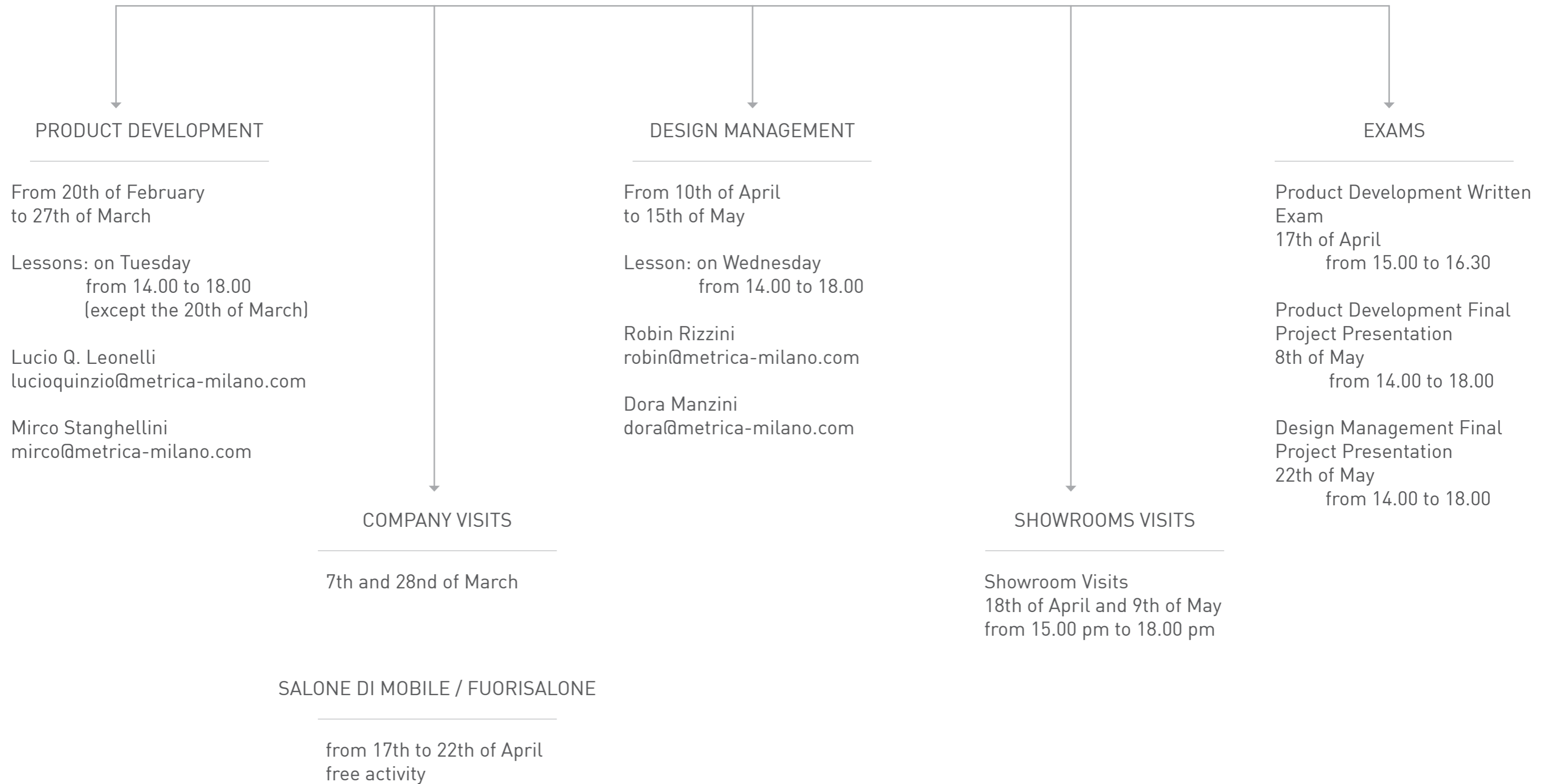


CORSO DI LAUREA MAGISTRALE IN
ECONOMIA AZIENDALE E MANAGEMENT

DESIGN MANAGEMENT

Course Introduction

DESIGN MANAGEMENT



CORSO DI LAUREA MAGISTRALE IN
ECONOMIA AZIENDALE E MANAGEMENT

DESIGN MANAGEMENT

Course Presentation

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
20.02.2018	Market Analysis	Market Definition Market Segmentation Market Mapping	Outdoor Market	Theory	Teamwork	Presentation Theory	Mapping of Italian Upholstery Market
27.02.2018	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)
06.03.2018	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
13.03.2018	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)
27.03.2018	Product Strategy	Product Development Brief Definition	Office Case and Analysis (Contract)	Homework Review Theory	Theory Teamwork	Presentation Theory	Office Case and Analysis (Contract)
17.04.2018	Exam Session	Written Exam					
08.05.2018	Exam Session	Group Project Presentation					

DESIGN MANAGEMENT

COURSE SCHEDULE
DESIGN MANAGEMENT

SESSION1 10.04.2018	SESSION 2 24.04.2018	SESSION 3 02.05.2018	SESSION 4 15.05.2018	SESSION 5 22.05.2018
Brief Presentation	Theory	Theory	Theory	
MIA Analysis Sofas	MIA Analysis Chairs and Tables	MIA Analysis Day & Night Systems	MIA Analysis Bathroom Furniture	
MIA Application Sofas	MIA Application Chairs and Tables	MIA Application Day & Night Systems	MIA Application Bathroom Furniture	
Brief Definition and MIA Model Report	MIA Model Report	MIA Model Report	MIA Model Report	Final Exam Session

DESIGN MANAGEMENT

COURSE DELIVERY

Tools and Concept

Case and Study

Presentation and Debate

COURSE ETIQUETTE

COURSE EVALUATION

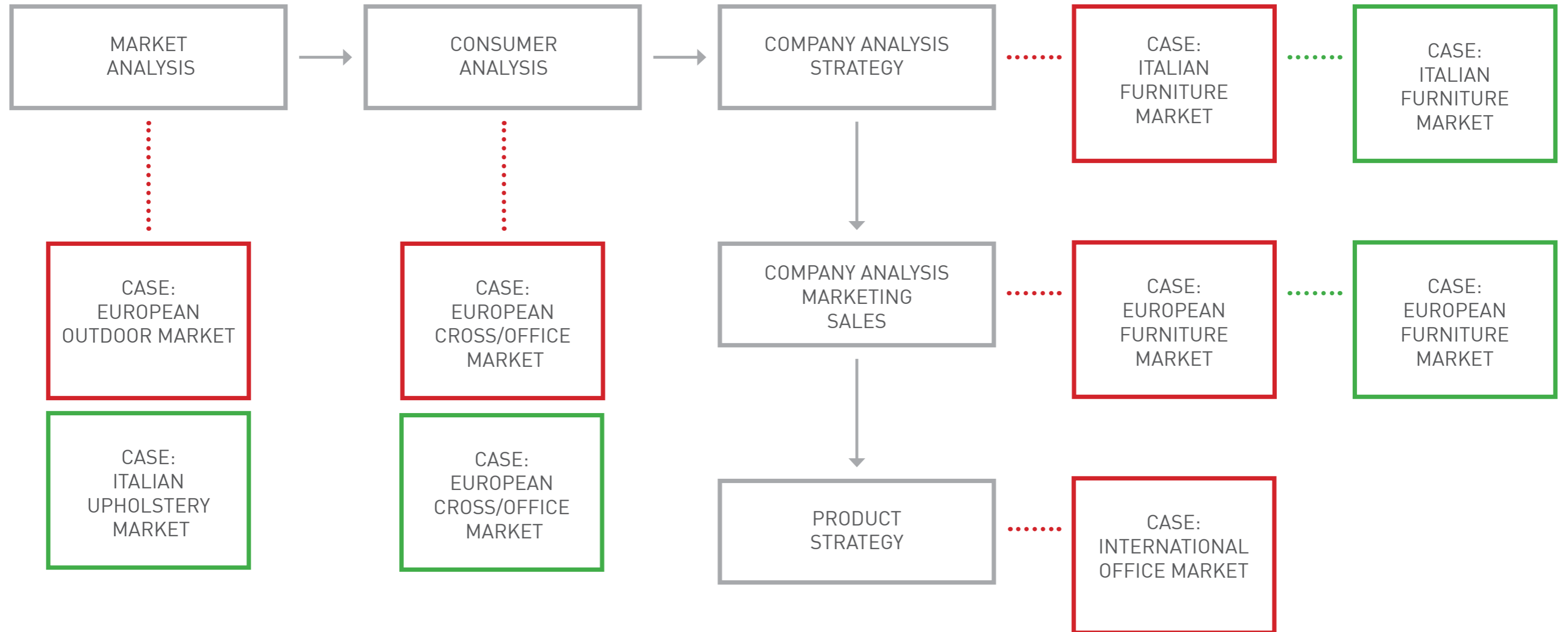
CORSO DI LAUREA MAGISTRALE IN
ECONOMIA AZIENDALE E MANAGEMENT

DESIGN MANAGEMENT

Course Structure

DESIGN MANAGEMENT

COURSE OVERVIEW



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Chapter 3 - page 46-71
Chapter 4 - page 77-111
Chapter 5 - page 117-146

PRINCIPLES OF MARKETING
by Kotler, Philip and Armstrong, Gary
Chapter 1 - page 26-86
Chapter 2 - page 90-188
Chapter 3 - page 215-282
Chapter 4 - page 548-594

OPTIONAL READINGS:

MADE IN ITALY - STORIA DEL DESIGN ITALIANO
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by Robert G. Cooper,
Basic Books, 2011
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Chapter 4 - page 83-119

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by Lawson S.,
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Chapter 1 - page 14-82

