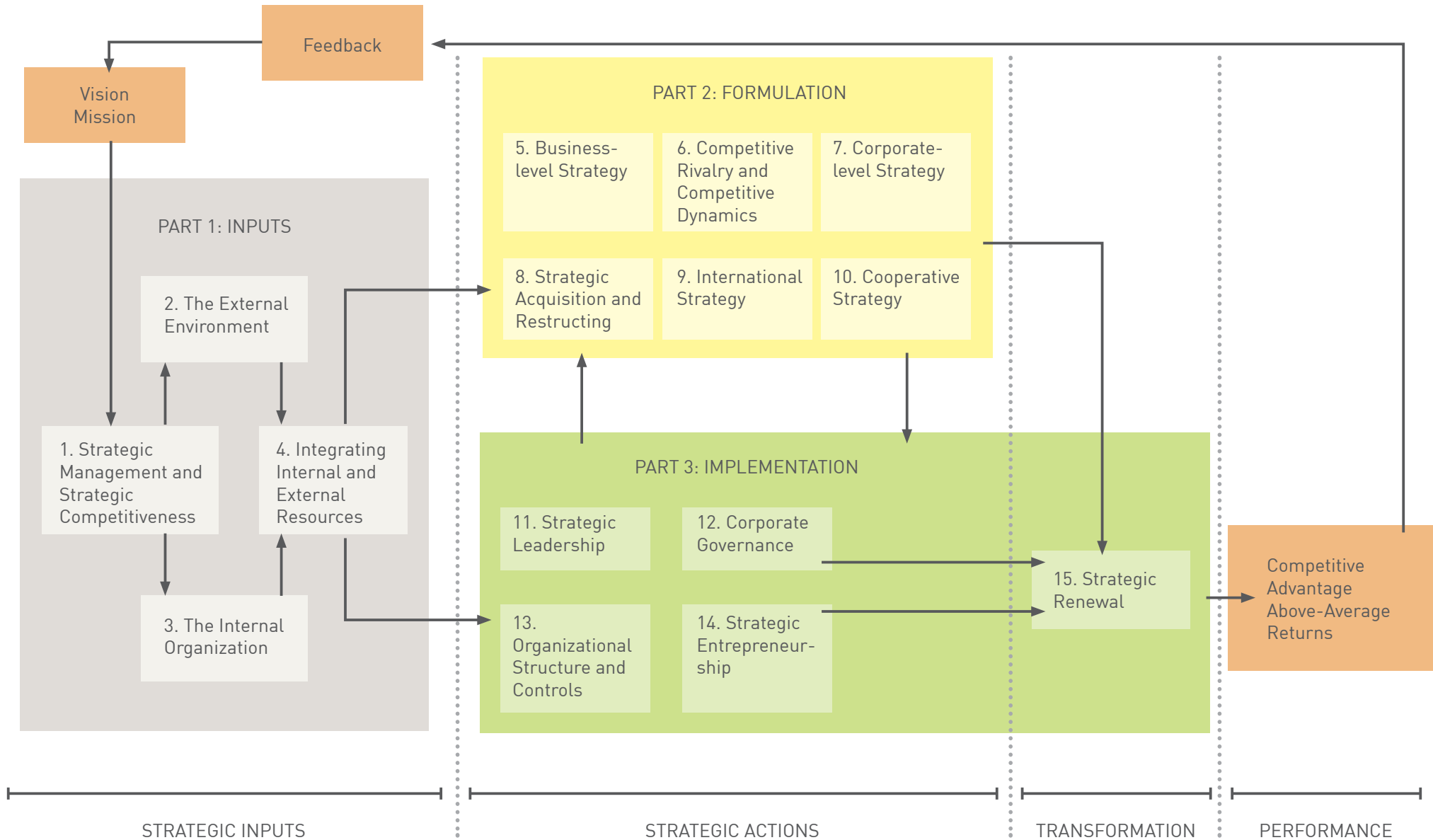


KEY MESSAGES

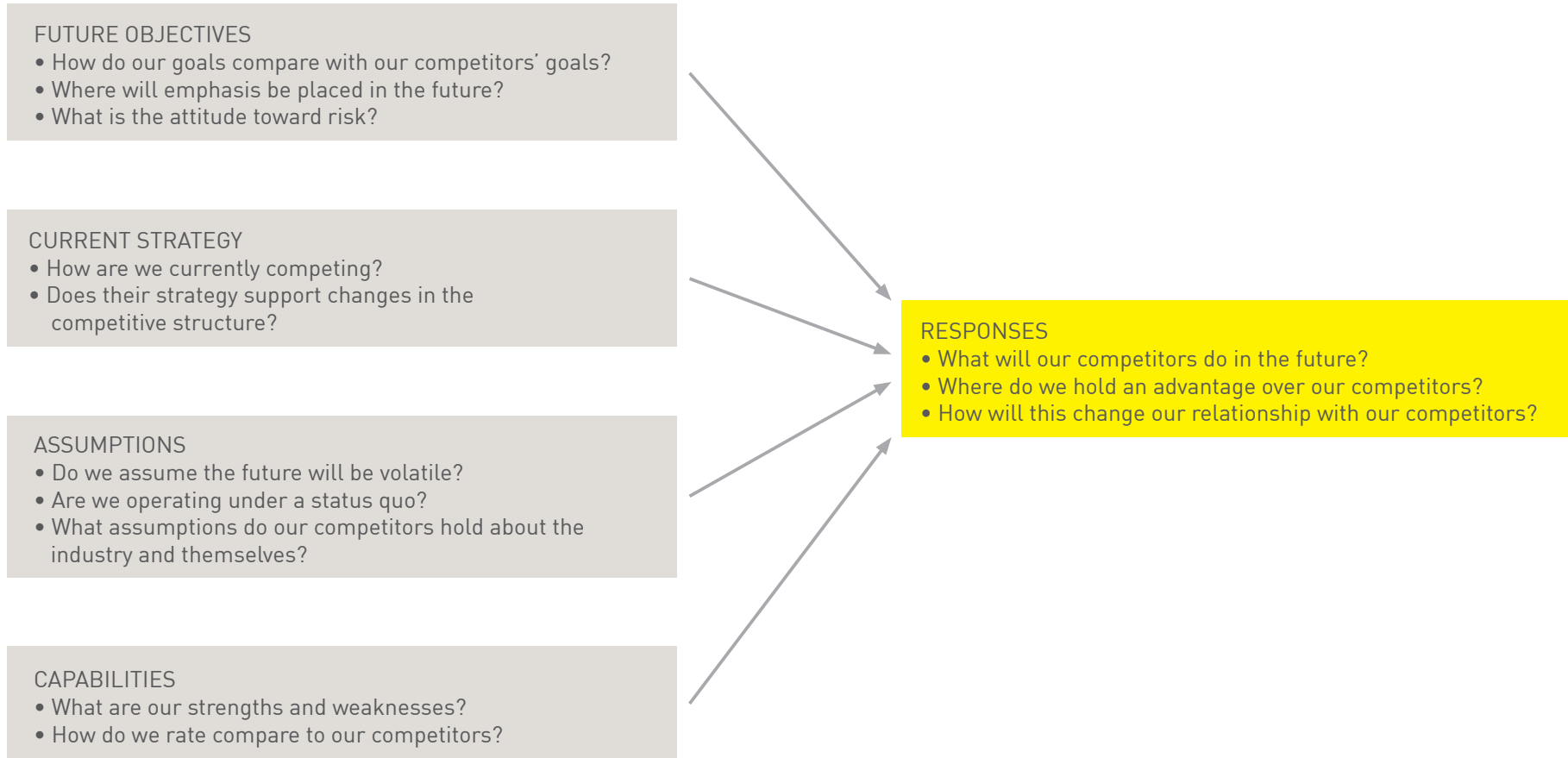
1. YOU DO NOT DESIGN PRODUCTS IN A VACUUM.
2. YOU DESIGN AROUND PEOPLE'S NEEDS.
3. MAKE SURE YOU UNDERSTAND COMPANY POSITIONING AND STRATEGY.

