

CORSO DI LAUREA MAGISTRALE IN
ECONOMIA AZIENDALE E MANAGEMENT

DESIGN MANAGEMENT

Course Introduction

DESIGN MANAGEMENT

PRODUCT DEVELOPMENT

From 28th of February
to 28th of March

Lesson: on Tuesday
from 14.00 to 18.00

Lucio Q. Leonelli
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Hanna König
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DESIGN MANAGEMENT

From 12th of April
to 10th of May

Lesson: on Wednesday
from 14.00 to 18.00

Robin Rizzini
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Andres Carpinelli
andres@metrica-milano.com

EXAM

Product Development Exam
27th of April
from 14.00 to 18.00

Design Management Exam
25th of May
from 14.00 to 18.00

COMPANY VISIT

15th and 22nd of March
from 13.00 to 19.00 pm

SALONE DI MOBILE / FUORISALONE

from 4th to 9th of April
free activity

SHOWROOMS VISITS

Showroom Visits
2nd and 9th of May
from 15.00 pm to 18.00 pm

DESIGN MANAGEMENT

COURSE STRUCTURE

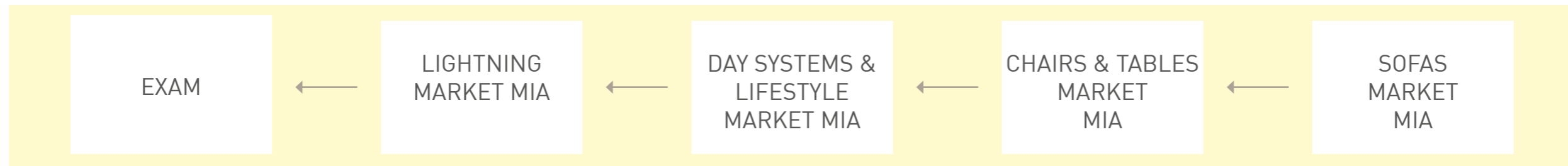
PRODUCT DEVELOPMENT AREA

PRODUCT CONCEPT



DESIGN AREA

DESIGN CONCEPT



DESIGN MANAGEMENT

COURSE SCHEDULE
PRODUCT DEVELOPMENT

	AREA	CONCEPT	CASES	1ST PART	2ND PART	3RD PART	HOMEWORK
28.02.2017	Market Analysis	Market Definition Market Segmentation Market Mapping	European Upper-End Furniture and Upholstery Market (Residential)	Theory	Teamwork	Presentation Theory	Mapping of Italian Upholstery Market
07.03.2017	Consumer Analysis	Consumer Analysis Trend Analysis Targeting	European Cross Market Furniture (Residential+Contract)	Homework Review Theory	Theory Teamwork	Presentation Theory	Mapping of Trends/ Dynamics of Cross Market Furniture (Residential+Contract)
14.03.2017	Company Analysis	Positioning Competitive Strategy	Upper-End Italian Furniture Market (Residential)	Homework Review Theory	Theory Teamwork	Presentation Theory	Mapping of Company Positioning and Strategy of Italian Furniture Market
21.03.2017	Company Analysis	Marketing and Sales Analysis	Marketing Strategy and Analysis (Residential+Contract)	Homework Review Theory	Theory Teamwork	Presentation Theory	Sales Strategy and Analysis (Residential+Contract)
28.03.2017	Product Strategy	Product Development Brief Definition	Office Case and Analysis (Contract)	Homework Review Theory	Theory Teamwork	Presentation Theory	Office Case and Analysis (Contract)
27.04.2017	Exam Session						

DESIGN MANAGEMENT

COURSE SCHEDULE
DESIGN MANAGEMENT

SESSION1 12.04.2017	SESSION 2 26.04.2017	SESSION 3 03.05.2017	SESSION 4 10.05.2017	SESSION 5 24.05.2017
Brief Presentation	Theory	Theory	Theory	
MIA Analysis Sofas	MIA Analysis Chairs and Tables	MIA Analysis Day system & Lifestyle	MIA Analysis Lighting	
MIA Application Sofas	MIA Application Chairs and Tables	MIA Application Day system & Lifestyle	MIA Application Lighting	
Brief Definition MIA Model Report	MIA Model Report	MIA Model Report	MIA Model Report	Final Exam Session
	Showroom Visit 2nd of May from 15.00 pm to 18.00 pm	Showroom Visit 9th of May from 15.00 pm to 18.00 pm		

BIBLIOGRAPHY

FURNITURE DESIGN: AN INTRODUCTION TO DEVELOPMENT, MATERIALS AND MANUFACTURING,

Paperback. Lawson, S. Laurence King Publishing (October 1, 2013)
Chapter 1.14 -85; Chapter2. 86-93, 104-123

ITALIAN DESIGN (MOMA DESIGN),

Bosoni, G, Antonelli,P.
The Museum of Modern Art, New York (October 1, 2008)

THE AESTHETICS OF IMAGINATION IN DESIGN,

Folkmann, M. The MIT Press, Cambridge, (April, 2013)
Chapter 3.p25-67; Chapter 7.p105-138

MADE IN ITALY: RETHINKING A CENTURY OF ITALIAN DESIGN.

Paperback. Lees-maffei,G., Fallan, K. Bloomsbury Academic (16 gennaio 2014). In-
troduction Chapter

IMAGES

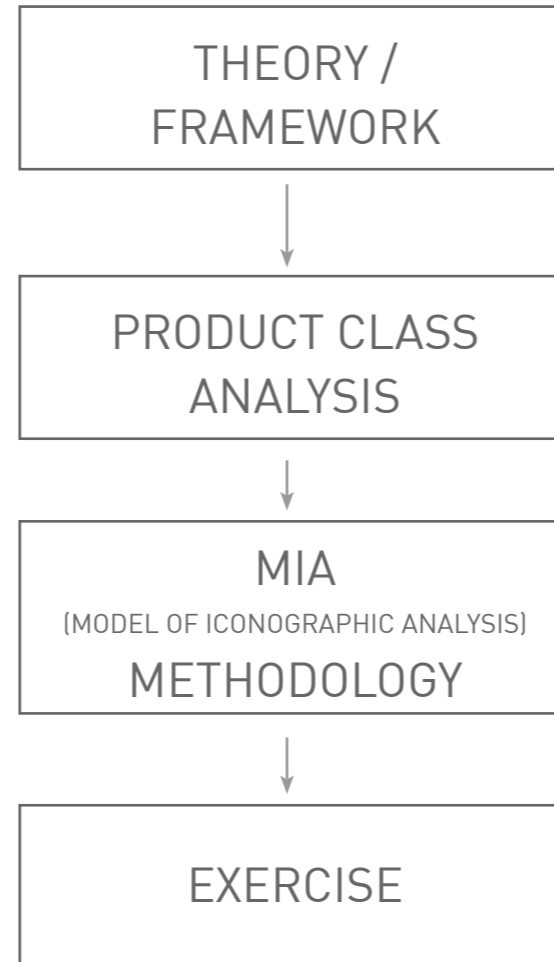
100 OBJECTS OF ITALIAN DESIGN. PERMANENT COLLECTION OF ITALIAN DESIGN.
The Milan Triennale, Annichiarico, S. Ed. Gangemi (17 aprile 2008)

CORSO DI LAUREA MAGISTRALE IN
ECONOMIA AZIENDALE E MANAGEMENT

DESIGN MANAGEMENT

Part 2 - Lesson 1

LESSON 1. OVERVIEW



KEY MESSAGE

WHAT IS AN ICONIC DESIGN?