CORSO DI LAUREA MAGISTRALE IN
ECONOMIA AZIENDALE E MANAGEMENT

DESIGN MANAGEMENT

Lesson 1 - Part 1

DESIGN MANAGEMENT

20th of February

MARKET
ANALYSIS



MARKET
DEFINITION

MARKET
SEGMENTATION

MARKET
MAPPING

READINGS

20th of February

VOLBERDA
STRATEGIC MANAGEMENT:
COMPETITIVENESS AND GLO-
BALIZATION



CHAPTER 1
P. 5-37

CHAPTER 2
P. 51-84

CZINKOTA
INTERNATIONAL MARKETING



CHAPTER 2
P. 27-43

CHAPTER 3
P. 46-73

CHAPTER 4
P. 77-112

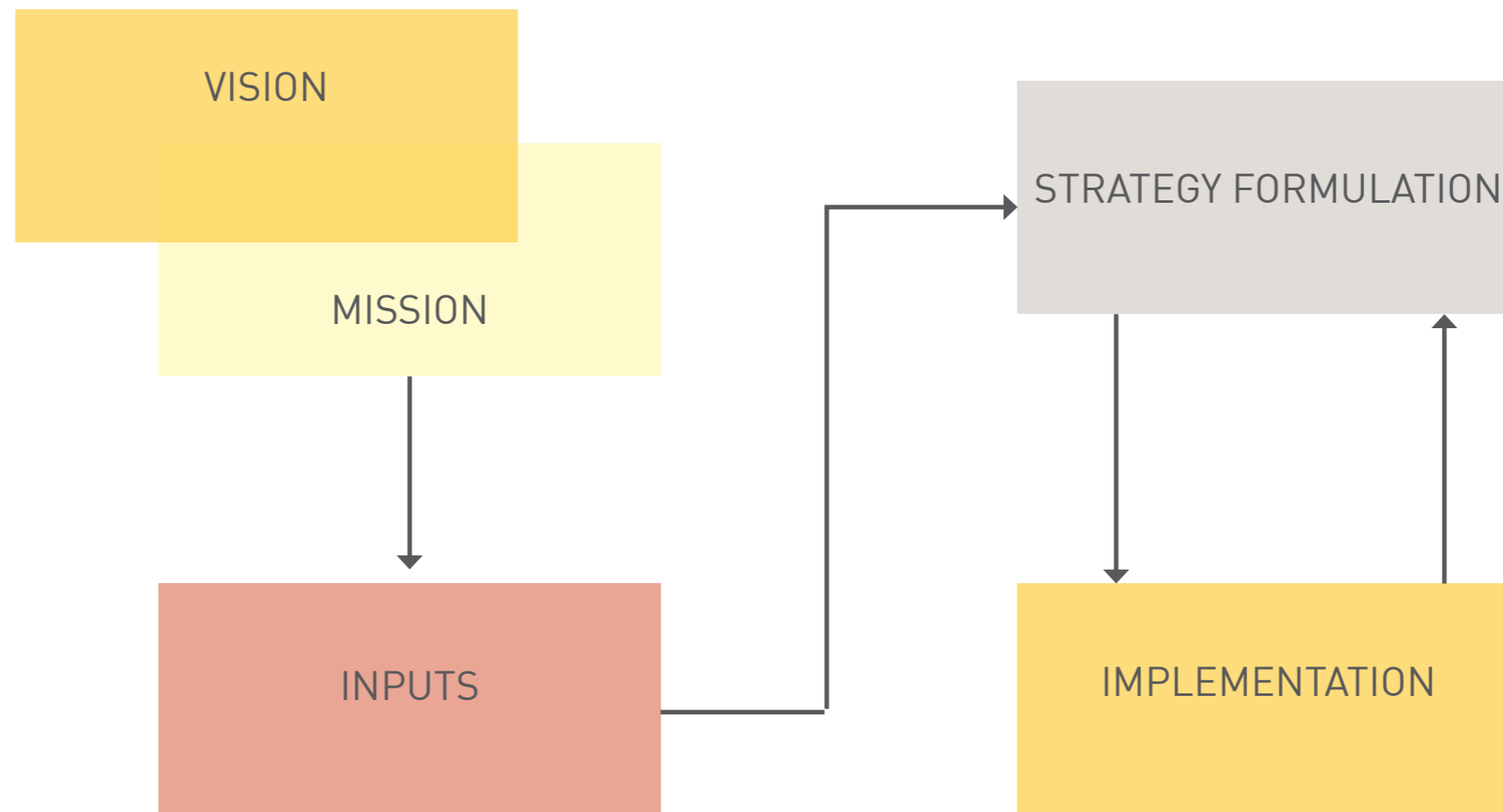
CHAPTER 5
P. 117-144

KEY MESSAGES

1. YOU DO NOT DESIGN PRODUCTS IN A VACUUM.

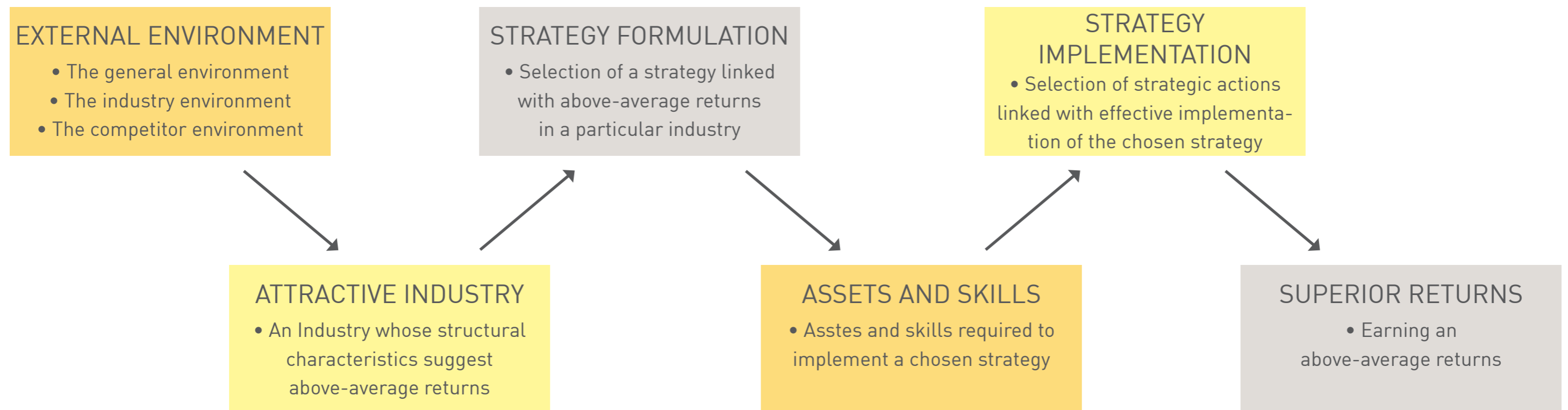
MARKET ANALYSIS

THE STRATEGIC MANAGEMENT PROCESS



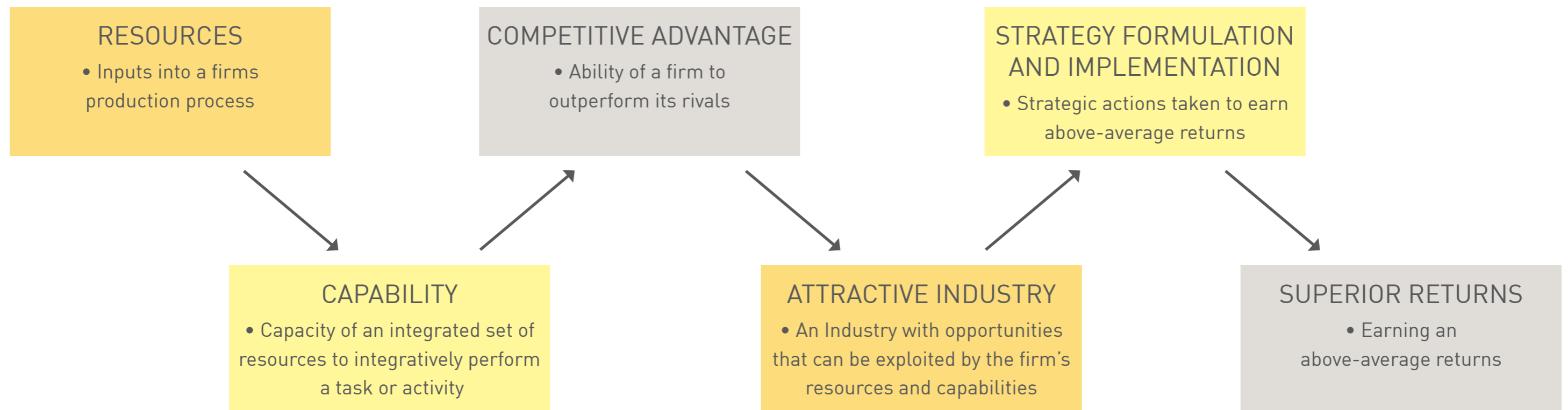
MARKET ANALYSIS

THE I/O MODEL OF ABOVE AVERAGE RETURNS



MARKET ANALYSIS

THE RESOURCE-BASED MODEL OF ABOVE-AVERAGE RETURNS



MARKET ANALYSIS

CONSULTING TOOLS

SWOT ANALYSIS

LEARNING AND EXPERIENCE CURVE

LIFE CYCLE

BREAK-EVEN

5 FORCES (PORTER ANALYSIS)

ANSOFF MATRIX

BCG MATRIX

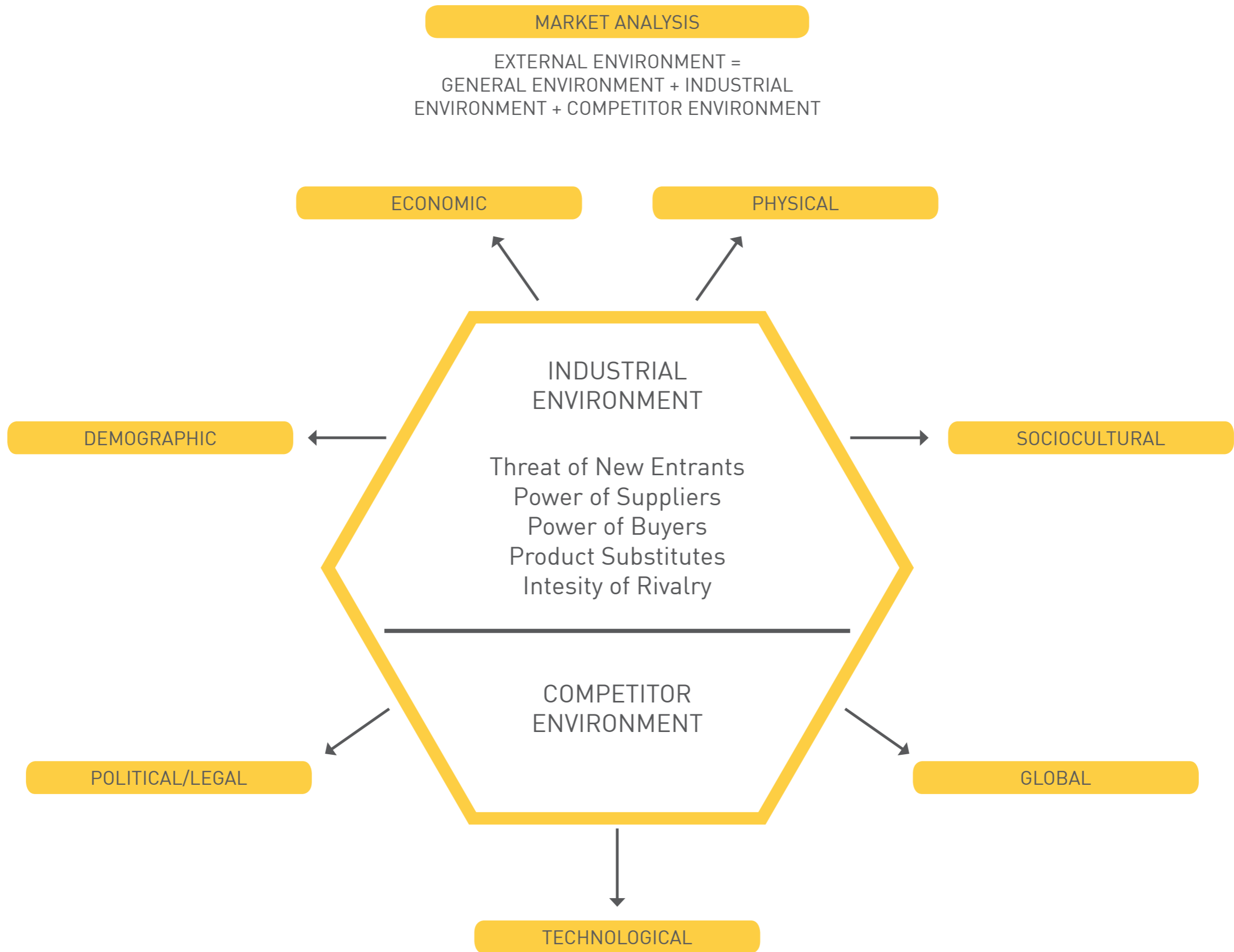
BALANCE FORECARD

SCENARIO PLANNING

KNOWLEDGE AND K-FLOW

ORGANIZATIONAL CHANGE

CULTURE AND STAKEHOLDER



MARKET ANALYSIS

GENERAL ENVIRONMENT SEGMENTS AND ELEMENTS

DEMOGRAPHIC SEGMENT	<ul style="list-style-type: none"> • Population size • Age structure • Geographic distribution 	<ul style="list-style-type: none"> • Ethnic mix • Income distribution
ECONOMIC SEGMENT	<ul style="list-style-type: none"> • Inflation rates • Interest rates • Trade deficits or surpluses • Budget deficits or surpluses 	<ul style="list-style-type: none"> • Personal savings rate • Business savings rate • Gross domestic product
POLITICAL/LLEGAL SEGMENT	<ul style="list-style-type: none"> • Antitrust laws • Taxation laws • Deregulation philosophies 	<ul style="list-style-type: none"> • Labour training laws • Educational philosophies and policies
SOCIOCULTURAL SEGMENT	<ul style="list-style-type: none"> • Women in workforces • Workforce diversity • Attitudes about the quality of work life 	<ul style="list-style-type: none"> • Concerns about the environment • Shifts in work and career preferences • Shifts in preferences regarding product and service characteristics
TECHNOLOGICAL SEGMENT	<ul style="list-style-type: none"> • Product innovations • Applications of knowledge 	<ul style="list-style-type: none"> • Focus of private and government-supported R&D expenditures • New communication technologies
GLOBAL SEGMENT	<ul style="list-style-type: none"> • Important political events • Critical global markets 	<ul style="list-style-type: none"> • Newly industrialized countries • Different cultural and institutional attributes
PHYSICAL ENVIRONMENT SEGMENT	<ul style="list-style-type: none"> • Natural resources (finite supply) • Sustainable Technologies • Advocacy groups 	<ul style="list-style-type: none"> • Increasing demand (conflicts of interests) • Waste reduction • Environmental risk management