COMPANY ANALYSIS: STRATEGY

THE STRATEGIC MANAGEMENT PROCESS



COMPETITOR ANALYSIS COMPONENTS



COMPANY ANALYSIS: STRATEGY

EXAMPLES OF FIRM CAPABILITIES

DISTRIBUTION

- Effective use of logistics management techniques

HUMAN RESOURCES

- Motivating, empowering, and retaining employees

MANAGEMENT INFORMATION SYSTEM

- Effective and efficient control of inventories through point-of-purchase data collection methods
- Effective customer service
- Innovative merchandising

MANAGEMENT

- Ability to envision the future of clothing
- Effective organizational structure
- Adaption to change

MANUFACTURING

- Development and production skills yielding reliable products; Product Quality
- Miniaturization of components and products
- Exploitation of platform

RESEARCH & DEVELOPMENT

- Innovative technology
- Development of sophisticated elevator solutions
- Rapid transformation of technology into new products and processes

DESIGN

- Digital technology
- Usage innovation
- Emotional differentiation
- Aesthetic attachment

THE FOUR CRITERIA OF SUSTAINABLE COMPETITIVE
ADVANTAGE

VALUABLE CAPABILITIES

- Help a firm neutralize threats or exploit opportunities

RARE CAPABILITIES

- Are not possessed by many others

COSTLY-TO-IMITATE CAPABILITIES

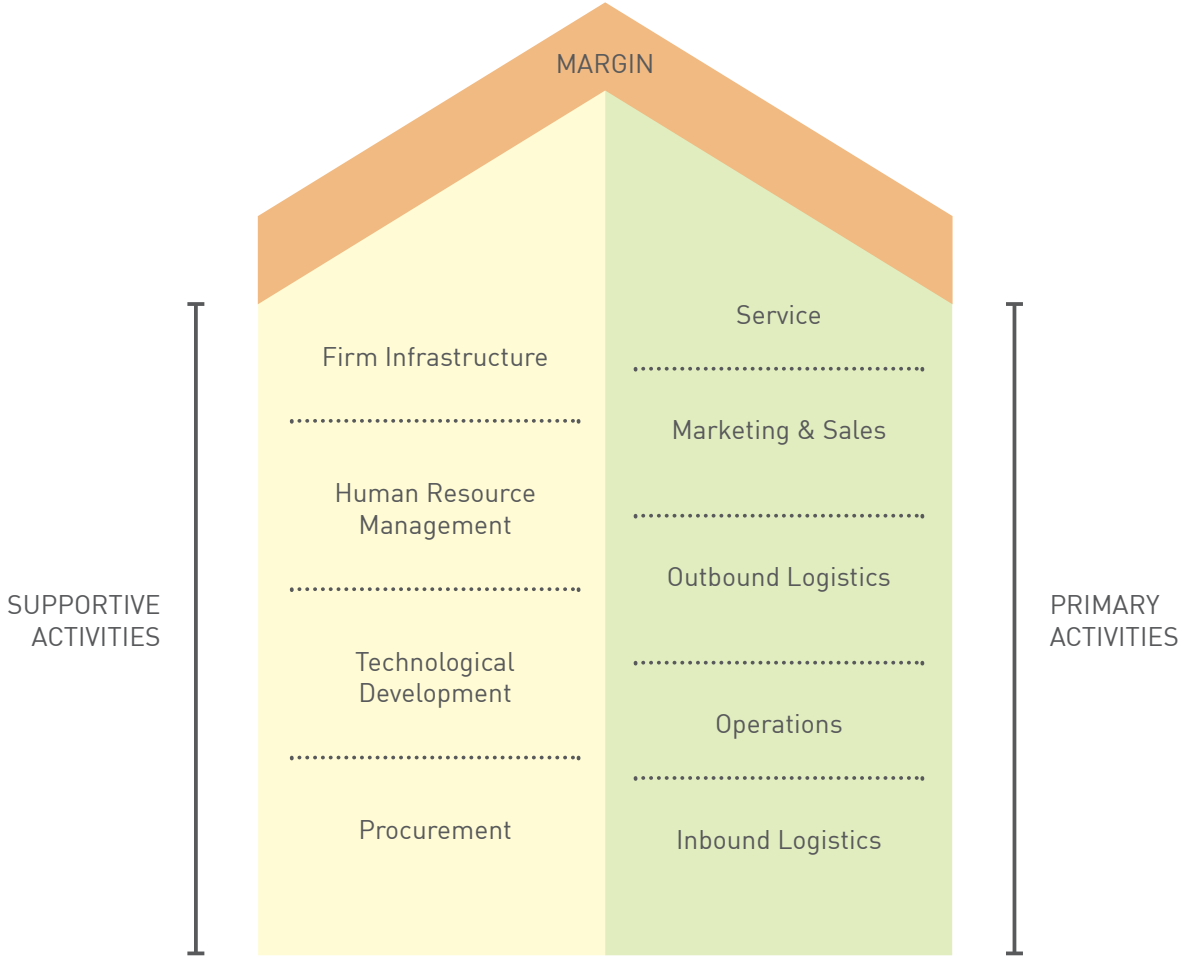
- Historical: A unique and a valuable organizational culture or brand name
- Ambiguous cause: The causes and uses of a competence are unclear
- Social complexity: Interpersonal relationships, trust, and friendship among managers, suppliers, and customers