WHAT IS A SIGN

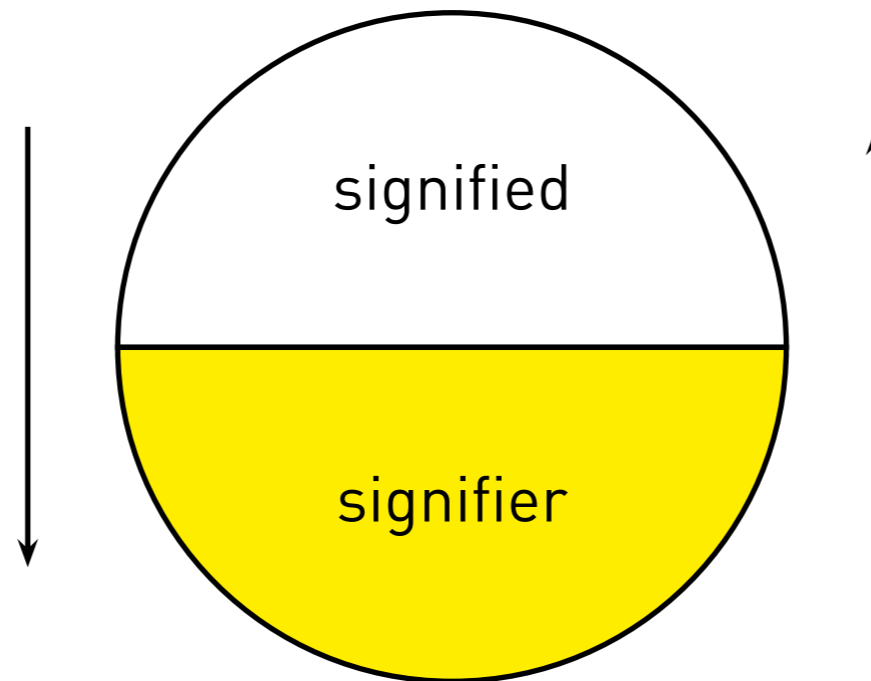


'EVERY MESSAGE IS MADE OUT OF SIGNS'

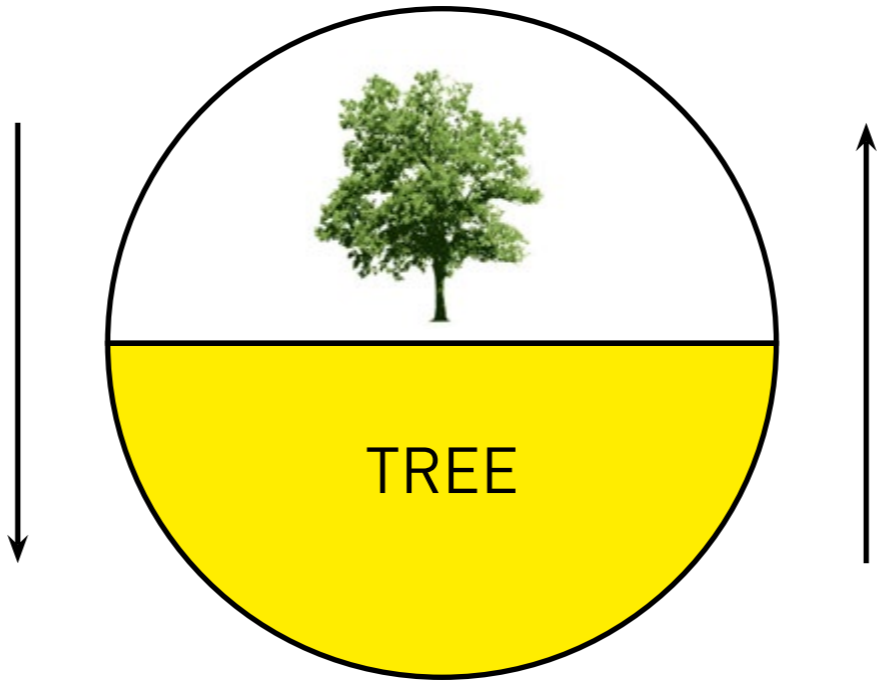
Ferdinand de Saussure (1857-1913) defined the sign as a “two-sided psychological entity” that links a mental concept of a thing (the signified) to a sound pattern (the signifier).

WHAT IS A SIGN

The sign is the whole that results from the association of the signifier with the signified. The relationship between the signifier and the signified is referred to as 'signification',



WHAT IS A SIGN



WHAT IS A SIGN

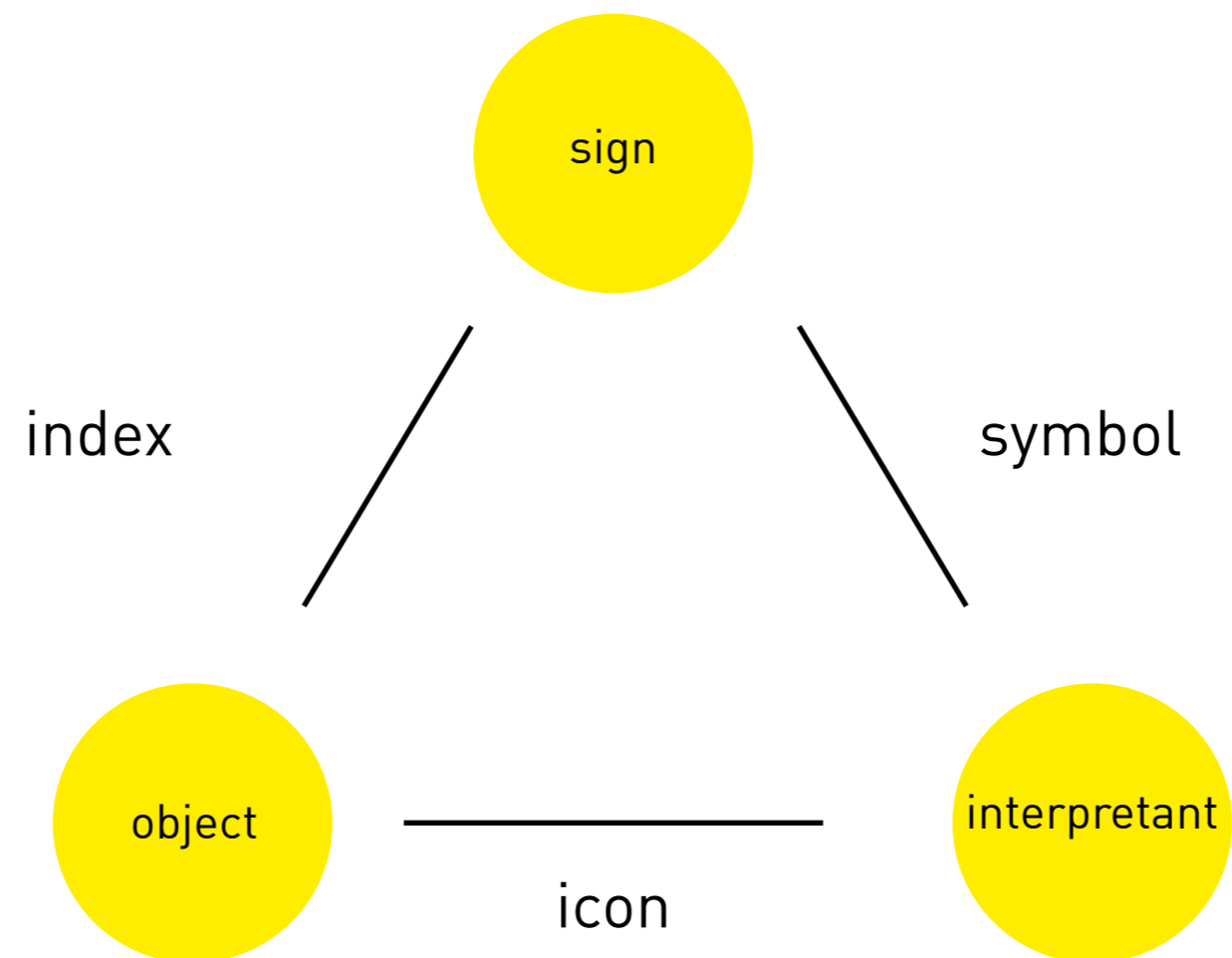


'NOTHING IS A SIGN UNLESS IT IS INTERPRETED AS A SIGN'

Charles Sanders Peirce (1839–1914) formulated the innovative triadic model of the sign, emphasizing in his theory that the way we interpret a 'sign' is what allows it to be signified – what gives it its meaning

WHAT IS A SIGN

Signs are also defined as something visual that represent a meaning to the public or particular people. All these three words which are icon, index and symbol are a tool for analyzing the core of semiotics which is the language of signs



WHAT IS AN ICON

ICON: a. An image, figure, or representation



The representamen resembles or imitates its signified object in that it possesses some of its qualities. Therefore, the relationship between what the sign stands for – its referent and the sense behind it, the interpretant – does not necessarily have to be learned.

WHAT IS AN ICON

ICON: A representation of some sacred personage, in painting, bas-relief, or mosaic, itself regarded as sacred, and honoured with a relative worship or adoration



The Crucifixion.

Giotto, 1320

WHAT IS AN ICON

ICON: A representation of some sacred personage, in painting, bas-relief, or mosaic, itself regarded as sacred, and honoured with a relative worship or adoration



The Crucifixion.
Salvador Dalí, 1954

WHAT IS AN ICON

ICON: Designating a person or thing regarded as representative of a culture or movement; important or influential in a particular (cultural) context.



The Beatles
Abbey Road, 1969

WHAT IS AN ICON

ICON: Designating a person or thing regarded as representative of a culture or movement; important or influential in a particular (cultural) context.