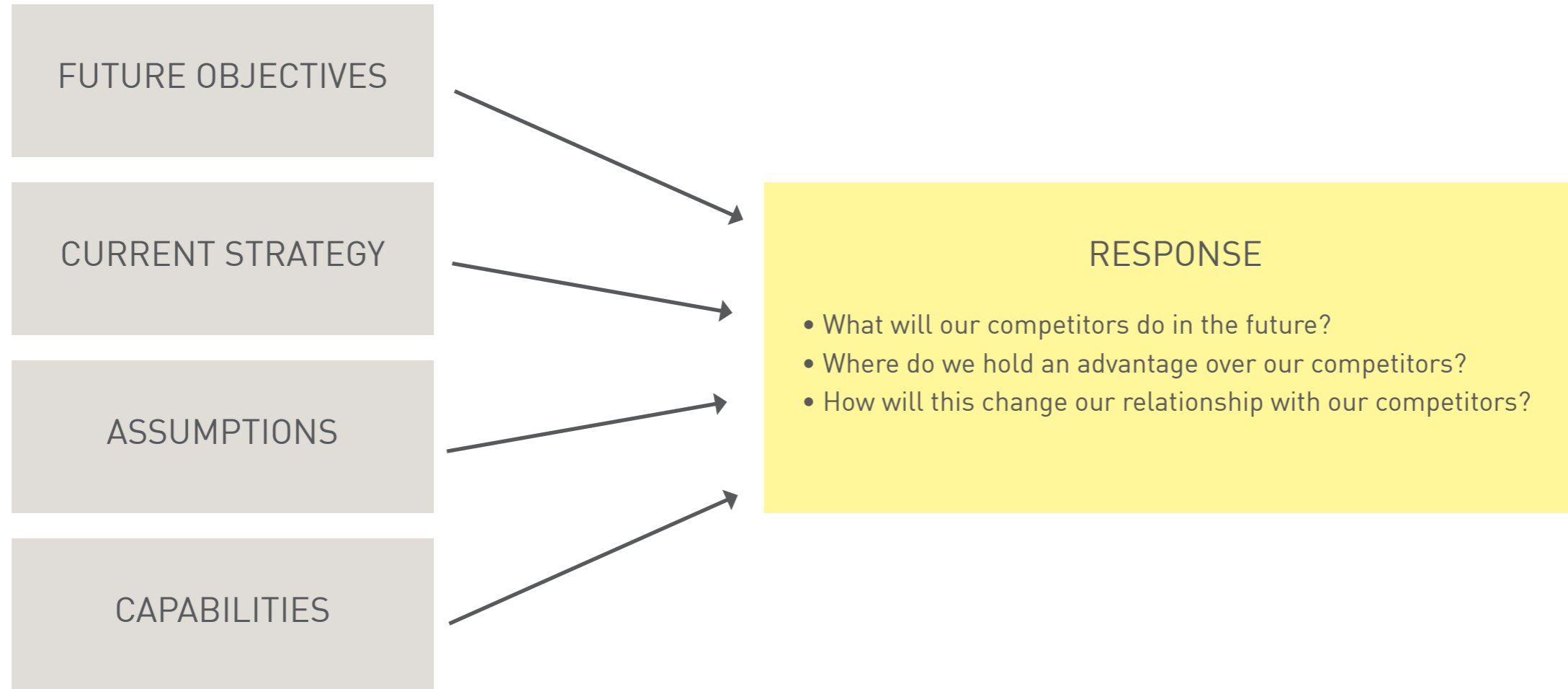
MARKET ANALYSIS

5 FORCES OF COMPETITION MODEL



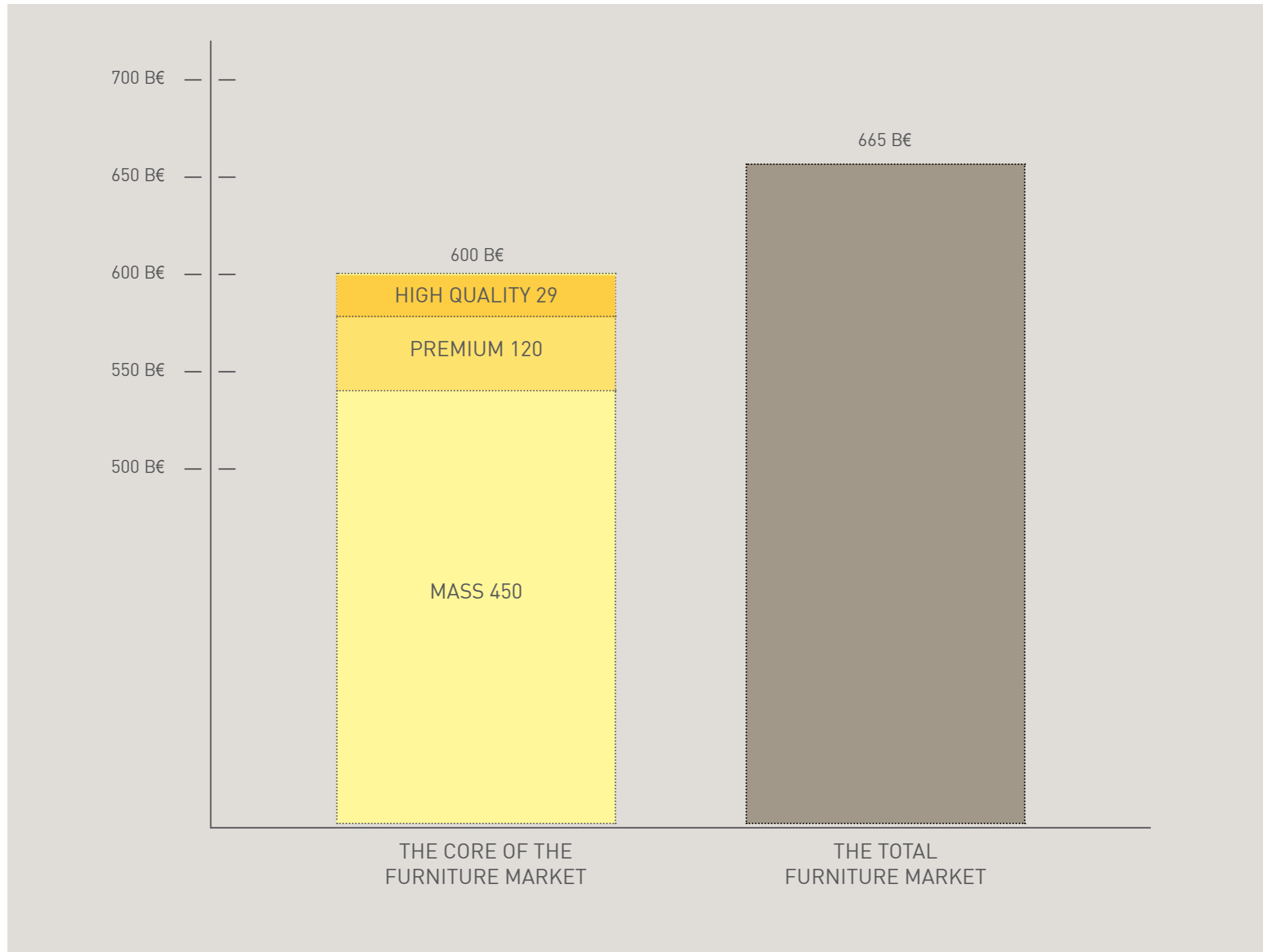
COMPETITOR ANALYSIS

INDUSTRIAL ENVIRONMENT
(ANALYSIS)



MARKET ANALYSIS

CORE OF THE FURNITURE MARKET
(2014)



MARKET ANALYSIS

CORE OF THE FURNITURE MARKET
(2014)