NONSUBSTITUTABLE CAPABILITIES

- No strategic equivalent

COMPETITOR ANALYSIS: STRATEGY

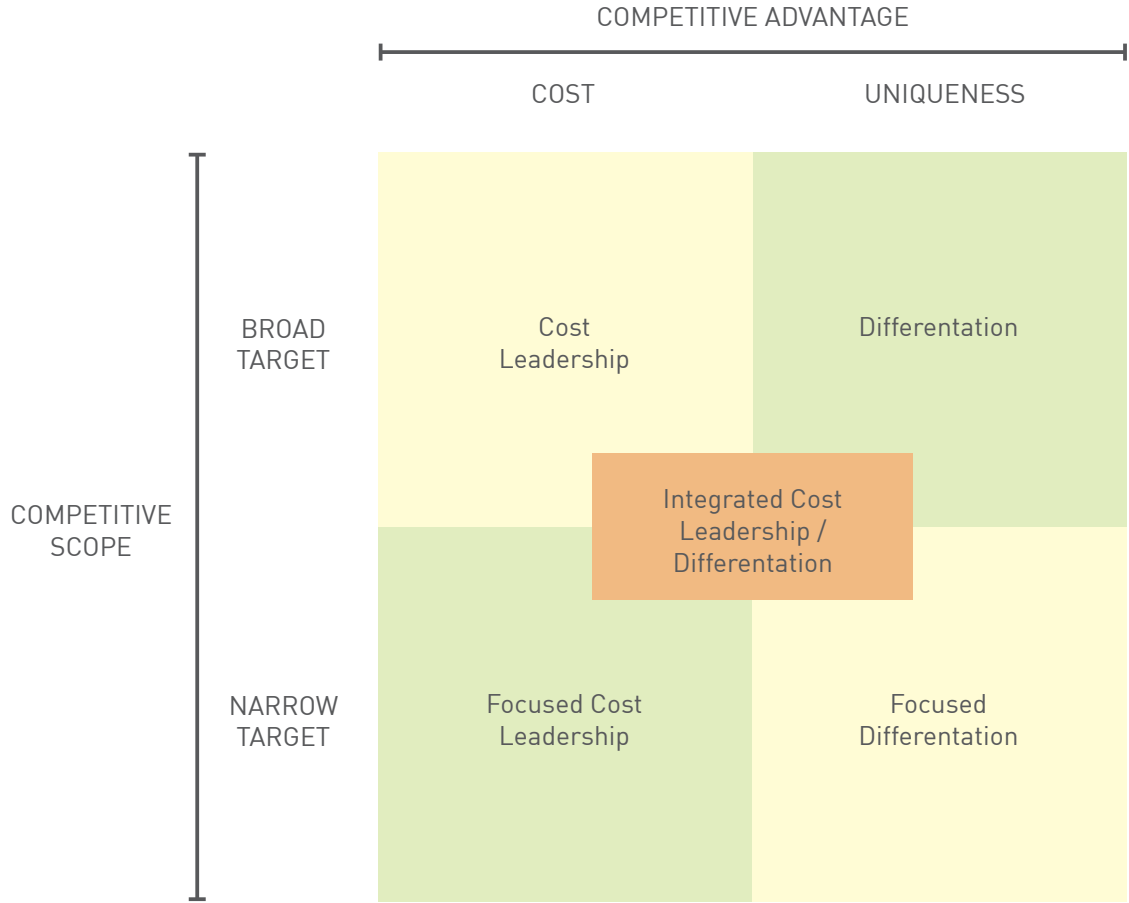
THE BASIC VALUE CHAIN



Source: STRATEGIC MANAGEMENT: COMPETITIVENESS AND GLOBALIZATION by Volberda, Henk W. and others, p. 111, Fig. 3.3 The basic value chain

COMPETITOR ANALYSIS: STRATEGY

STRATEGIES



Source: STRATEGIC MANAGEMENT: COMPETITIVENESS AND GLOBALIZATION by Volberda, Henk W. and others, p. 173, Fig. 5.1 Five business-level strategies

POSITIONING

enclosed a selection of data relevant to italian upholstery companies

- Analyze the companies, complete the companies cards:
company brands, their product lines and their business areas (contract/residential)
- Map the companies on the brand positioning map
- Be prepared to discuss your opinion

COMPANY ANALYSIS: STRATEGY

COMPANY CARD

	WEBSITE	KEYWORDS	DESIGNER
B&B ITALIA	http://www.bebitalia.com/	Founded in 1966, made in Italy, representation of contemporary culture and responstation to evolution of living habits and requirements	25 international designers e.g. Gaetano Pesce, Antonio Citterio, Marcel Wanders, Patricia Urquiola
CAPPELLINI	http://cappellini.it/	Ability to invent new ways of its uniqueness	66 international designers e.g. Jasper Morrison, Jean-Marie Massaud, Marcel Wanders, Nendo, Ronan and Erwan Bouroullec, Tom Dixon
CASSINA	http://cassina.com/	Founded in 1927, furniture sp paradoxically different, even contradictory, with one common feature: courage to seek perfect quality for international design	40 international designers e.g. Mario Bellini, Phillipe Starck, Jaime Hayon, Pierro Lissoni, Le Corbusier, Gerrit Rietveld, Konstantin Gricic
FLEXFORM	http://www.flexform.it/	Founded in 1959, Italian Family at the helm of the company, Timeless elegance, Contemporary quality, Comfort, Exclusivity	10 international designers e.g. Antonio Citterio, Carlo Colombo Giulio Manzoni, Joe Colombo