The Beetles
VW Commercial, 2000

WHAT IS AN ICON

ICON: Designating a person or thing regarded as representative of a culture or movement; important or influential in a particular (cultural) context.



I-Phone 3G
California, 2008

WHAT IS AN ICONIC DESIGN



Vespa
Piaggio, 1946



UP
B&B, G. Pesce, 1969



Valentine
Olivetti, Sottsass+King, 1968



Juicy Salif
Alessi, P. Starck, 1990



Moka
Bialetti, 1933



Sacco
Zanotta, DePas-Urbino-Lomazzi, 1965



Algol
Brion Vega, R. Sapper, 1965



Chair_One
Magis, K. Grcic, 2003

WHAT IS AN ICONIC DESIGN

An iconic design represents something that is highly recognizable through memory, innovation or differentiation, and that stands the test of time over markets or media.

Timeless objects, originated by mixing innovation and originality that remain in the collective memory, becoming symbols of our lives.

WHAT IS AN ICONIC DESIGN

WHAT TURNS AN OBJECT INTO AN ICON

It's the aptitude to create an emotional connection with the user thanks to its function, formal appeal, intrinsic usability, staying current, originality, invention, and in consequence becoming the undisputed partner and spokesperson of an era.

WHAT IS AN ICONIC DESIGN

HOW TO RECOGNIZE AN ICONIC DESIGN

Understanding the different kinds of signs a product has, and how this signs work together, in order to perceive their added value.

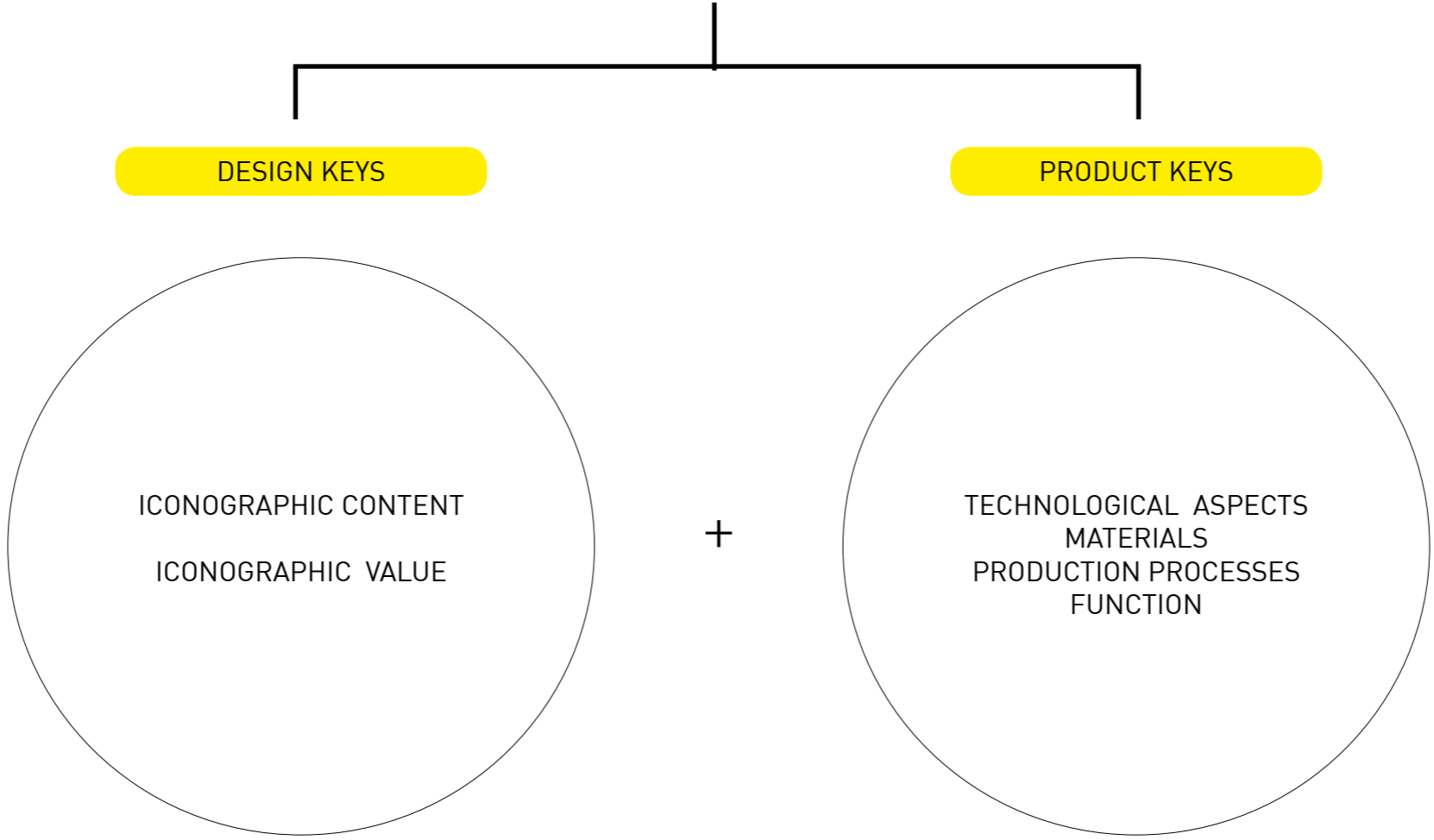
DESIGN KEYS

+

PRODUCT KEYS

WHAT IS AN ICONIC DESIGN

PRODUCT ANALYSIS



WHAT IS AN ICONIC DESIGN

DESIGN KEYS

- 1.A design that sets a bench mark for others to follow.
- 2.A ground breaking design, in terms of its technology or manufacturing techniques used during its production.
- 3.A design that sets new standards in terms of quality, functions/features or style.

WHAT IS AN ICONIC DESIGN

KEY 1

A design that sets a bench mark for others to follow.



LC-3
Cassina, Le Corbusier, 1930

WHAT IS AN ICONIC DESIGN

KEY 2

A ground breaking design, in terms of its technology or manufacturing techniques used during its production.



MARALUNGA
Cassina, Vico Magistretti, 1973

WHAT IS AN ICONIC DESIGN

KEY 3

A design that sets new standards in terms of quality, functions/features or style.