≈ 29
≈ 5%
HIGH QUALITY DESIGN



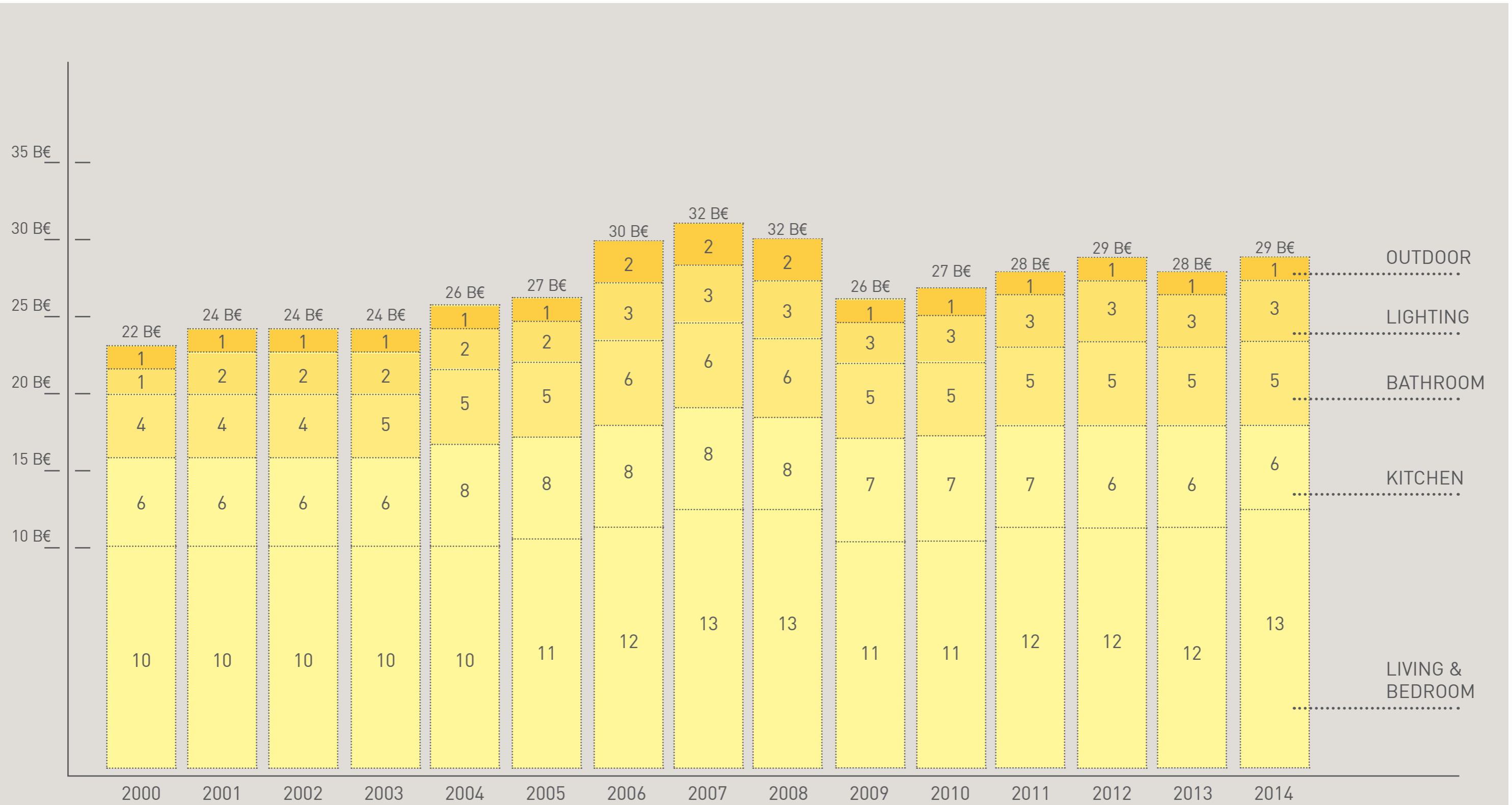
≈ 120
≈ 20%
PREMIUM BRANDED



≈ 450
≈ 75%
MASS/LOW-END

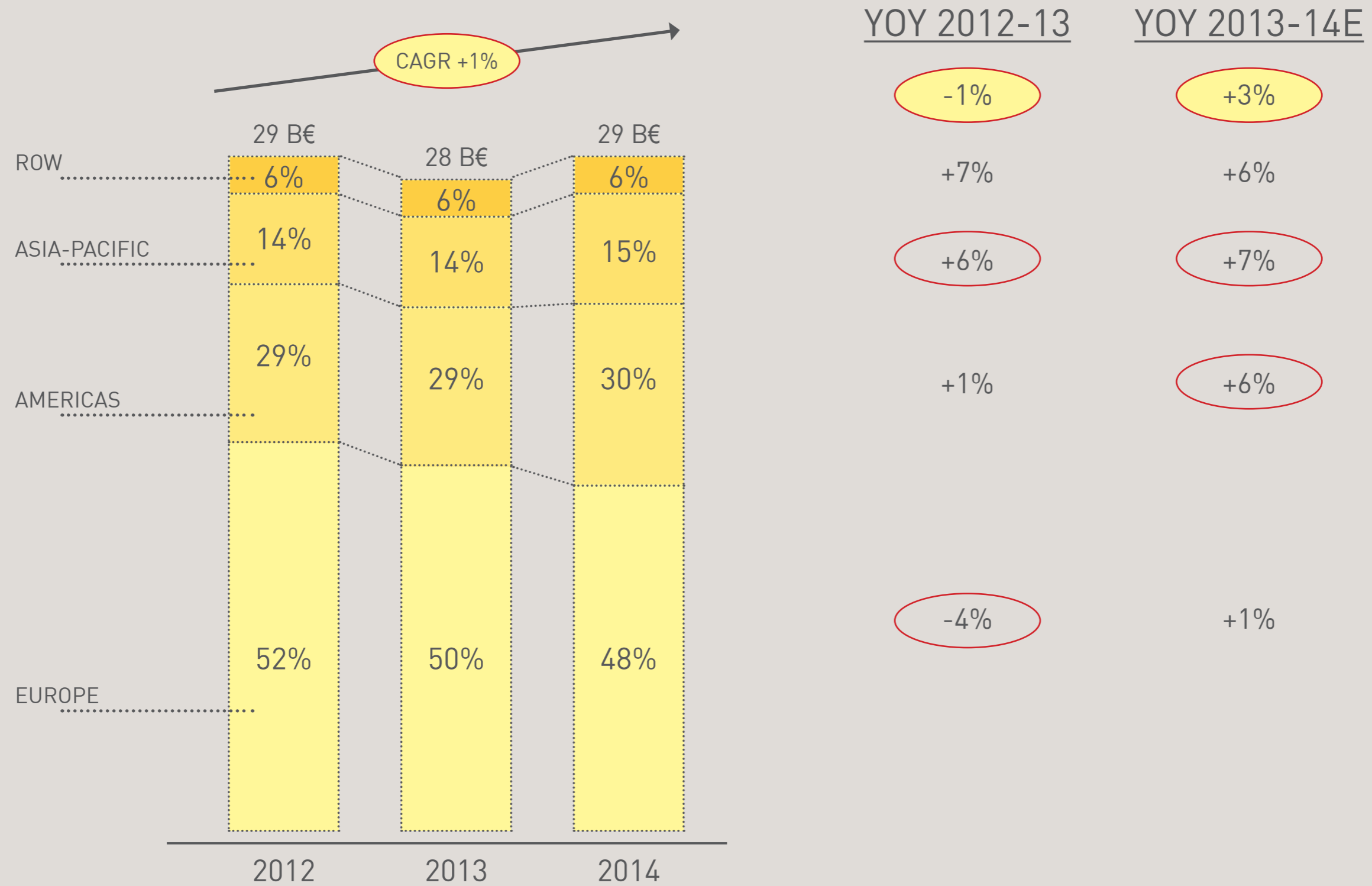
MARKET ANALYSIS

GROWTH OF HIGH QUALITY DESIGN MARKET PER CATEGORY



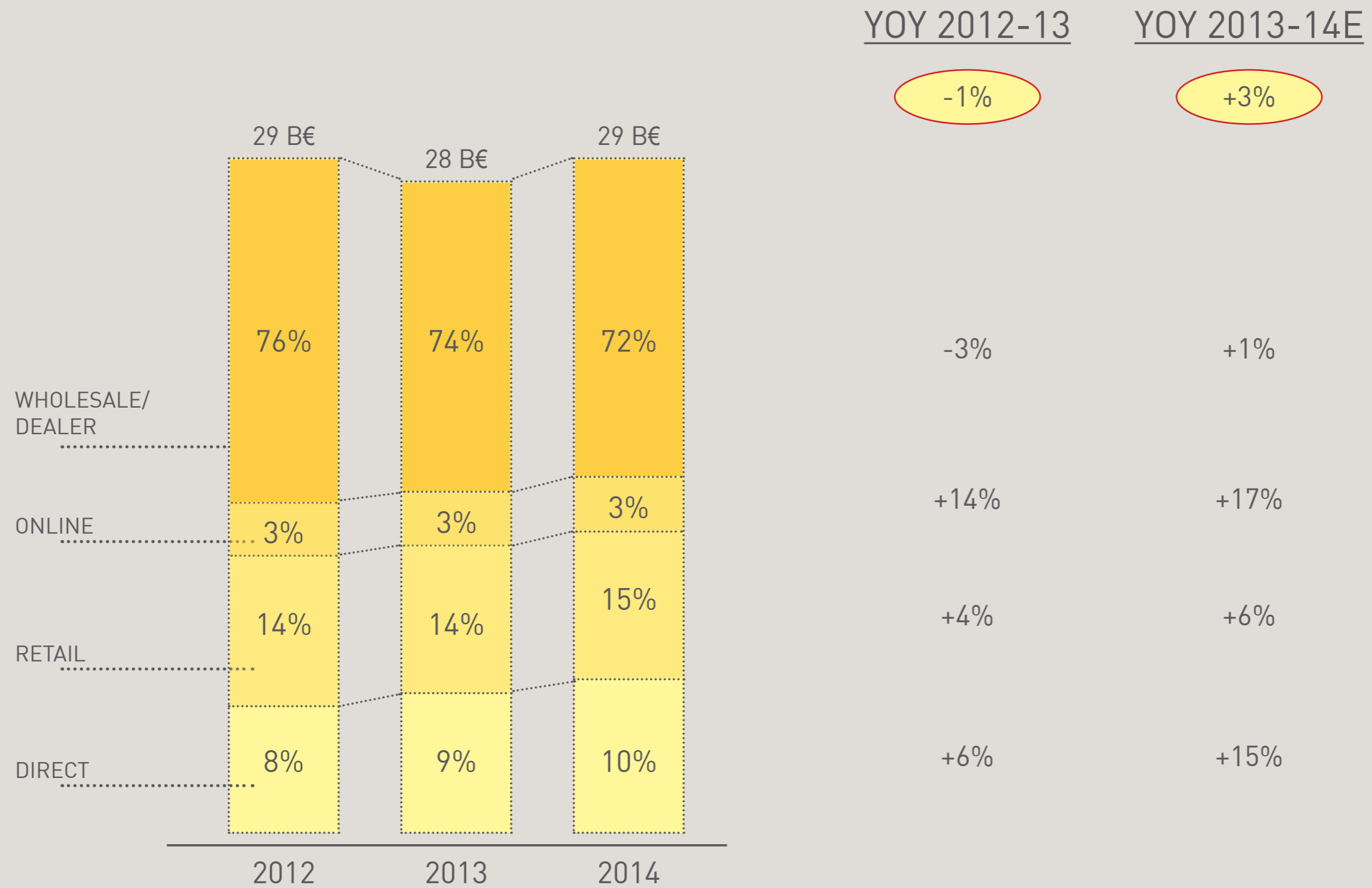
MARKET ANALYSIS

GROWTH OF HIGH QUALITY DESIGN MARKET
BY GEOGRAPHY
(2012-14E)



MARKET ANALYSIS

HIGH QUALITY DESIGN MARKET
BY MARKET
(2012-14)



MARKET ANALYSIS

IN-CLASS CASE AND EXERCISE

THE OUTDOOR MARKET:

enclosed a selection of data

- Segment the market, extrapolate trends, identify characteristics - in detail find answers to the following questions:
 - Is it a large and attractive market?
 - Which segment in terms of product result interesting?
 - Which segments in terms of geography result interesting?
 - Which segments in terms of channel result interesting?
 - Is it a highly competitive market?

Be prepared to argument your opinion.

Outdoor Living Market Size per Country (2013)