GIORGETTI	http://www.giorgetti-spa.it/2010/eng/index.html	Founded at the end of the 1800s, wood as common fil rouge, furniture with an unique design and an immediately identifiable style	14 international designers e.g. Umberto Asnago, Carlo Colombo
MAXALTO	http://www.bebitalia.com/	Brand of B&B Italia	25 international designers e.g. Gaetano Pesce, Antonio Citterio, Marcel Wanders, Patricia Urquiola
MINOTTI	http://www.minotti.com/	Founded in the 1950s, made in Italy, Mix of tradition and technology, research on materials and impeccable details, contemporaneity, comfort, reliability	Rodolfo Dordoni: co-ordianting collections since 1997 with the Minotti brothers
MOLTENI	http://molteni.it/	Founded in the 1930s, made in Italy, focus on contemporary design, constant quality and product innovation with worldwide presence are today's challenge	17 international designers e.g. Rodolfo Dordoni, Foster+Partners, Jean Nouvel, Gio Ponti, Patricia Urquiola
MOOOI	http://www.mooui.com/	Founded in 2001 by Marcel Wanders & Casper Vissers, beauty and uniqueness, antiques character combined with fresh modern style	29 international designers e.g. Marcel Wanders, Jaime Hayon, Front, Jasper Morrison, Richard Hutten
MOROSO	http://www.moroso.it/	Founded in 1952, headed by Roberto Moroso and Patricia Urquiola, unique products inspired by contemporary art and fashion	38 international designers e.g. Tom Dixon, Werner Aislinger, Ron Arad, Ross Lovegrove, Benjamin Hubert, Alfredo Haberli
POLIFORM	http://www.poliform.it/	Founded in 1942, exploit full potential of automated production line methods, vision on search for quality by updating its lines in a good contemporary style	25 international designers e.g. Carlo Colombo, Jean-Marie Massaud, Fattorini Rizzini + Partners, Marcel Wanders
POLTRONAFRAU	http://poltronafrau.com/en	Founded in 1912, craftsmanship: intelligence of hands, tradition, timeless icons, finest european leather, best quality standards by innovation	55 international designers e.g. Walter da Silva, Roberto Palomba, Lievore-Altherr-Molina, Gio Ponti, Castiglioni & de Lucchi