DESIGN KEYS
Modular seating system

DESIGN KEYS
Designed in 1986
by Antonio Citterio



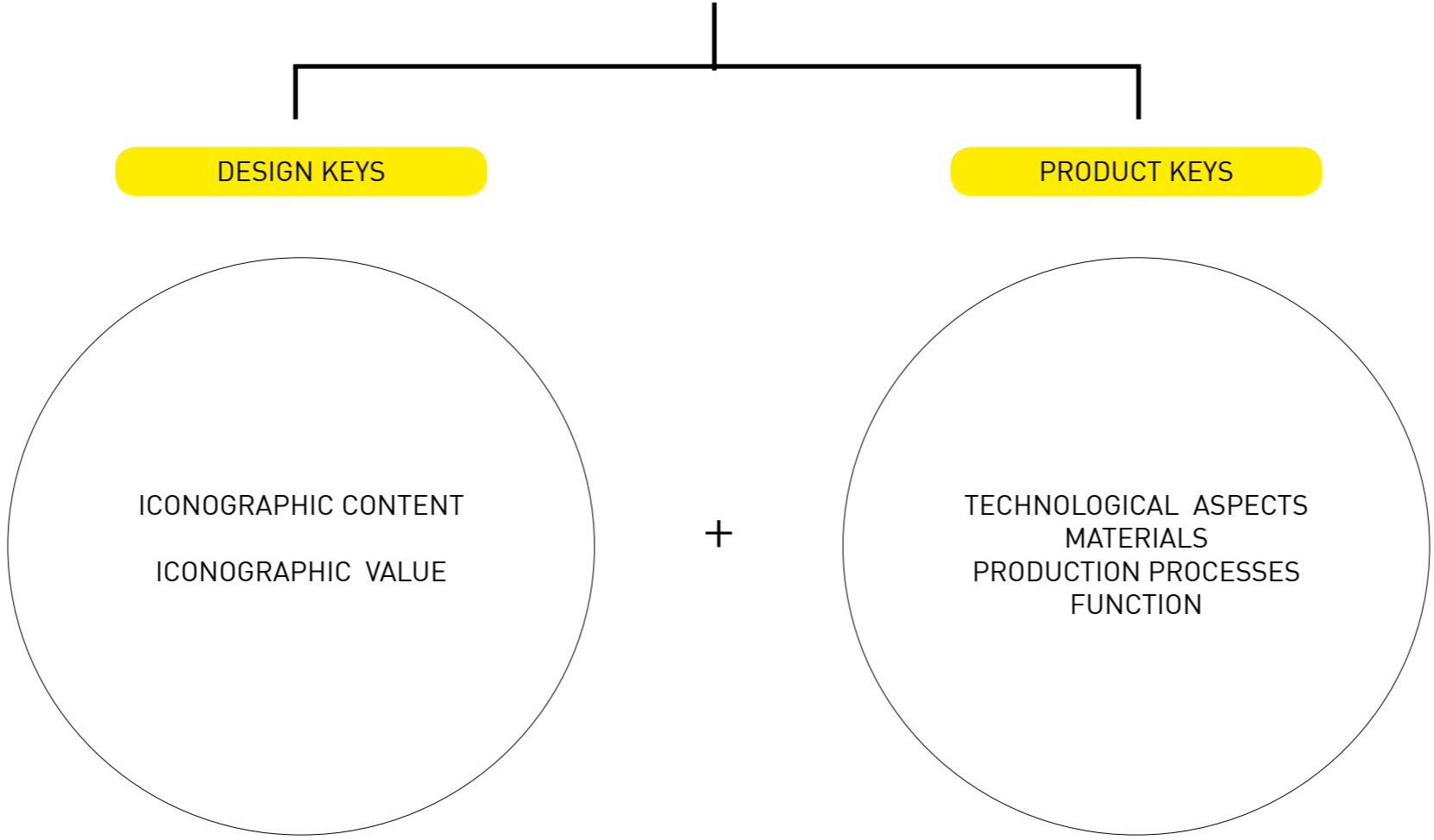
PRODUCT KEYS
Assymetrical compositions

PRODUCT KEYS
Upholstered platfomr

SITY
B&B, Antonio Citterio, 1986

WHAT IS AN ICONIC DESIGN

PRODUCT ANALYSIS



WHAT IS AN ICONIC DESIGN

PRODUCT KEYS ANALYSIS: SOFAS

PRODUCTION PROCESSES



WOODEN FRAME + FOAM

TRADITIONAL MANUFACTURING



HAMILTON
Minotti, R.Dordoni

METAL FRAME + FOAM

INDUSTRIAL MANUFACTURING



CHARLES
B&B, Antonio Citterio

COMOULDING FRAME AND FOAM