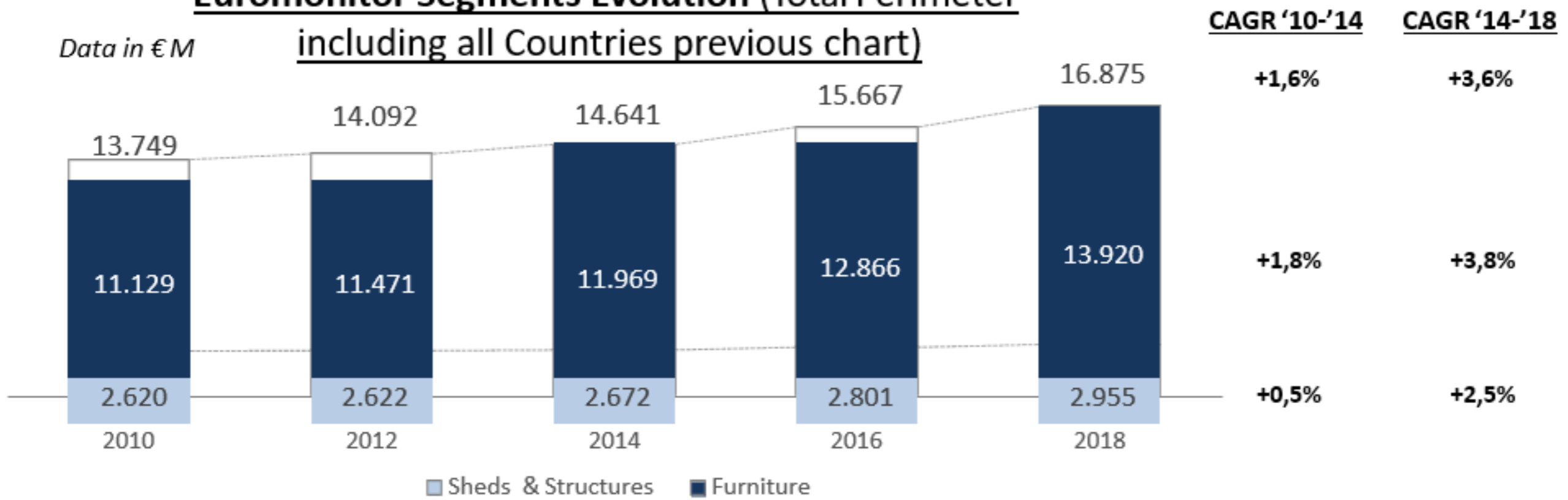
Outdoor: Industry segmentation



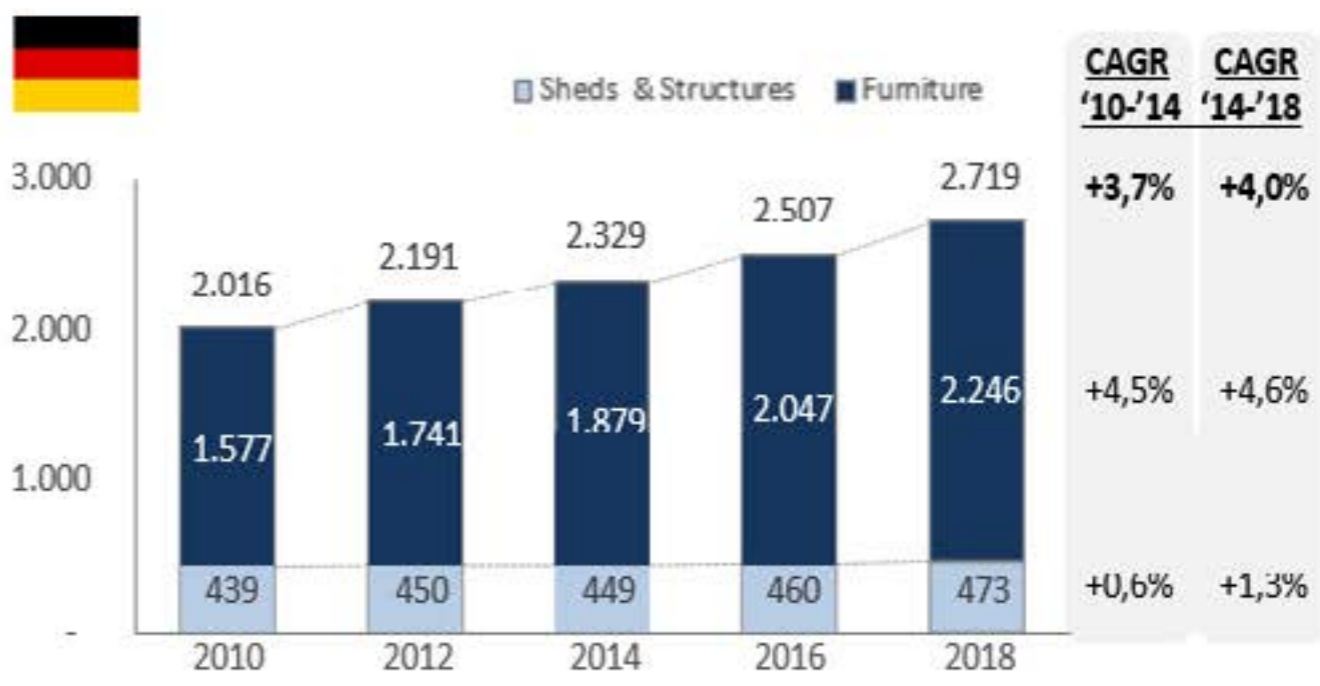
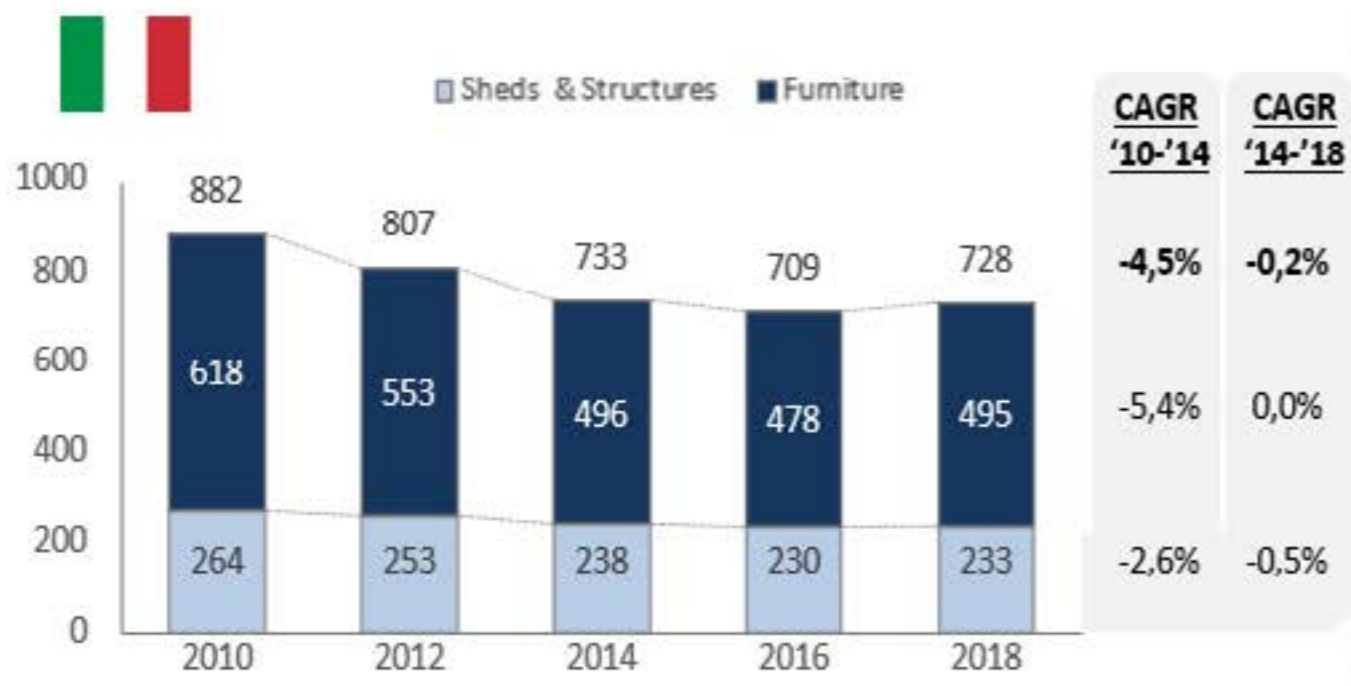
Segments - Market Size and Trends
Outdoor

Euromonitor Segments Evolution (Total Perimeter including all Countries previous chart)

Data in € M

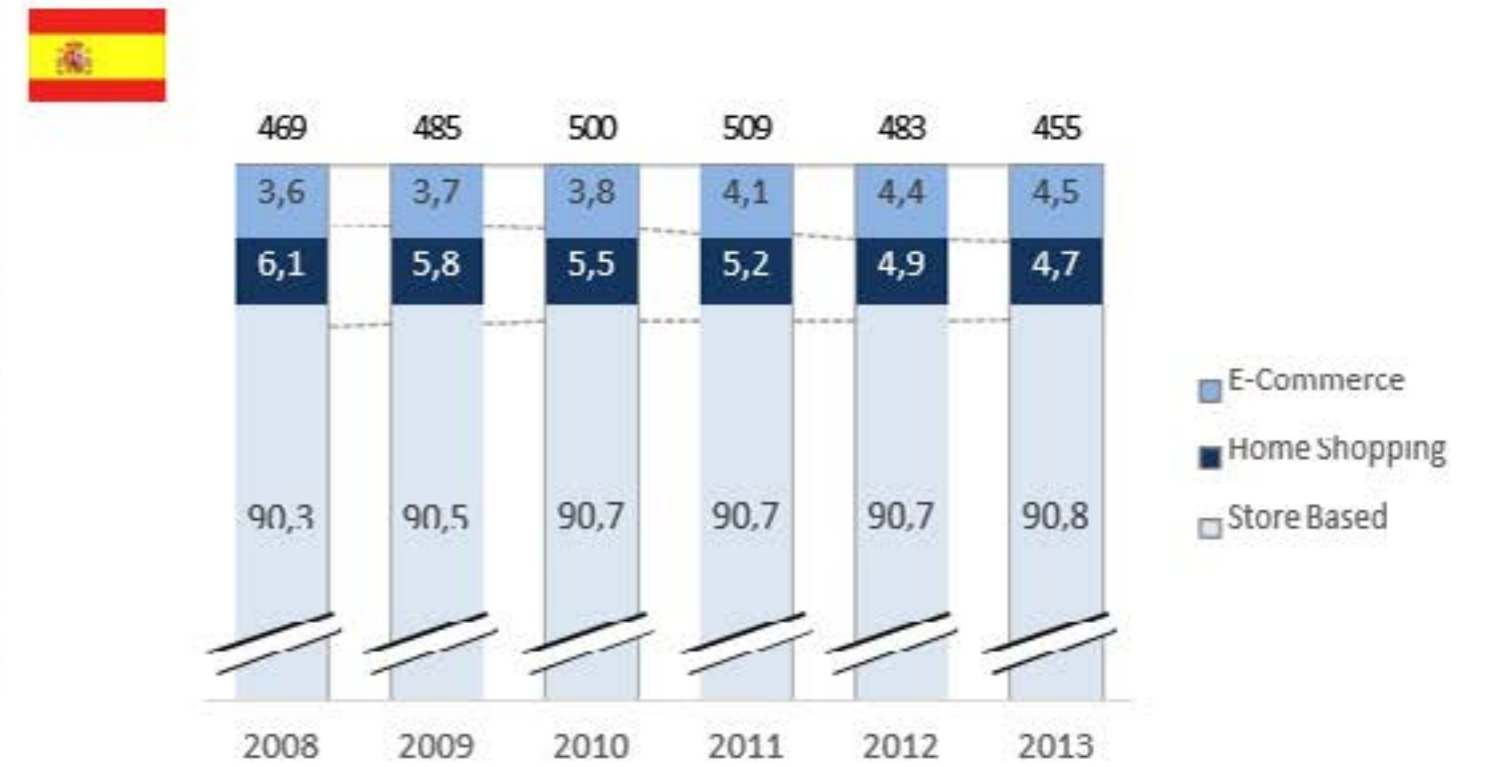
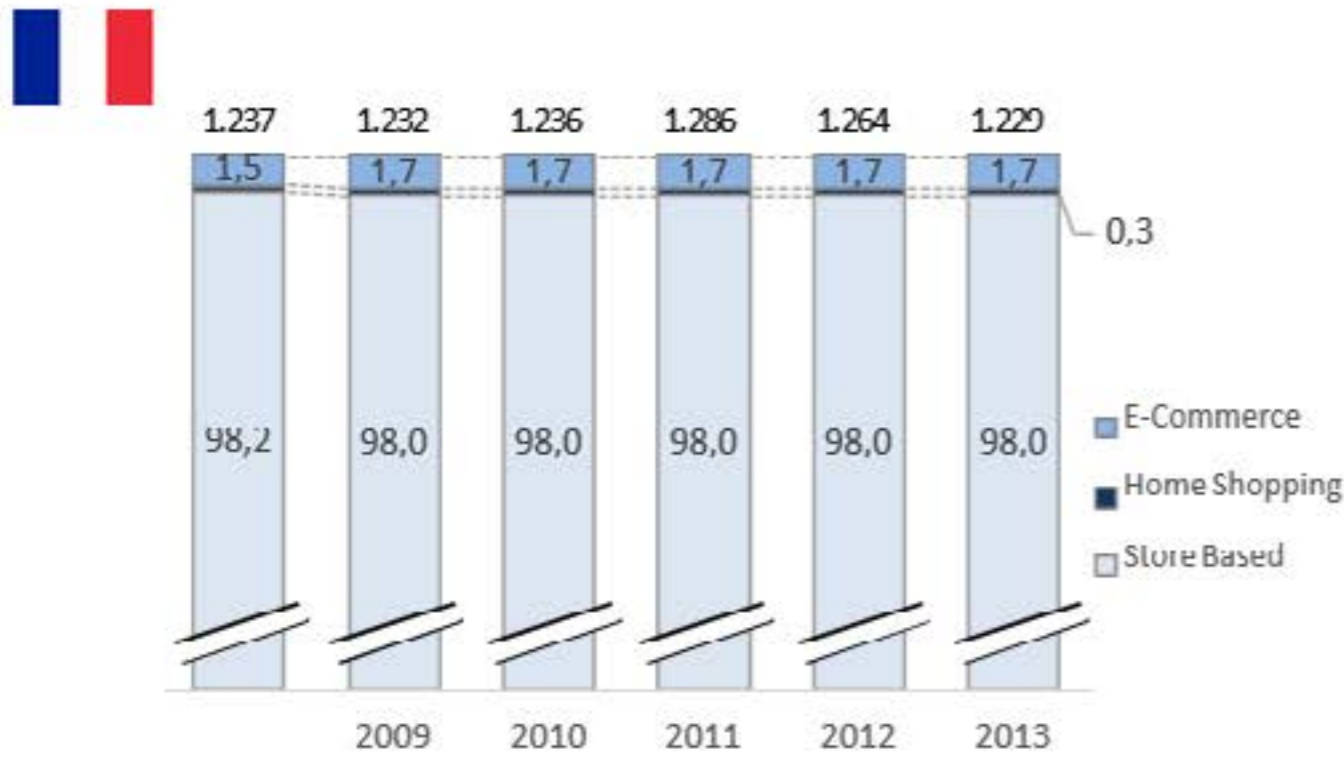
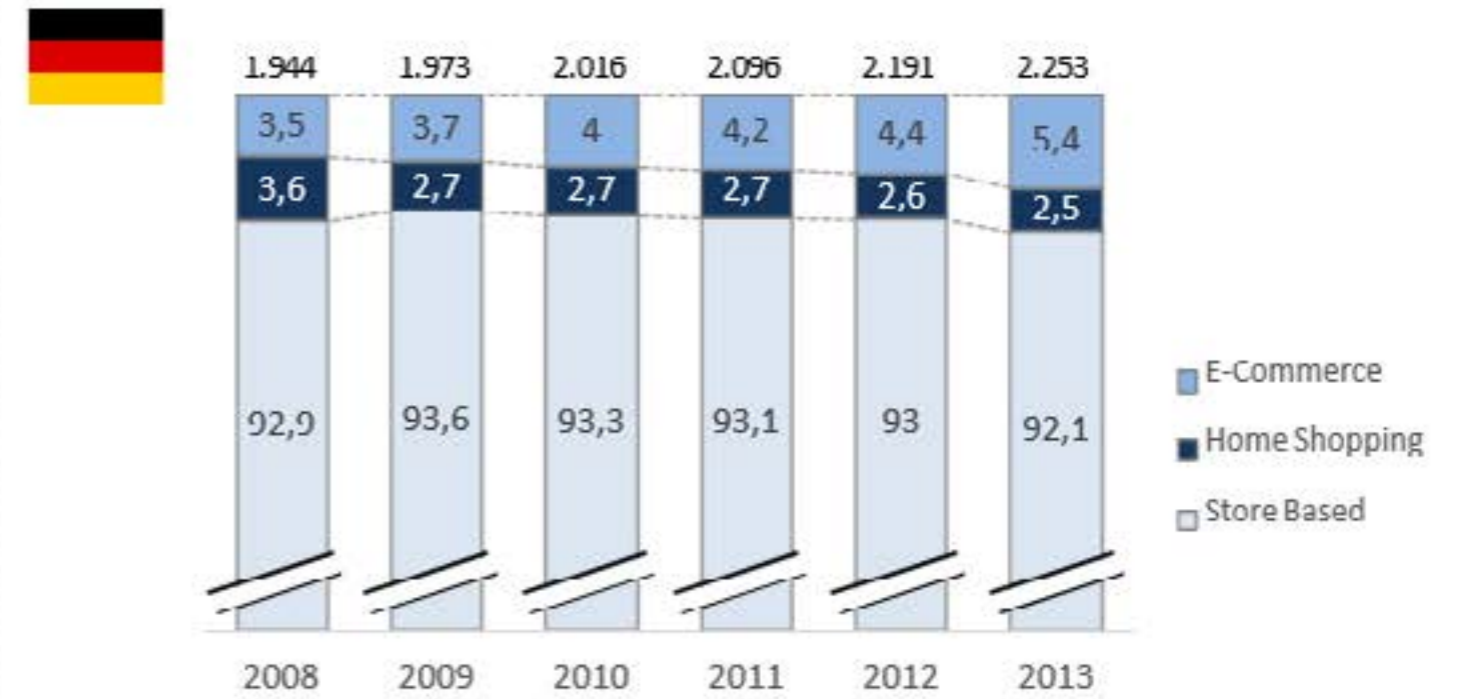
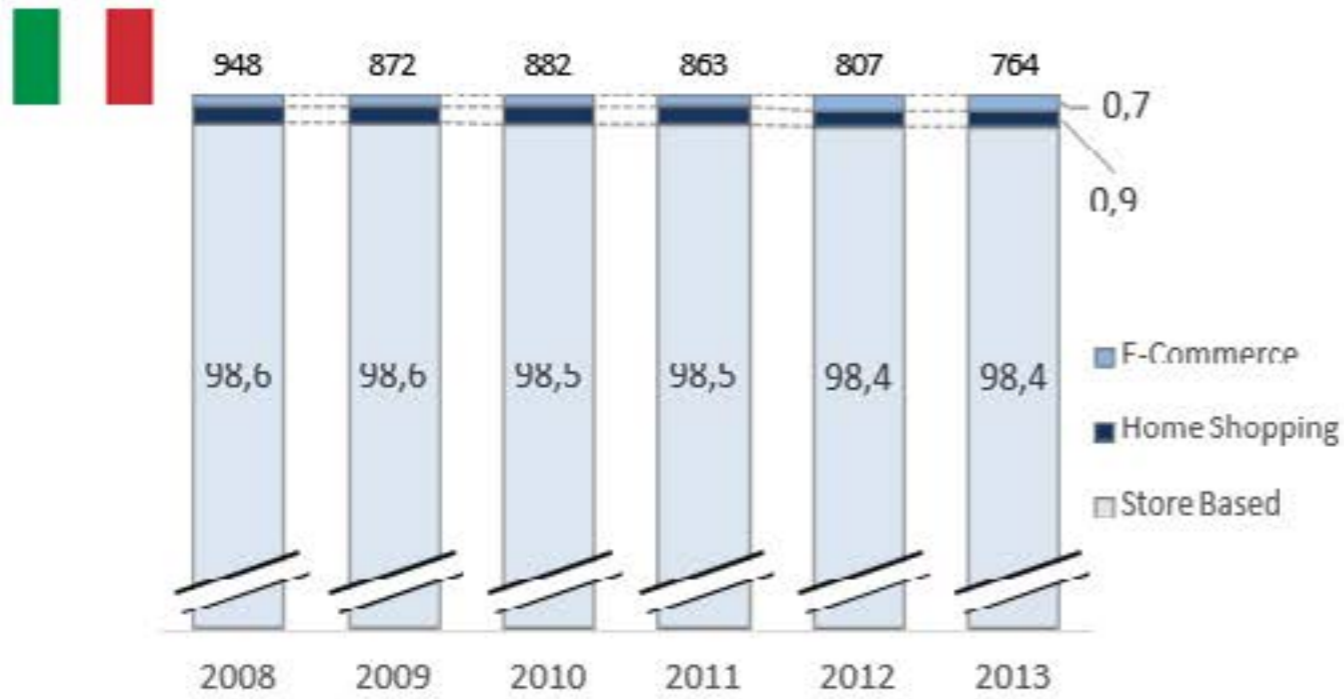