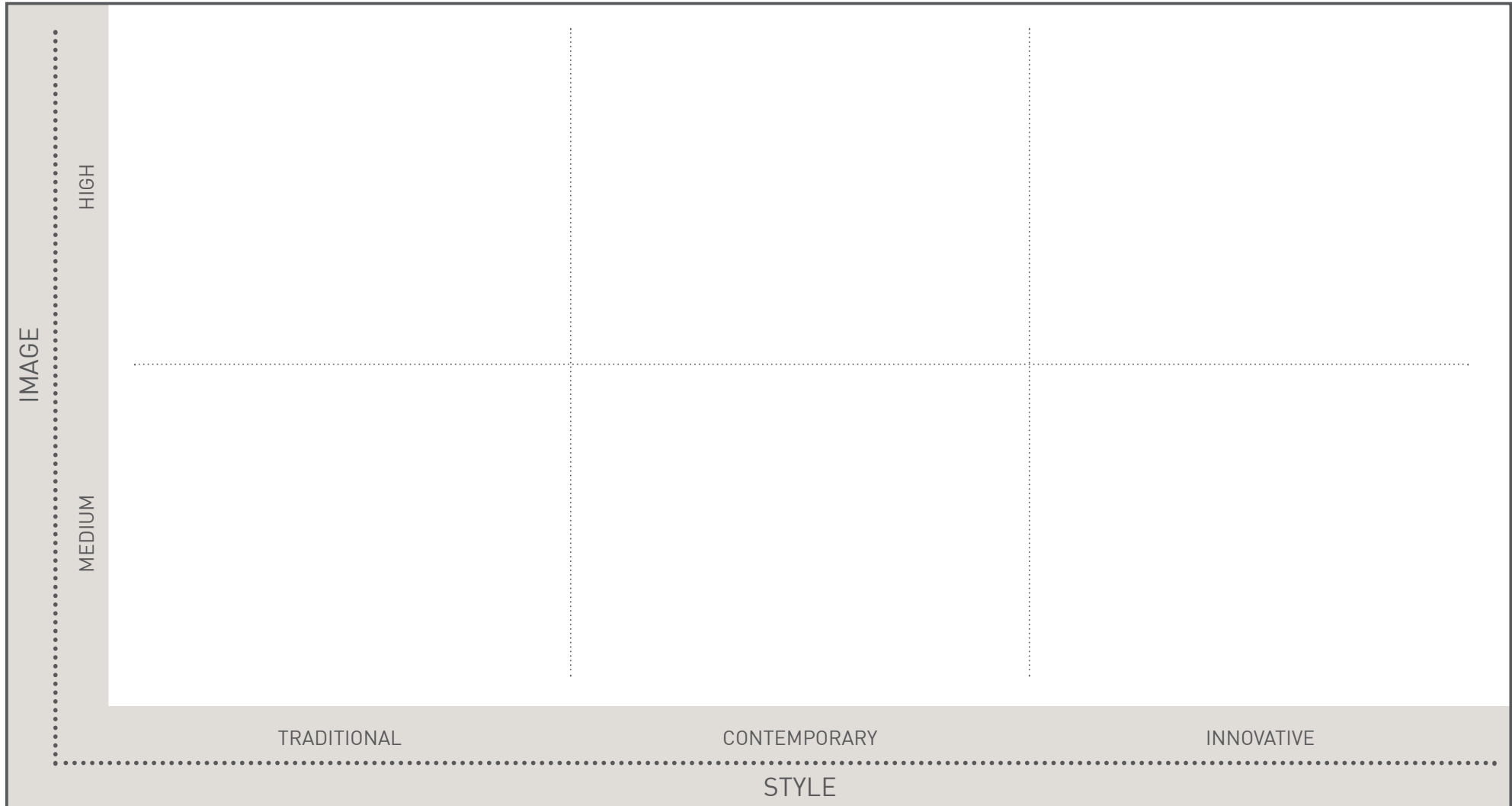
COMPANY ANALYSIS: STRATEGY

COMPANY CARD

	BRANDS	PRODUCT LINES	BUSINESS AREAS
B&B ITALIA			
CAPPELLINI			
CASSINA			
FLEXFORM			
GIORGETTI			
MAXALTO			
MINOTTI			
MOLTENI			
MOOOI			
MOROSO			
POLIFORM			
POLTRONAFRAU			