INDUSTRIAL MANUFACTURING



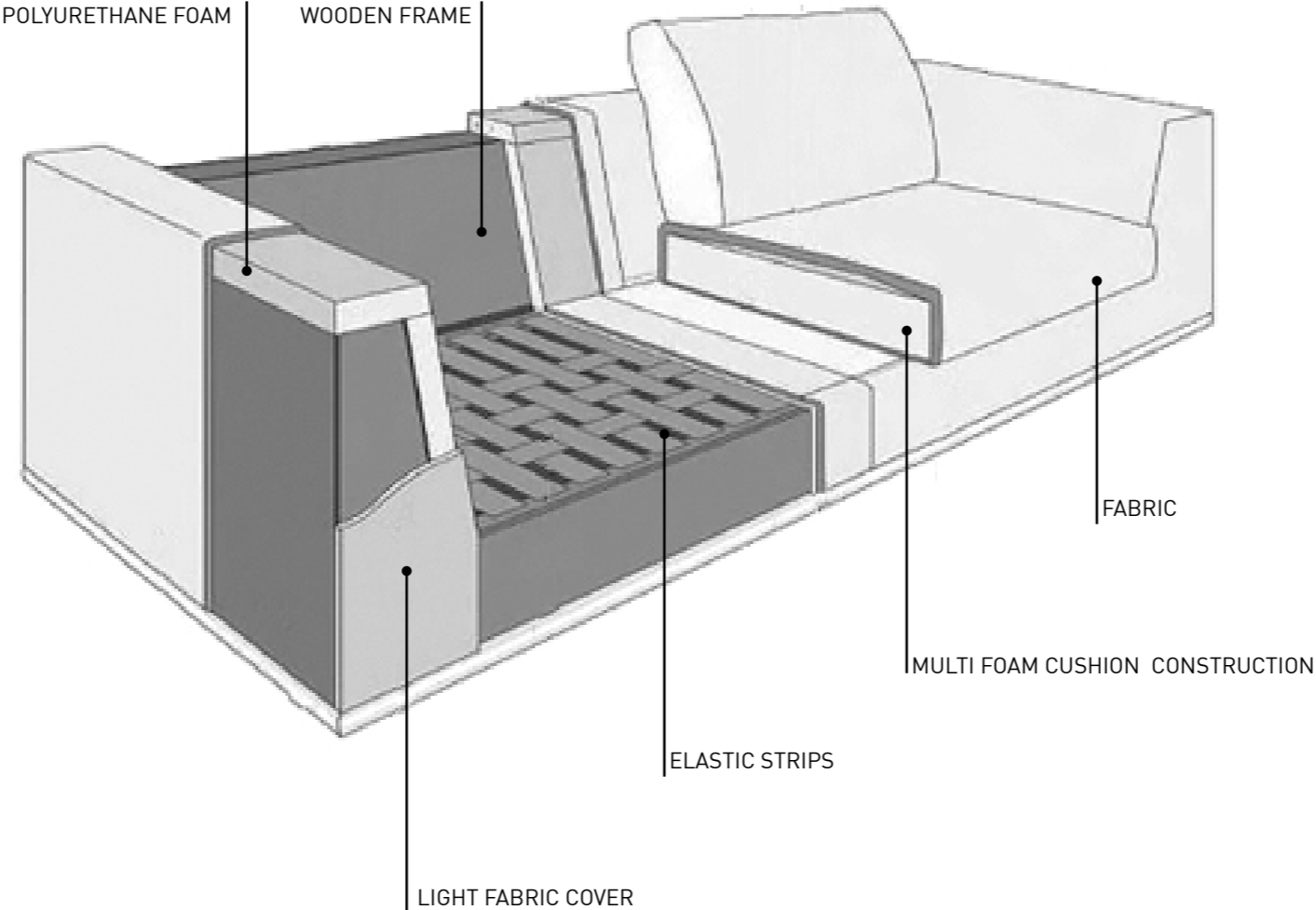
GRANDE PAPILIO
B&B, Naoto Fukasawa

WHAT IS AN ICONIC DESIGN

PRODUCT KEYS ANALYSIS: SOFAS

TRADITIONAL MANUFACTURING

PRODUCTION PROCESSES.
WOODEN FRAME + FOAM



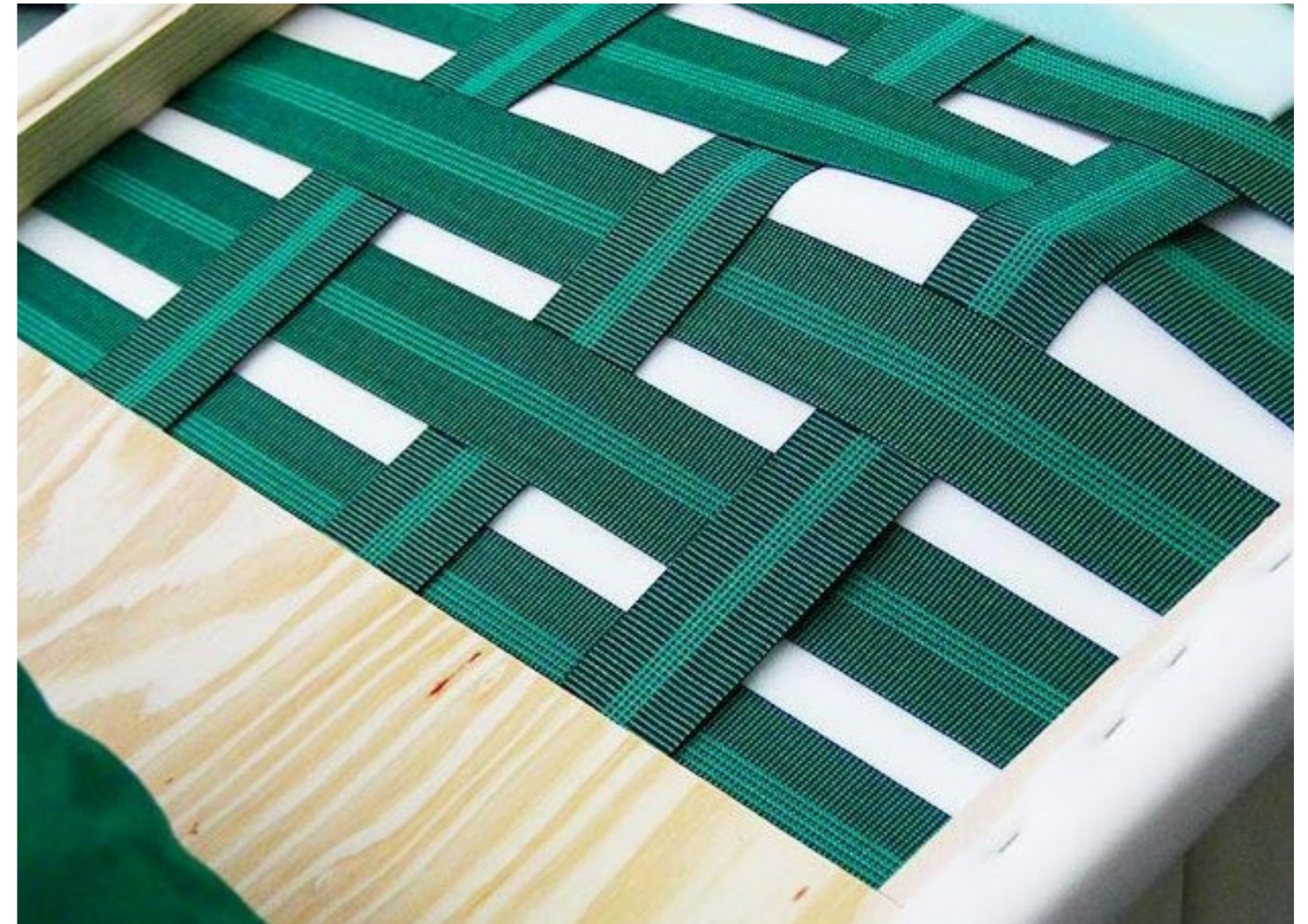
WHAT IS AN ICONIC DESIGN

PRODUCT KEYS ANALYSIS: SOFAS

PRODUCTION PROCESSES.
WOODEN FRAME + FOAM



1. WOODEN FRAME CONSTRUCTION



2. ELASTIC STRIPS NET

WHAT IS AN ICONIC DESIGN

PRODUCT KEYS ANALYSIS: SOFAS

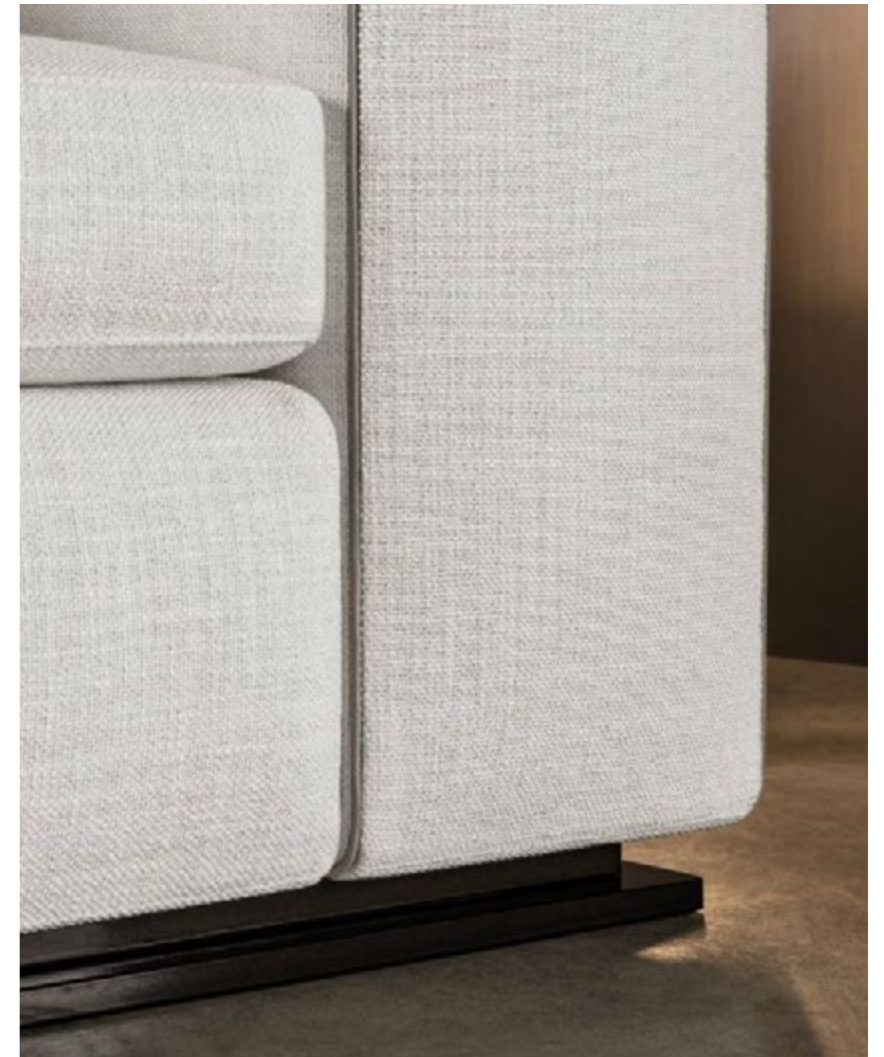
PRODUCTION PROCESSES.
WOODEN FRAME + FOAM