West EU Countries - Product Mix



Data in € M

West EU Countries - Channels Size and Trend

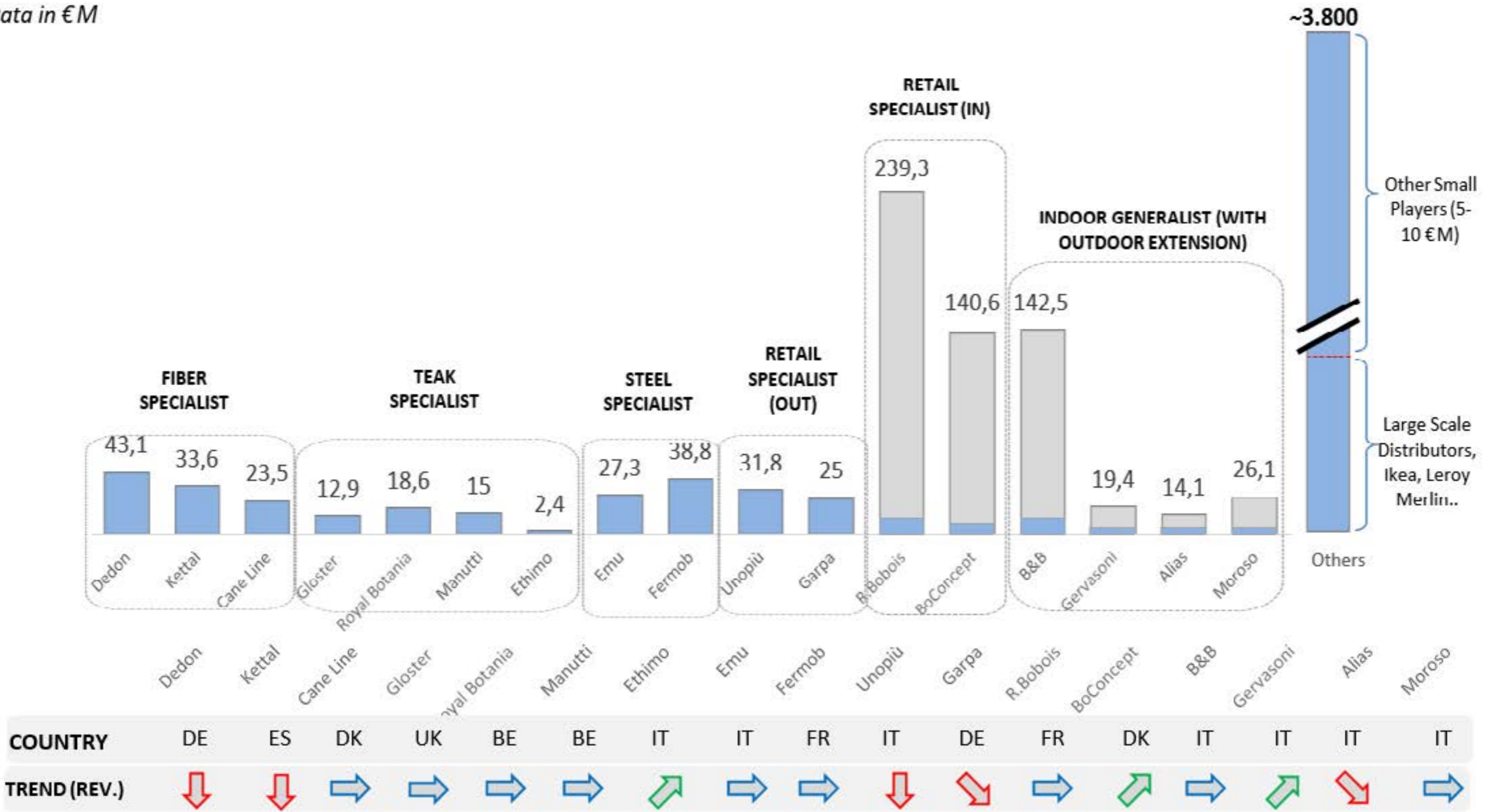


Data in M

Players Economic Performance Outdoor

(five seaters)

Data in €M



CORSO DI LAUREA MAGISTRALE IN
ECONOMIA AZIENDALE E MANAGEMENT

DESIGN MANAGEMENT

Lesson 1 - Part 2

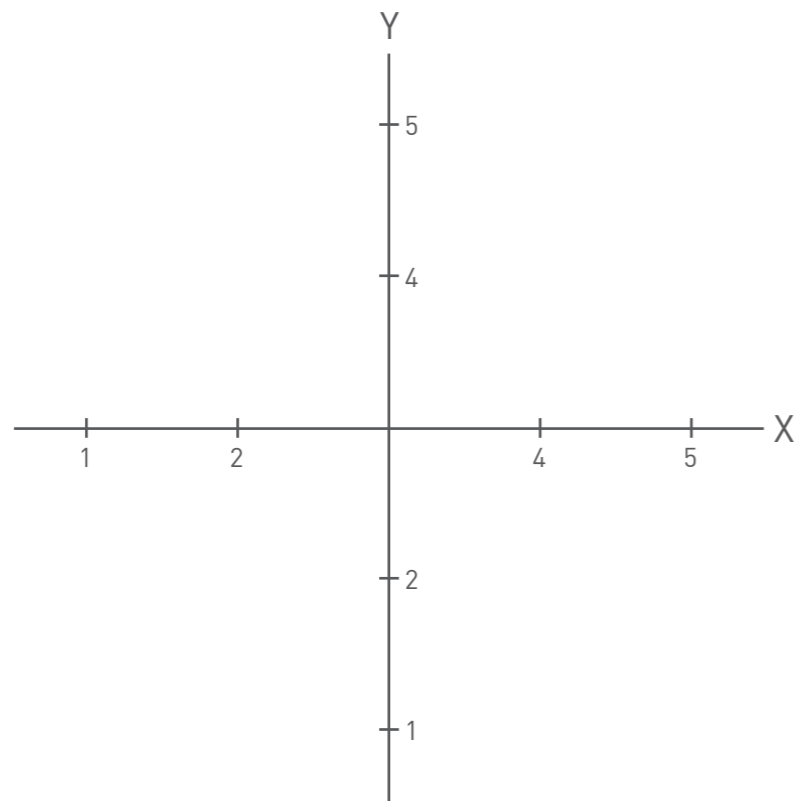
KEY MESSAGES

1. YOU DO NOT DESIGN PRODUCTS IN A VACUUM.

MARKET ANALYSIS

MAPPING MODEL

An X and Y matrix based on quantitative and qualitative values.