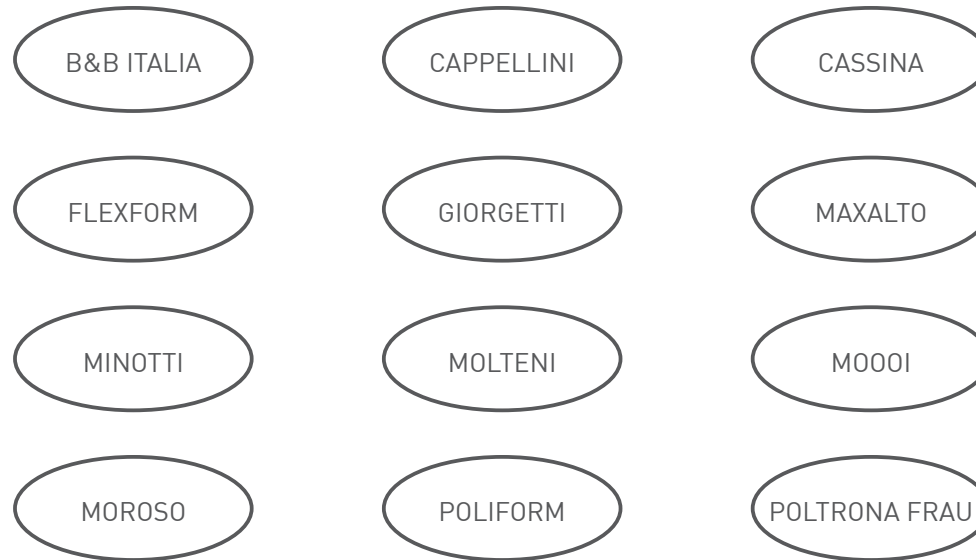
COMPANY POSITIONING

BRAND POSITIONING
IMAGE VS. STYLE



COMPANY POSITIONING

BRAND POSITIONING
BRANDS TO MAP



Design Management Lesson 3:
Company Analysis Strategy
Part 2

FATTORINI +
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DESIGN
ADVISORY

KEY MESSAGES



1. YOU DO NOT DESIGN PRODUCTS IN A VACUUM.
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COMPETITIVE STRATEGY

on the basis of the information provided and researched about the companies

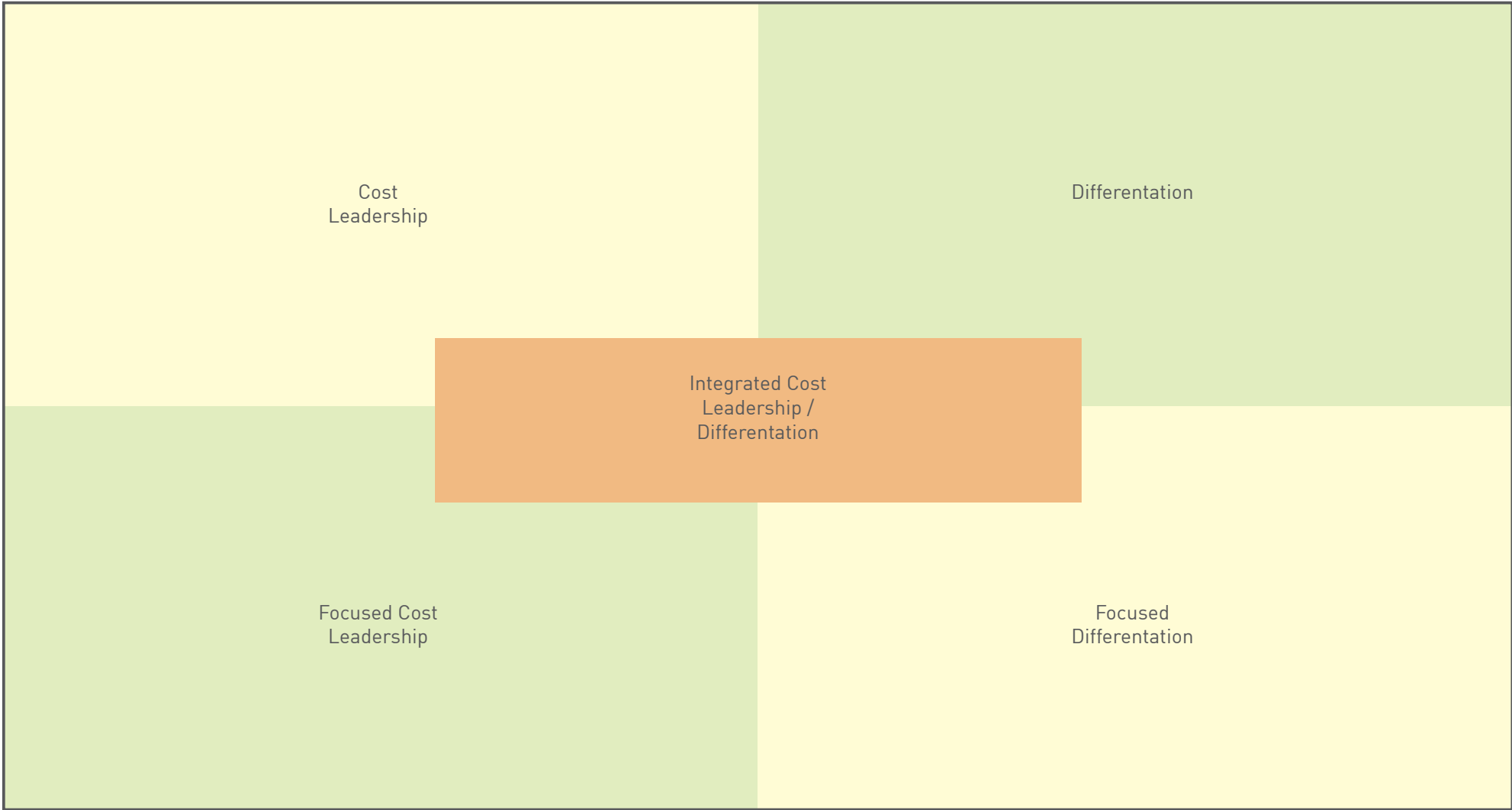
- Analyze their product portfolio in detail and list the segments in which the companies are active - analyze the depth and the extension of their product portfolio
- Map the product portfolio of each company
- Map the strategy of each company on the strategies map (competitive scope and competitive advantage)

COMPANY ANALYSIS: STRATEGY

	B&B ITALIA	CAPPELLINI	CASSINA	FLEXFORM	GIORGETTI	MAXALTO	MINOTTI	MOLTENI	MOOOI	MOROSO	POLIFORM	POLTRONAFRAU
UPHOLSTERY	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕
COMPLEMENTS	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕
DAY SHELVING SYSTEM	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕
NIGHT SHELVING SYSTEM	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕
BEDS	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕
LIGHTING	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕
OUTDOOR	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕
KITCHEN	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕
TOILETRY	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕
OFFICE	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕
SOFT CONTRACT	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕	⊕
DEPTH OF RANGE		HIGH 	MEDIUM 	LOW 								

COMPETITOR ANALYSIS: STRATEGY

STRATEGIES



COMPANY POSITIONING

BRAND POSITIONING
BRANDS TO MAP