3. DIFFERENT FOAMS US FOR COMFORT



4.TEXTILE COVER



5.STITCHING DETAILS AND UPHOSLTERY

WHAT IS AN ICONIC DESIGN

PRODUCT KEYS ANALYSIS: SOFAS

VIDEO



<https://www.youtube.com/watch?v=CcLclKhdGRg>

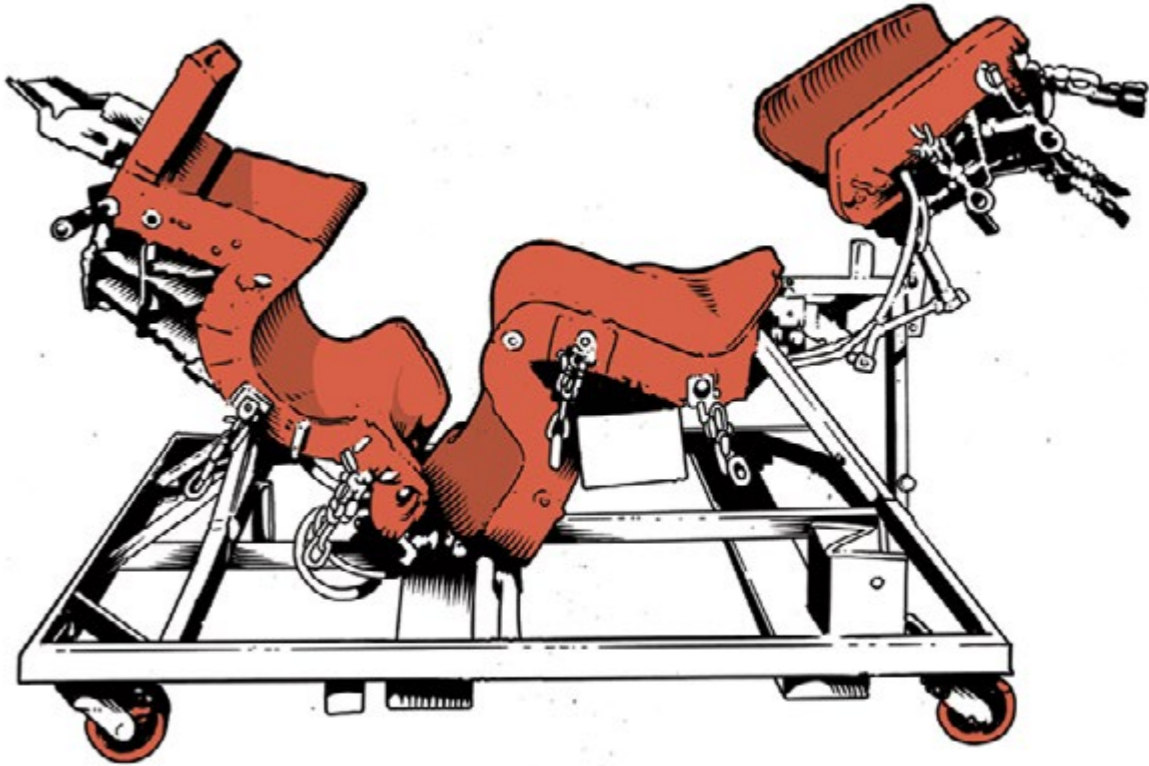
WHAT IS AN ICONIC DESIGN

PRODUCT KEYS ANALYSIS: SOFAS

PRODUCTION PROCESSES.
COLD POLYURETHANE FOAM MOUDLING



GRANDE PAPILIO ARMCHAIR
1. METAL FRAME INSERT



GRANDE PAPILIO ARMCHAIR
2. MOLD IN FIBER GLASS

WHAT IS AN ICONIC DESIGN

PRODUCT KEYS ANALYSIS: SOFAS

PRODUCTION PROCESSES.
COLD POLYURETHANE FOAM MOUDLING



GRANDE PAPILIO ARMCHAIR
3. PRODUCTION



GRANDE PAPILIO ARMCHAIR
4. HAND FINISH OF THE MOLD

WHAT IS AN ICONIC DESIGN

PRODUCT KEYS ANALYSIS: SOFAS

PRODUCTION PROCESSES.
COLD POLYURETHANE FOAM MOUDLING



GRANDE PAPILIO ARMCHAIR
5.LEATHER SELECTION



GRANDE PAPILIO ARMCHAIR
6.UPHOLSTERY AND STICHING DETAILS

COFFEE BREAK



Model of Iconographic Analysis.
Lesson 1. Part 2

FATTORINI +
RIZZINI +
PARTNERS
DESIGN
ADVISORY

MIA SOFAS

DESIGN KEYS ANALYSIS

ICONOGRAPHY - SOFAS

DESIGN CODE
ICONIC VALUE

SOFT LANGUAGE



ICONIC ELEMENT

CLASSICAL

HAMILTON
Minotti, Rodolfo Dordoni, 2003



ELEGANCE

INNOVATIVE



ICONIC ELEMENT

TECHNICAL

CHARLES
B&B, Antonio Citterio, 1997

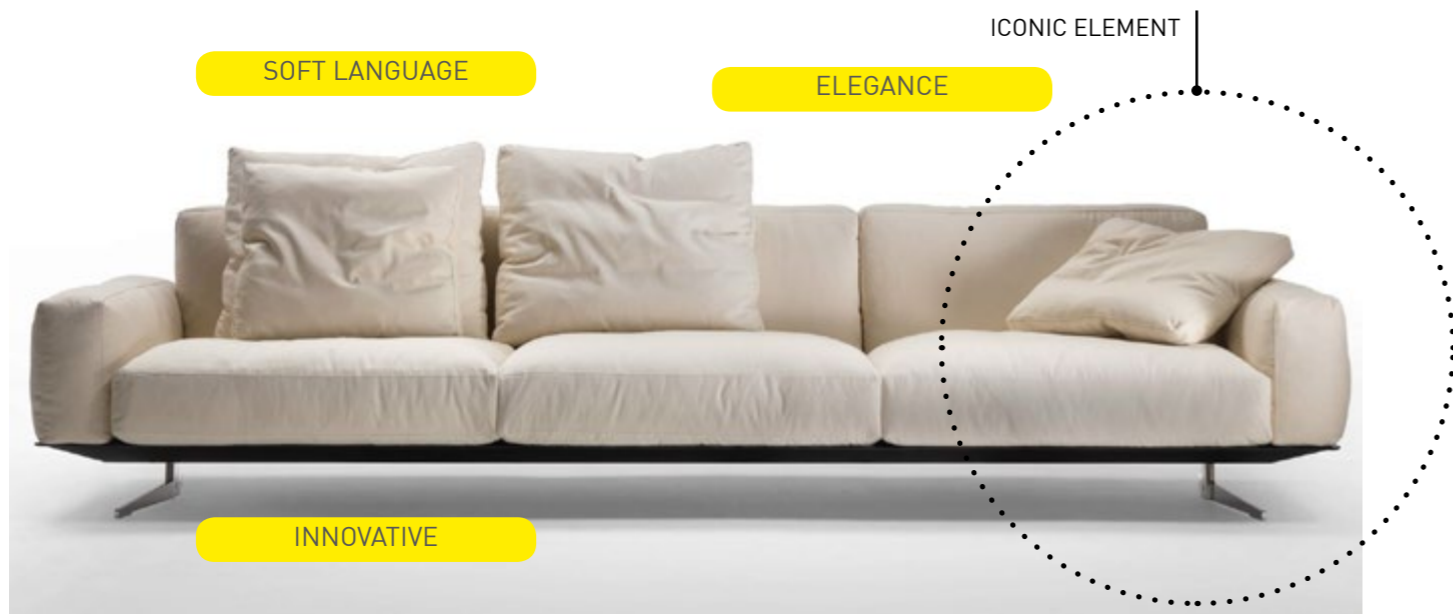


CONTEMPORARY

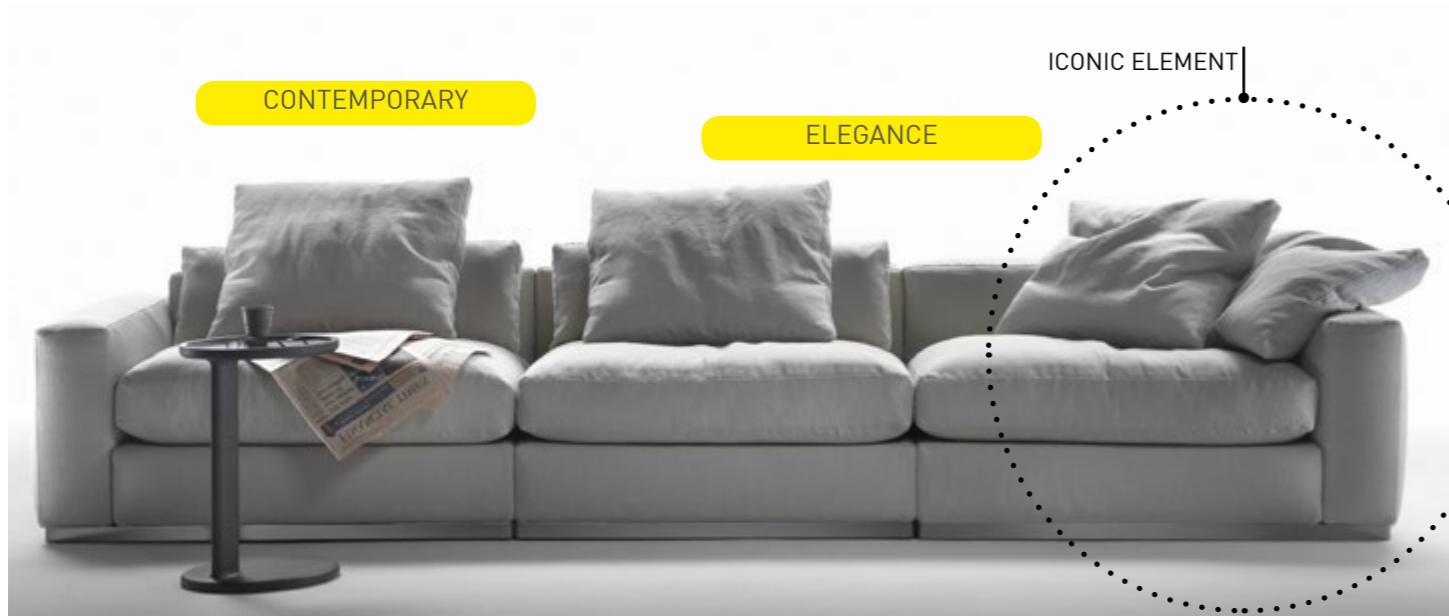
COMPLEX

ICONOGRAPHY - SOFAS

DESIGN CODE
ICONIC VALUE



SOFTDREAM
Flexform, Antonio Citterio, 2010



GROUND PIECE
Flexform, Antonio Citterio, 2001



ICONOGRAPHY - SOFAS

DESIGN CODE
ICONIC VALUE

SARTORIAL

ELEGANCE

ICONIC ELEMENT



RAFFLES
De Padova, Vico Magistretti, 1988

CLASSICAL

SOFT LANGUAGE



INNOVATIVE

ICONIC ELEMENT



HARD LANGUAGE

PRACTICAL



PARTY 1231
Zanotta, Gabriele Rosa, 2012

CONTEMPORARY



TEAM EXERCISES

TEAM EXERCISE N°1

MIA

Objective:

Understand the iconic values of products through product analysis

Methodology:

- 1) Identify the iconic element on the given products
- 2) Abinate the product keywords with the sofa in order to describe the most important characteristics
- 3) Identify with callouts 1 or 2 key aspects of the sofa that gives the product its personality