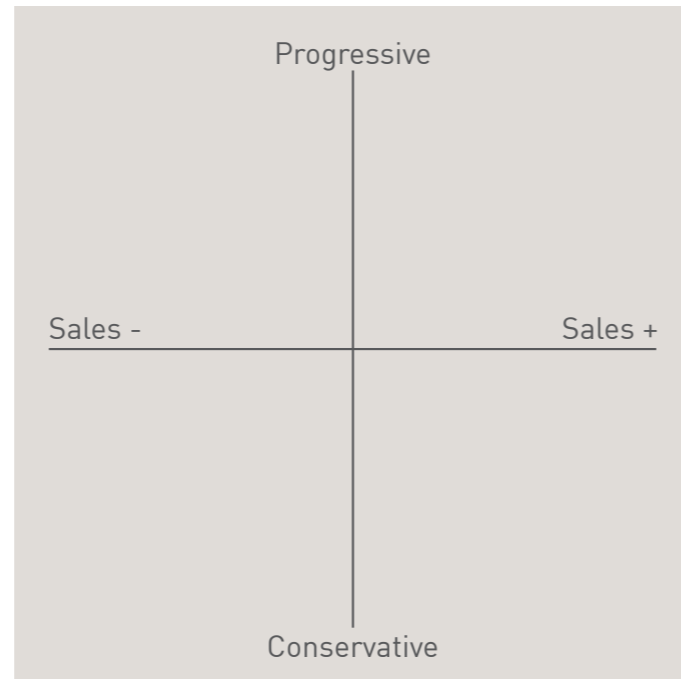


- Map key products to represent the market in terms of
 - Aesthetic Code
 - Business Relevance
 - Business Distribution
 - Technical Feature
 - Price Positioning
- Map new product concepts against key products

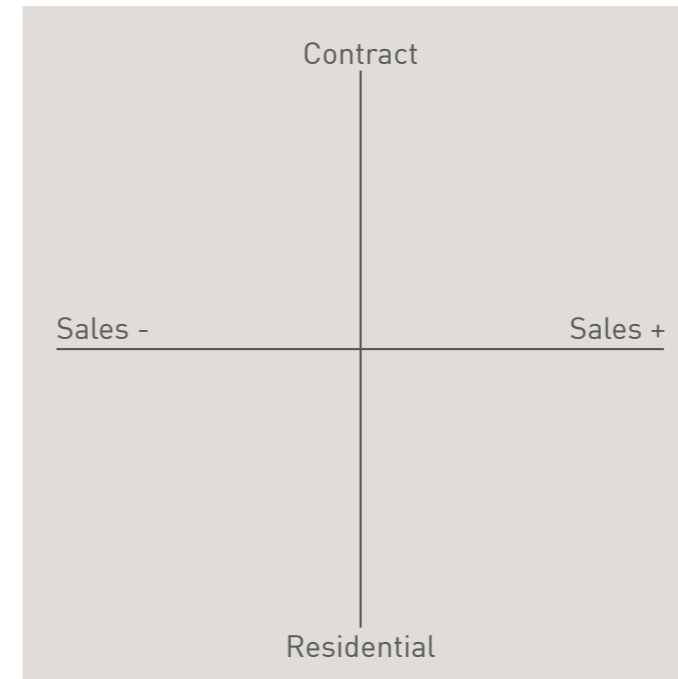
MARKET ANALYSIS

MAPPING MODEL

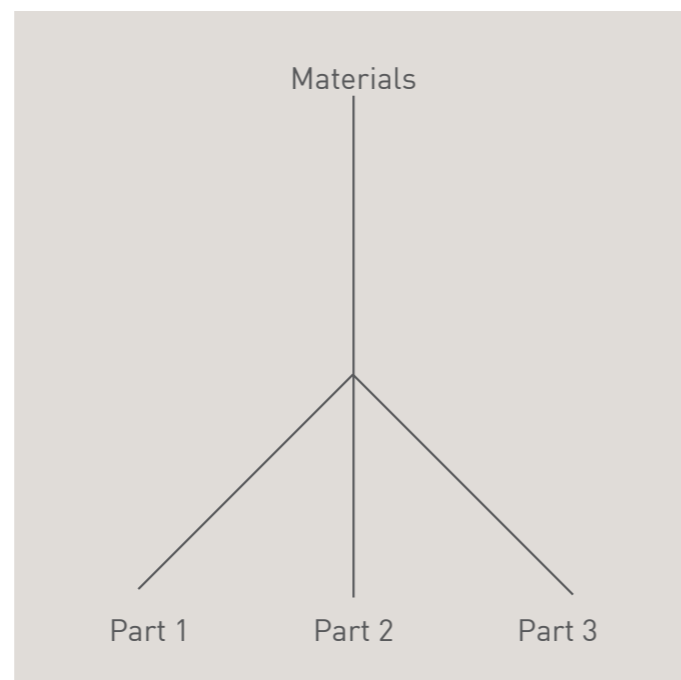
AESTHETIC CODE
VS.
BUSINESS RELEVANCE (SALES)



BUSINESS DISTRIBUTION
VS.
BUSINESS RELEVANCE (SALES)



TECHNICAL FEATURES



PRICE POSITIONING



TEAM HOMEWORK

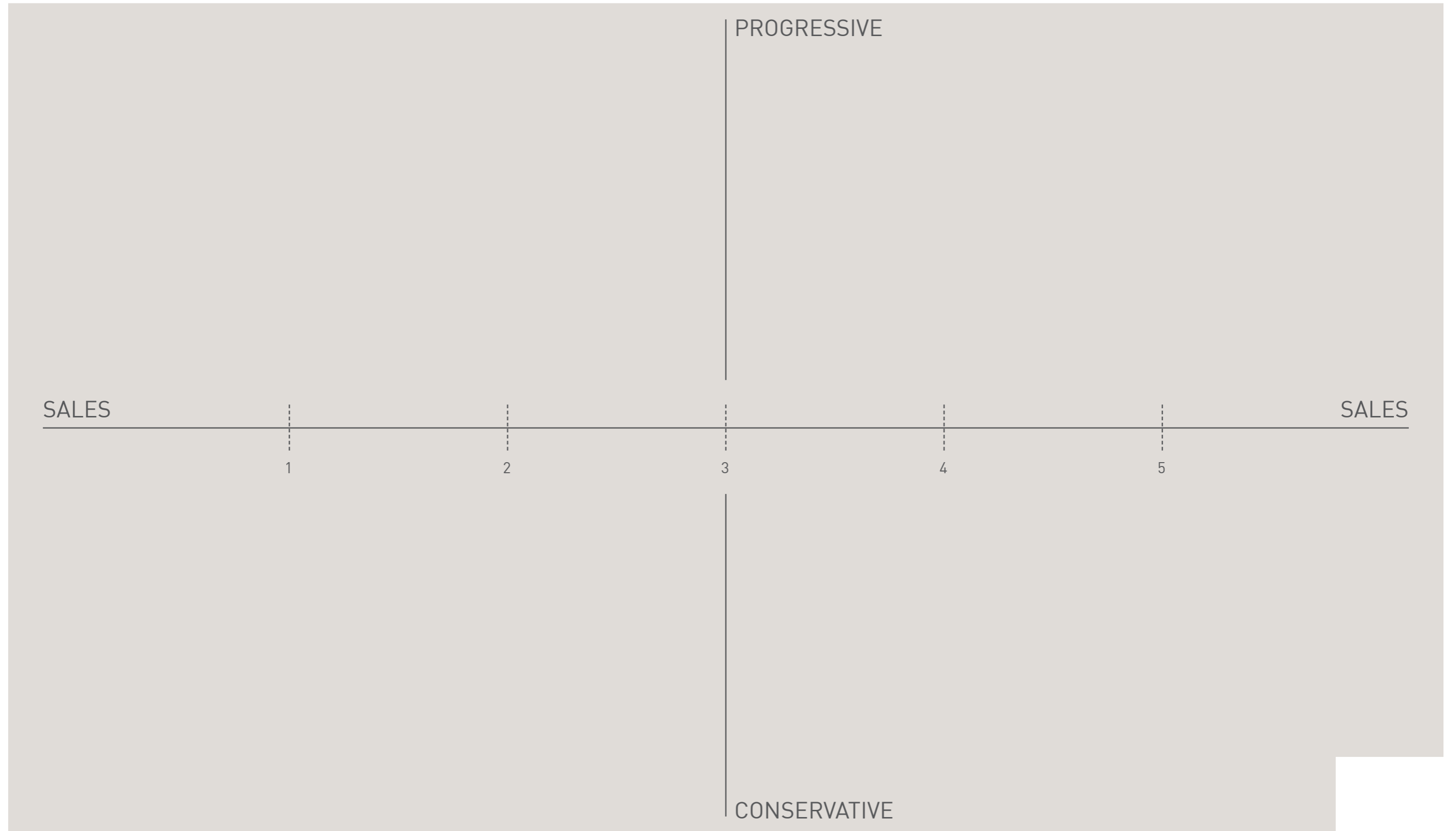
MARKET MAPPING

Map key products on:

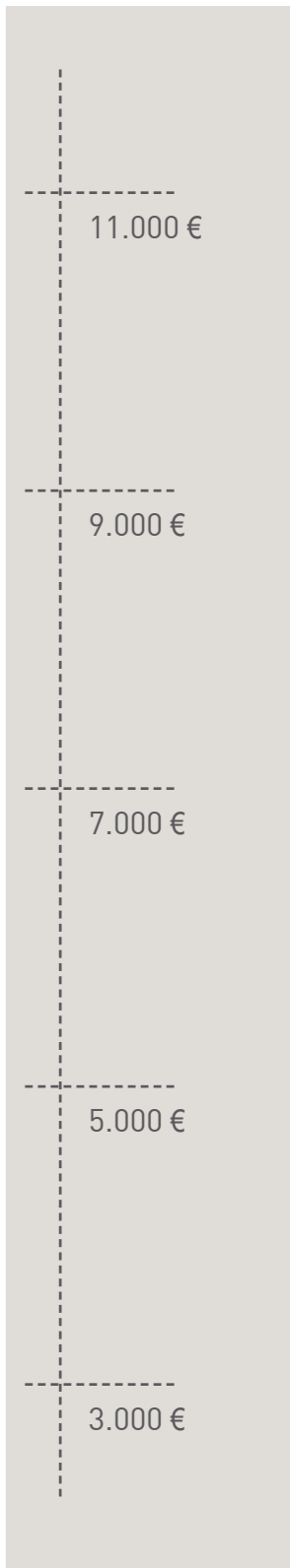
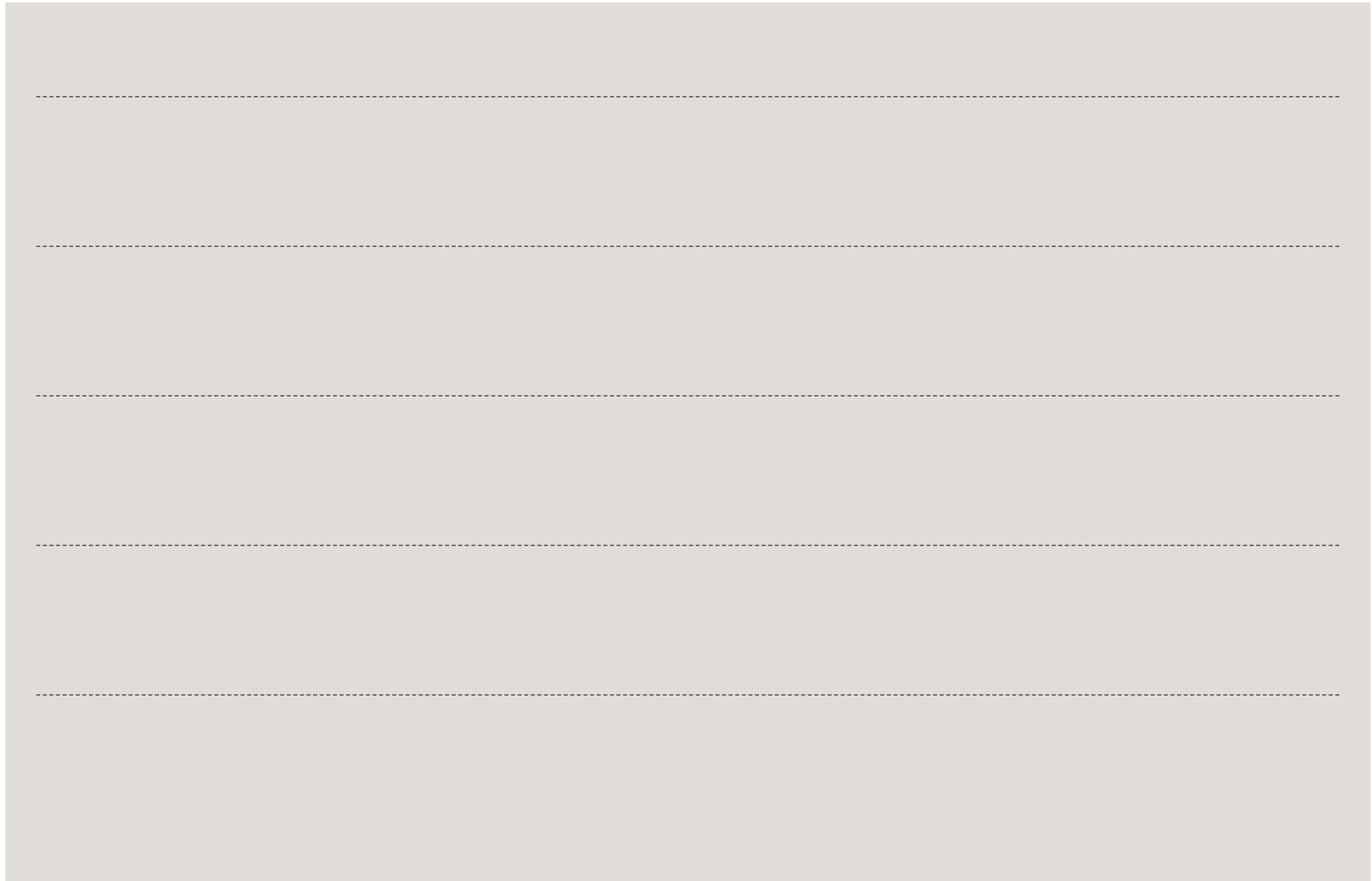
- Aesthetic Code vs. Business Relevance
(Data enclosed)
- Price Positioning
- Technical Features: Suspended vs. Floor
- Technical Features: Adjustable vs. Fixed
(Data to be looked up online)