*KEYWORDS

ORGANIC

MINIMAL

SOFT LANGUAGE

GEOMETRICAL

HARD LANGUAGE

TECHNICAL

ELEGANCE

PRACTICAL

INNOVATIVE

CLASSICAL

SARTORIAL

CONTEMPORARY

COMPLEX

BOLD

TRADITIONAL

INDUSTRIAL

ICONOGRAPHY - SOFAS

DESIGN CODE
ICONIC VALUE



REDONDO
Moroso, Patricia Urquiola, 2000



TUFTY TIME
B&B, Patricia Urquiola, 2005



ICONOGRAPHY - SOFAS

DESIGN CODE
ICONIC VALUE



EXTRA WALL XL
Living Divani, Piero Lissoni, 2002



MISFITS
Moroso, Ron Arad, 2007



ICONOGRAPHY - SOFAS

DESIGN CODE
ICONIC VALUE



ARNE
B&B, Antonio Citterio, 2005



BEBOP
Poltrona Frau, Cini Boeri, 2010



ICONOGRAPHY - SOFAS

DESIGN CODE
ICONIC VALUE



UNDERCOVER
Zanotta, Anna Von Schewen, 2014



MARALUNGA
Cassina, Vico Magistretti, 1973



ICONOGRAPHY - SOFAS

DESIGN CODE
ICONIC VALUE



LC-3
Cassina, Le Corbusier, 1930



BOCCA
Gufra, Studio 65, 1970



ICONOGRAPHY - SOFAS

DESIGN CODE
ICONIC VALUE



GRAN TORINO
Poltrona Frau, Jean Marie Massaud, 2013



simple soft block

BOLTON
Poliform, Giuseppe Vigano, 2011



ICONOGRAPHY - SOFAS

DESIGN CODE
ICONIC VALUE



WILLIAM
Zanotta, Damian Williamson, 2015



LE BAMBOLE 07
B&B, Mario Bellini, 2007



ICONOGRAPHY - SOFAS

DESIGN CODE
ICONIC VALUE



DIECIS
B&B, Antonio Citterio, 1979



STANDARD,
Edra, Binfare, 2013



TEAM EXERCISE N°2

MIA

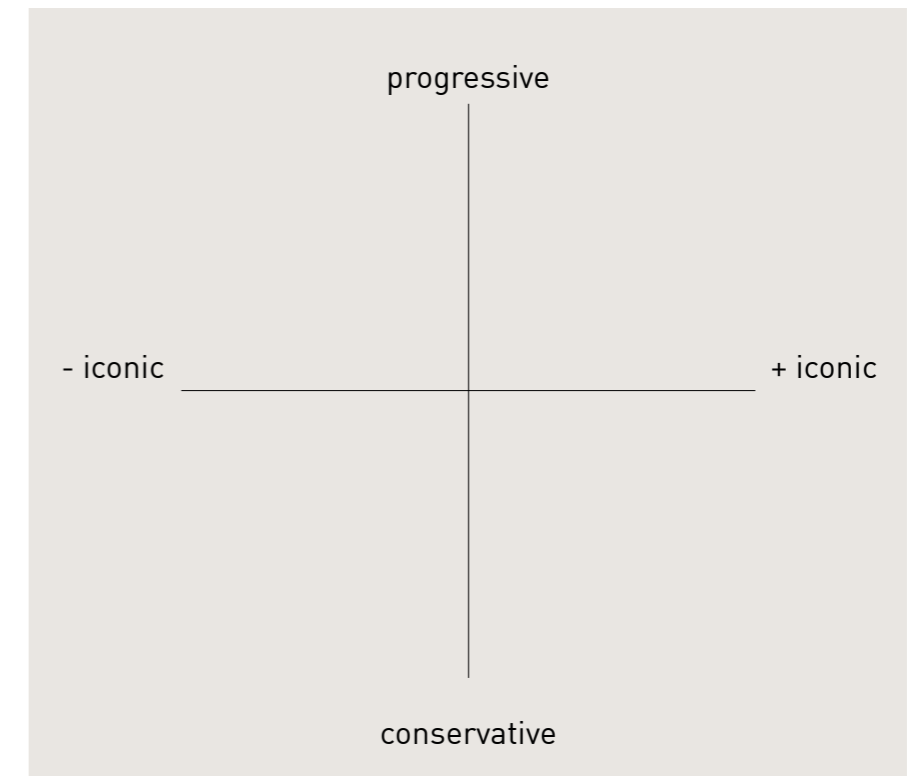
Objective:

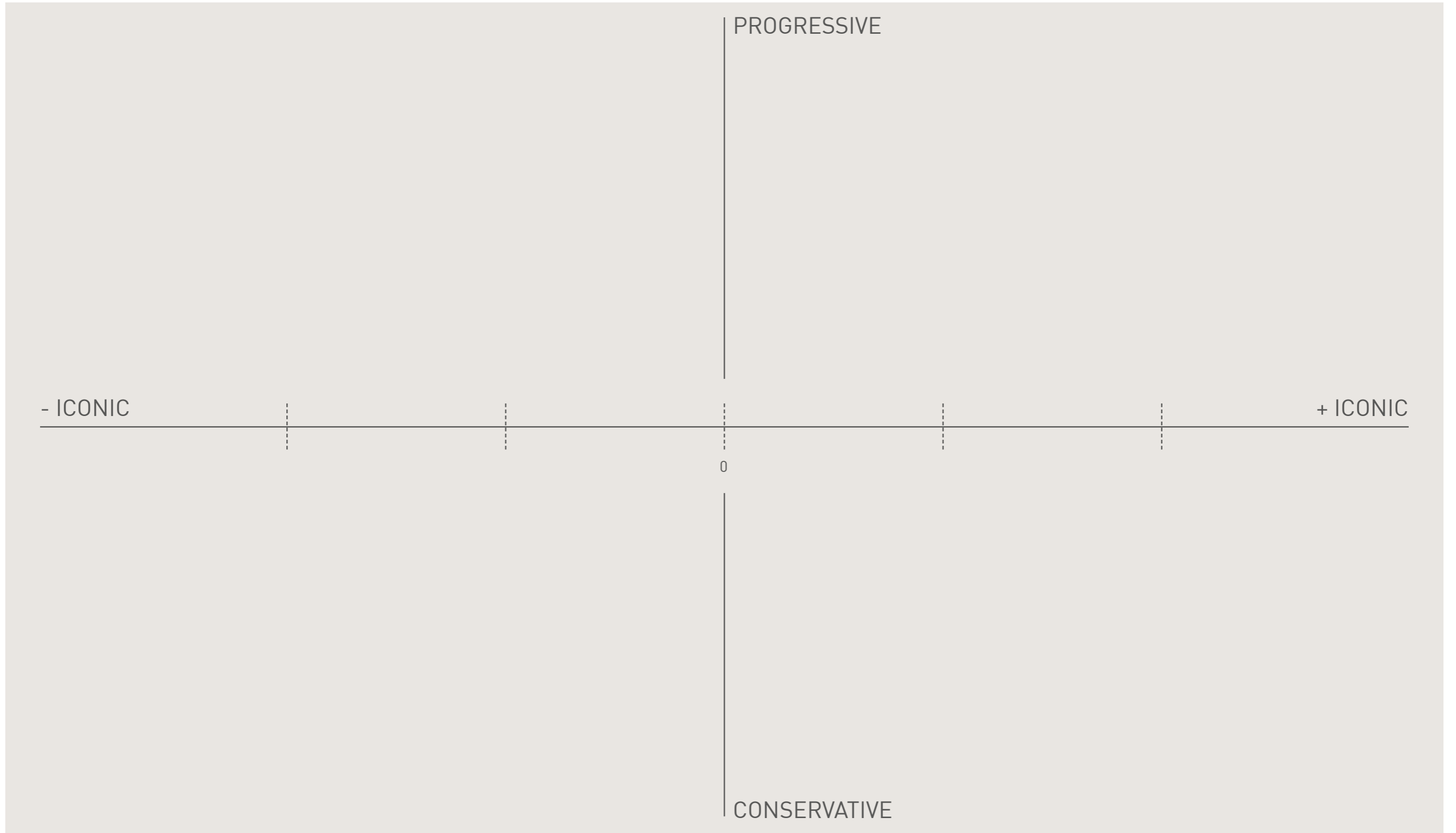
Understand the iconic values of products through product analysis

Methodology:

Throughout the use of an analytical matrix:

- 1) Map the selected products of the italian sofas class in terms of Iconicism and aesthetics code
- 2) Cluster the results.





EXERCISE INFORMATION



PARTY
Zanotta, Gabriele Rosa,2012



REDONDO
Moroso, Patricia Urquiola,2000



DIESIS
B&B, Antonio Citterio,1979



ARNE
B&B, Antonio Citterio,2005



LC-3
Cassina, Le Corbusier



MISFITS
Moroso, Ron Arad,2007



BOLTON
Poliform, Giuseppe Vigano,2011



LE BAMBOLE 07
B&B, Mario Bellini,2007



CHARLES
B&B, Antonio Citterio,1997



MARALUNGA
Cassina, Vico Magistretti



BEBOP
Poltrona Frau, Cini Boeri,2010



GRAN TORINO
Poltrona Frau, Jean Marie Massaud,2013



RAFFLES
De Padova, Vico Magistretti,1988



EXTRA WALL XL
Living Divani, Piero Lissoni,2002



STANDARD,
Edra, Binfare,2013



UNDERCOVER
Zanotta, Anna Von Schewen,2014



WILLIAM
Zanotta, Damian Williamson,2010



BOCCA
Gufam, Studio 65,1970



HAMILTON
Minotti, R. Dordoni,2003



TUFTY TIME
B&B, Patricia Urquiola,2005

TEAM EXERCISE N°3

MIA

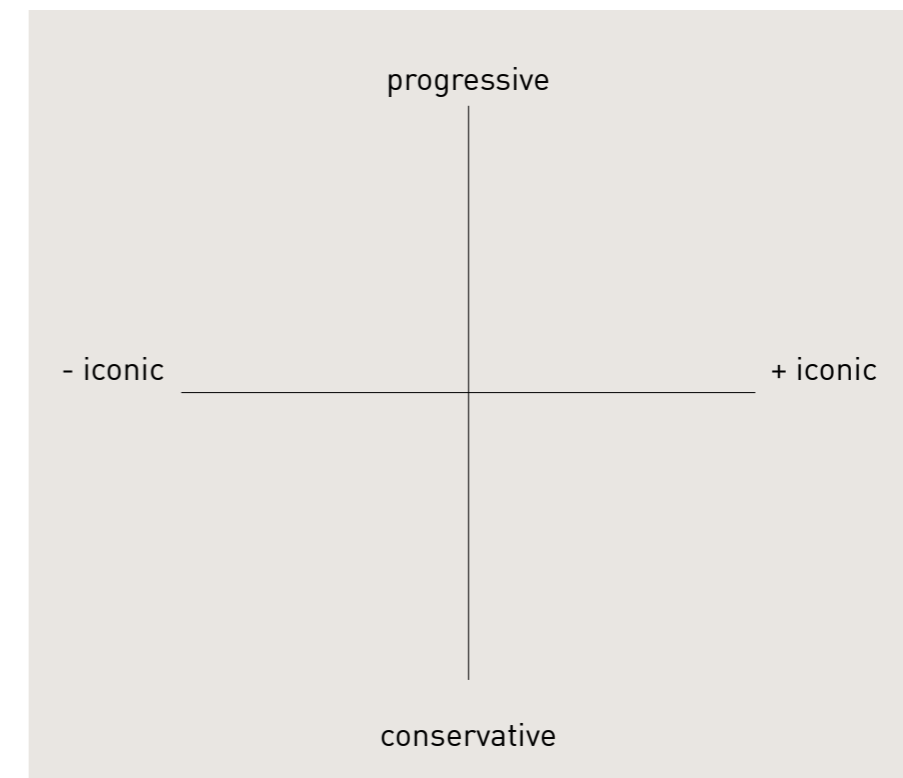
Objective:

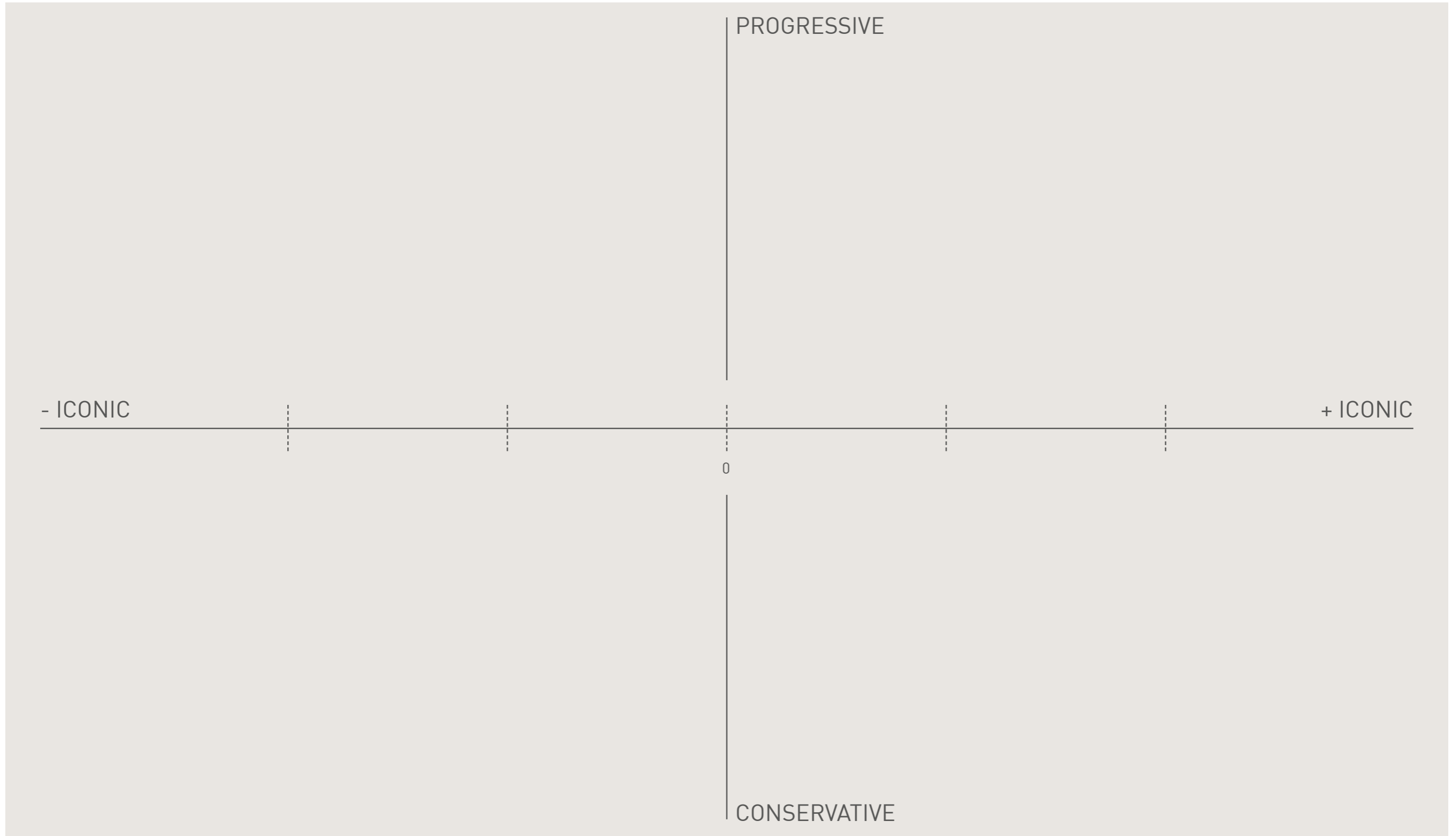
Understand the iconic values of products through product analysis

Methodology:

Throughout the use of an analytical matrix:

- 1) Place in the matrix of exercise n°1 the selected products of the Italian fashion bags in terms of Iconicism and aesthetics code
- 2) Compare the results with Exercise n°1. Identify similarities between the brands in furniture and fashion.
- 3) Be prepared to comment your maps .





EXERCISE INFORMATION



Costume National



Moschino



Armani Collezioni



PEEKABOO Fendi



BAGONGHI Roberta di Camerino



BAMBOO Gucci



TRUNK Marni



Roberto Cavalli



Bulgari



Versace



INTRECCIATO Bottega Veneta



ZAINETTO Prada



BAGUETTE Fendi



Valentino



Salvatore Ferragamo



Missoni



MISS SICILY Dolce & Gabbana



JACKIE Gucci



Emilio Pucci



Alberta Ferretti

ICONOGRAPHY - BAGS

ICONOGRAPHY - BAGS

ITALIAN BRANDS

IT BAGS



PEEKABOO
Fendi



BAGONGHI
Roberta di Camerino



BAMBOO
Gucci



INTRECCIATO
Bottega Veneta



ZAINETTO
Prada



BAGUETTE
Fendi

ICONOGRAPHY - BAGS

ITALIAN BRANDS

IT BAGS



Costume National



Moschino



Armani Collezioni



Roberto Cavalli



Bulgari



Versace

ICONOGRAPHY - BAGS

ITALIAN BRANDS

BAGS



Salvatore Ferragamo



Valentino



Missoni



Alberta Ferretti



Emilio Pucci

ICONOGRAPHY - BAGS

ITALIAN BRANDS

IT BAGS



MISS SICILY
Dolce & Gabbana



JACKIE
Gucci



TRUNK
Marni