- Be prepared to comment your Maps in terms of
Product strategy

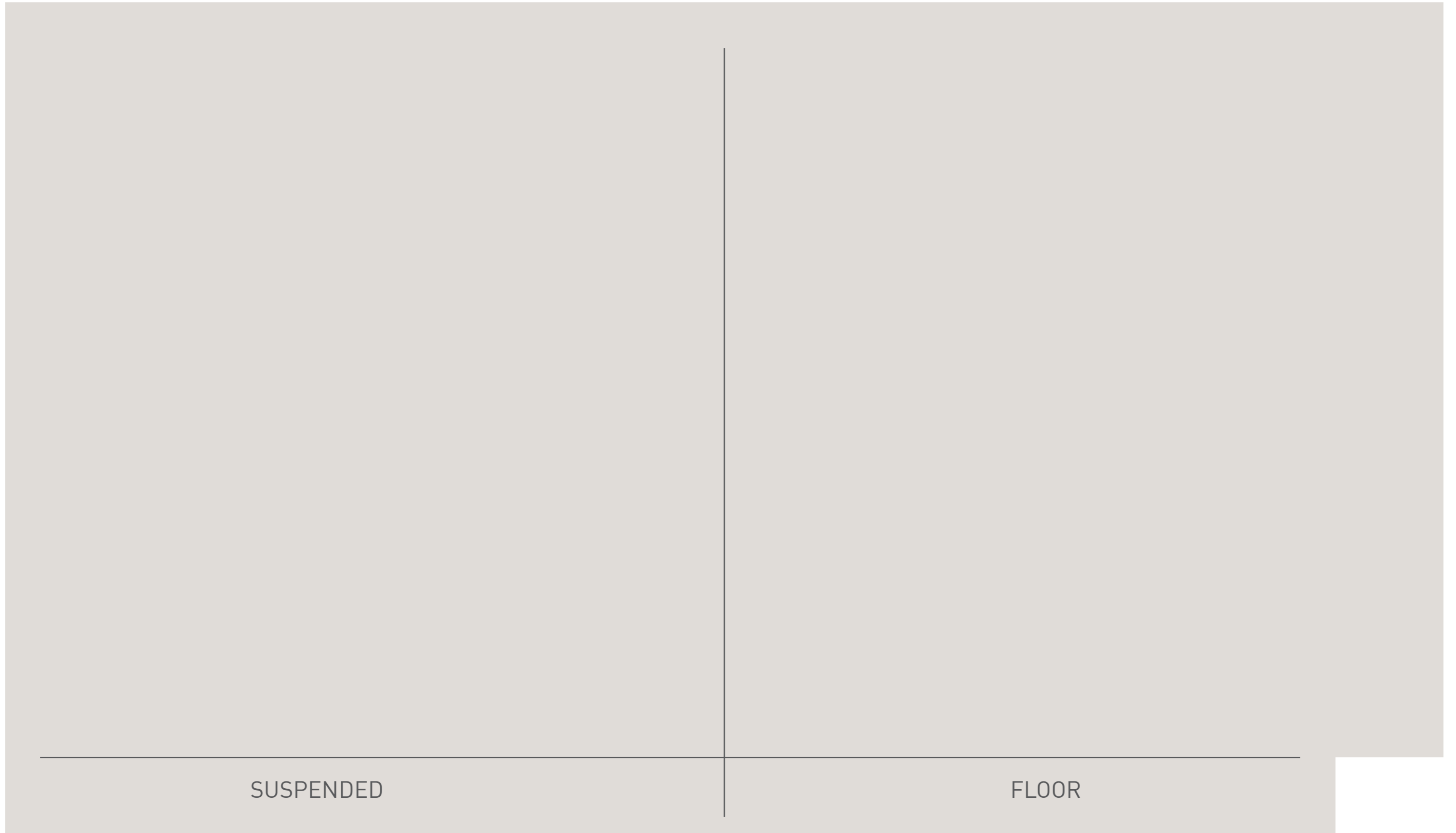
AESTHETICS VS. SALES



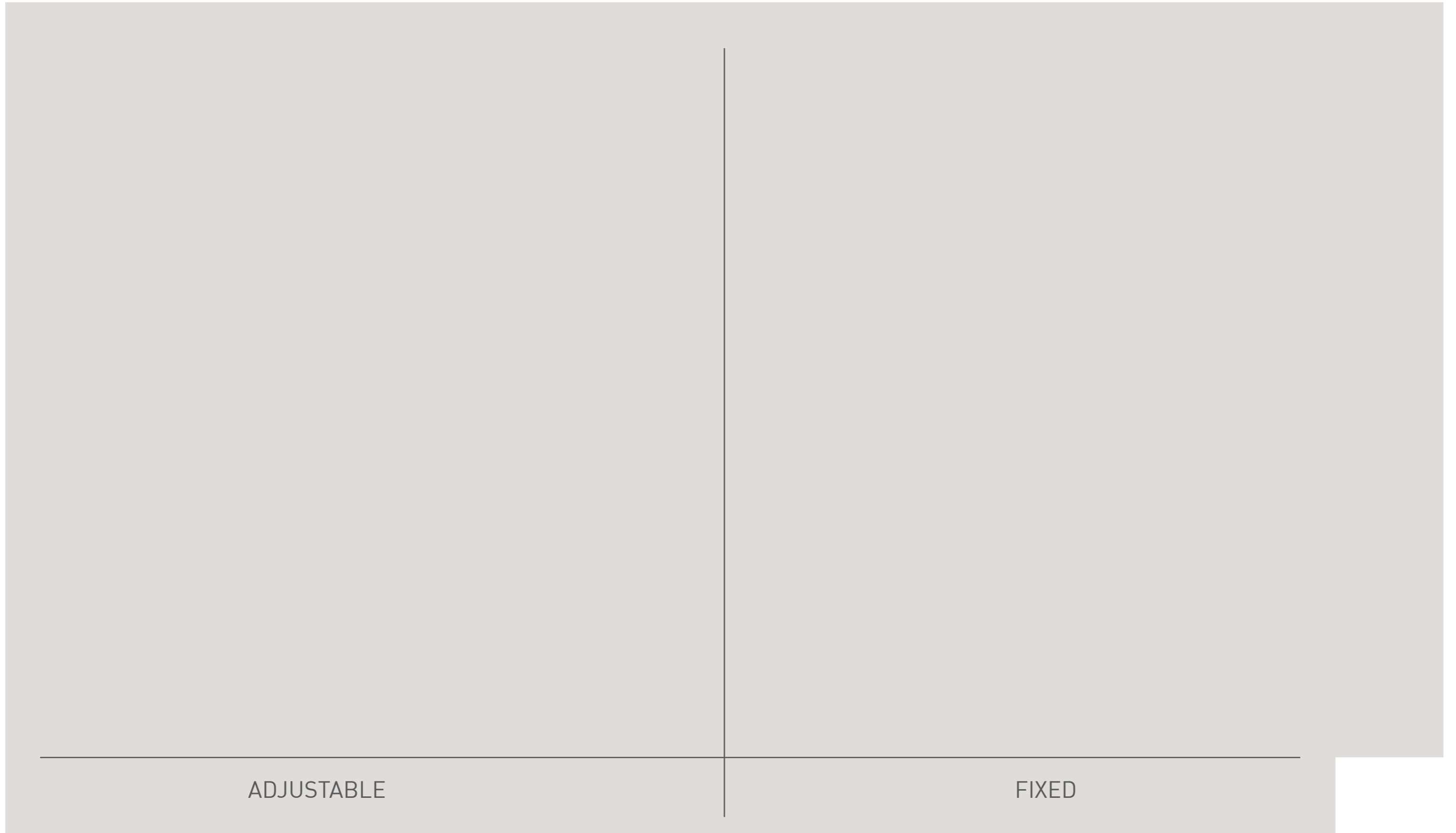
PRICE POSITIONING



SUSPENDED VS. FLOOR



SUSPENDED VS. FLOOR



EXERCISE INFORMATION

PRODUCTS FOR MAP 1:
Sales Information:
1 = Low Sales
5 = High Sales

Sales 2:



Sales 3.3:



Sales 4:



Sales 2.5:



Sales 3.5:



Sales 4.5:



Sales 3:



Sales 3.8:



Sales 5:



EXERCISE INFORMATION

PRODUCTS FOR MAP 2:
Price Information:

 <p>ARFLEX Stripes Standard size (250 cm) 2.620</p>	 <p>B&B Charles 3.510</p>	 <p>CASSINA LC2 2-Seater leather 6.540 fabric 4.540</p>	 <p>CASSINA Maralunga 2-Seater 3.750</p>	 <p>CASSINA Mex standars size (250cm) leather 8.500 fabric 6.100</p>	 <p>EDRA Standard 3-Seater leather 9.430 2-Seater fabric 6.410</p>	 <p>FLEXFORM Groundpiece 11.050</p>	 <p>LIGNET ROSET Togo 3-Seater 2.300</p>	 <p>MOLTENI Reversi 2-Seater leather 7.100 fabric 3.600</p>	 <p>MOROSO Shanghai Tip 3-Seater leather 8.100 fabric 4.500</p>	 <p>POLTRONA FRAU Chester 4-Seater 11.580 3-Seater 10.720</p>	 <p>POLTRONA FRAU Kennedy 2-Seater 5.600</p>	 <p>ZANOTTA William 3-Seater leather 10.800 fabric 5.500</p>
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EXERCISE INFORMATION

PRODUCT MODEL

PRODUCTS FOR MAP 3:



PRODUCTS FOR MAP 4:

