

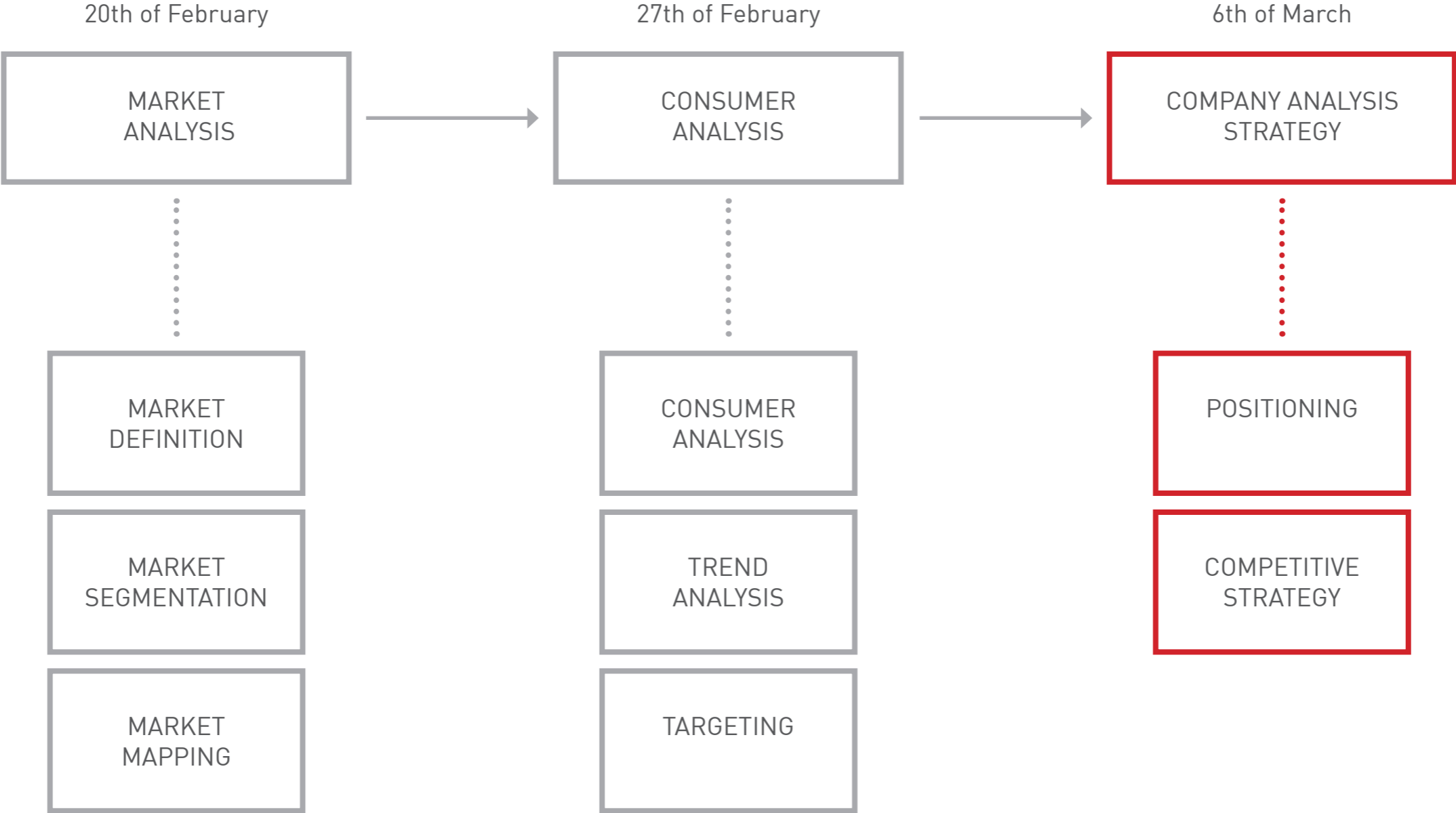


DESIGN MANAGEMENT COURSE

Lesson 3

Company Analysis Strategy - Part 1

DESIGN MANAGEMENT



READINGS

CZINKOTA, ILKKA
INTERNATIONAL
MARKETING



CHAPTER 6
p. 164-185

VOLBERDA
STRATEGIC MANAGEMENT:
COMPETITIVENESS AND
GLOBALIZATION



CHAPTER 3
p.95-117

CHAPTER 5
p. 165-195

CHAPTER 6
p. 205-231

KOTLER
PRINCIPLES OF MARKETING



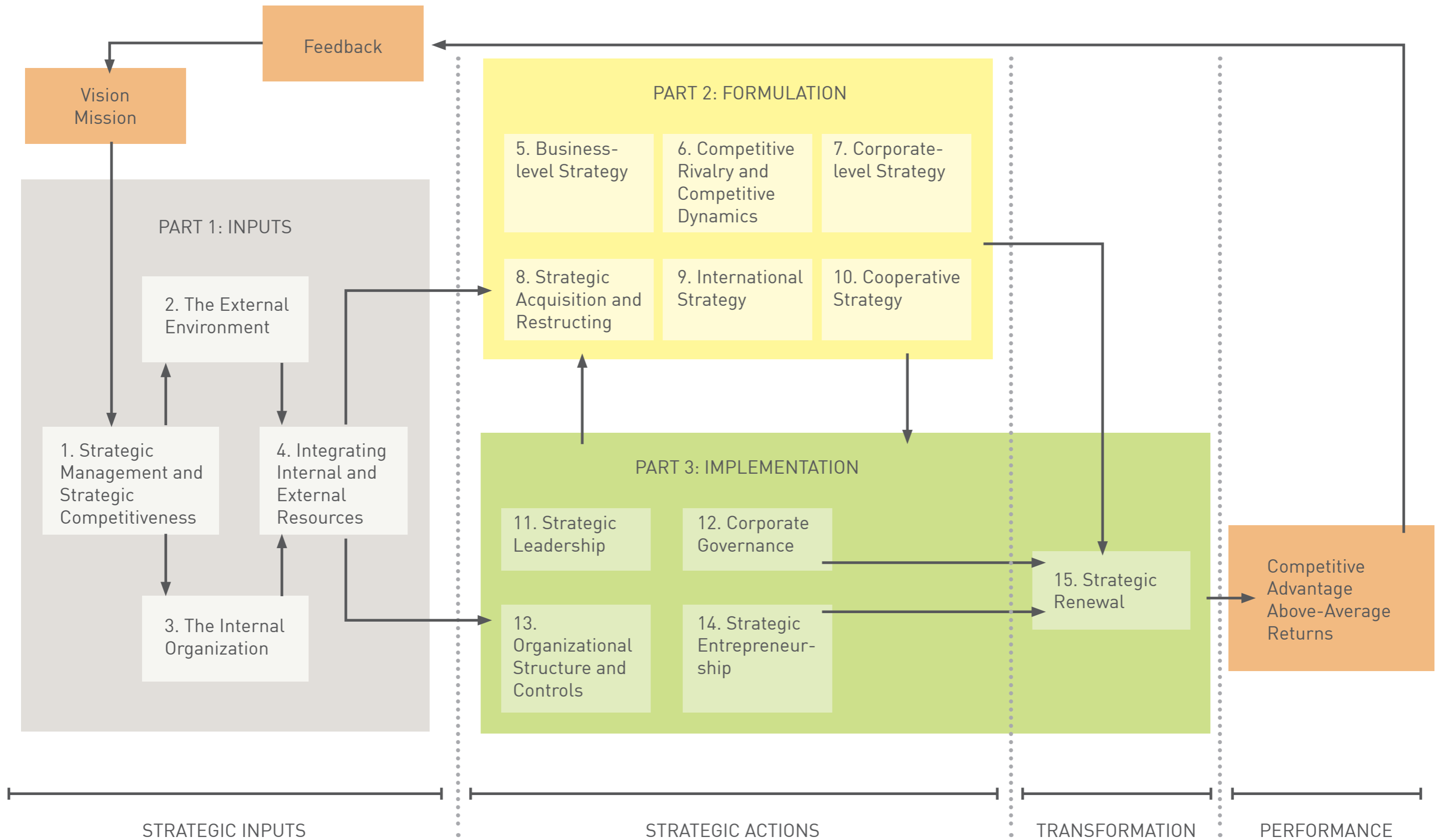
CHAPTER 18
p. 549-567

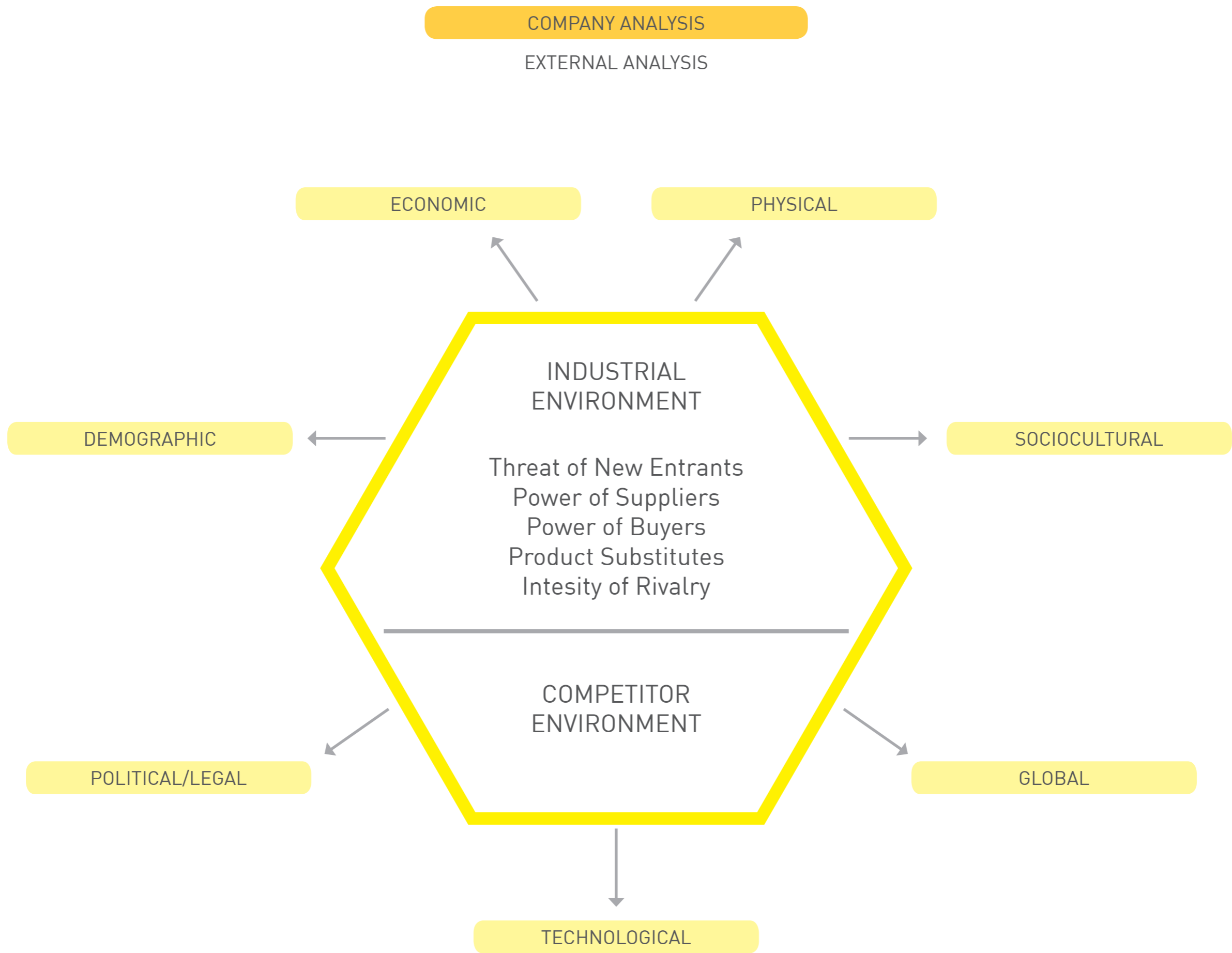
KEY MESSAGES

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

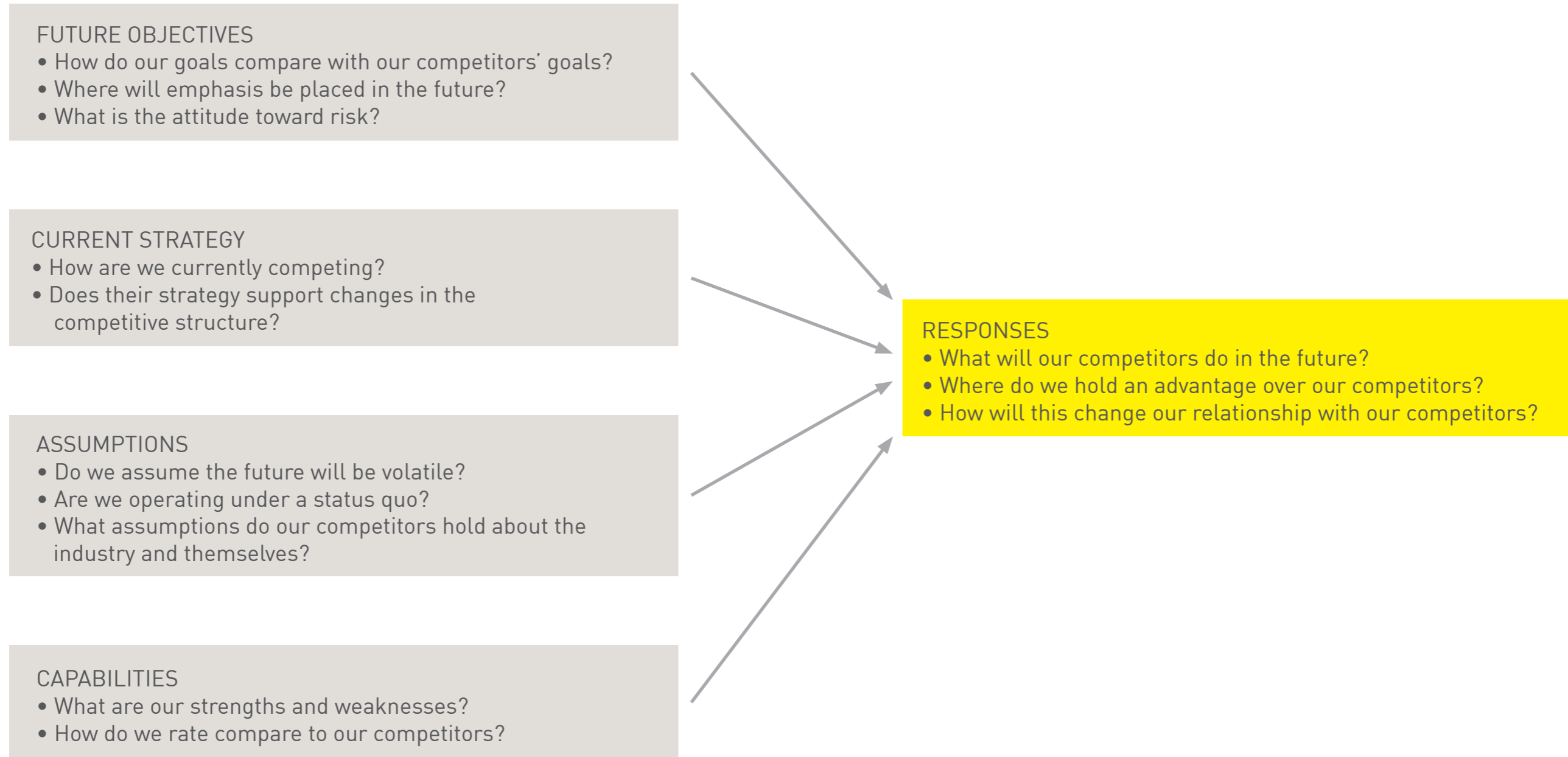
THE STRATEGIC MANAGEMENT PROCESS





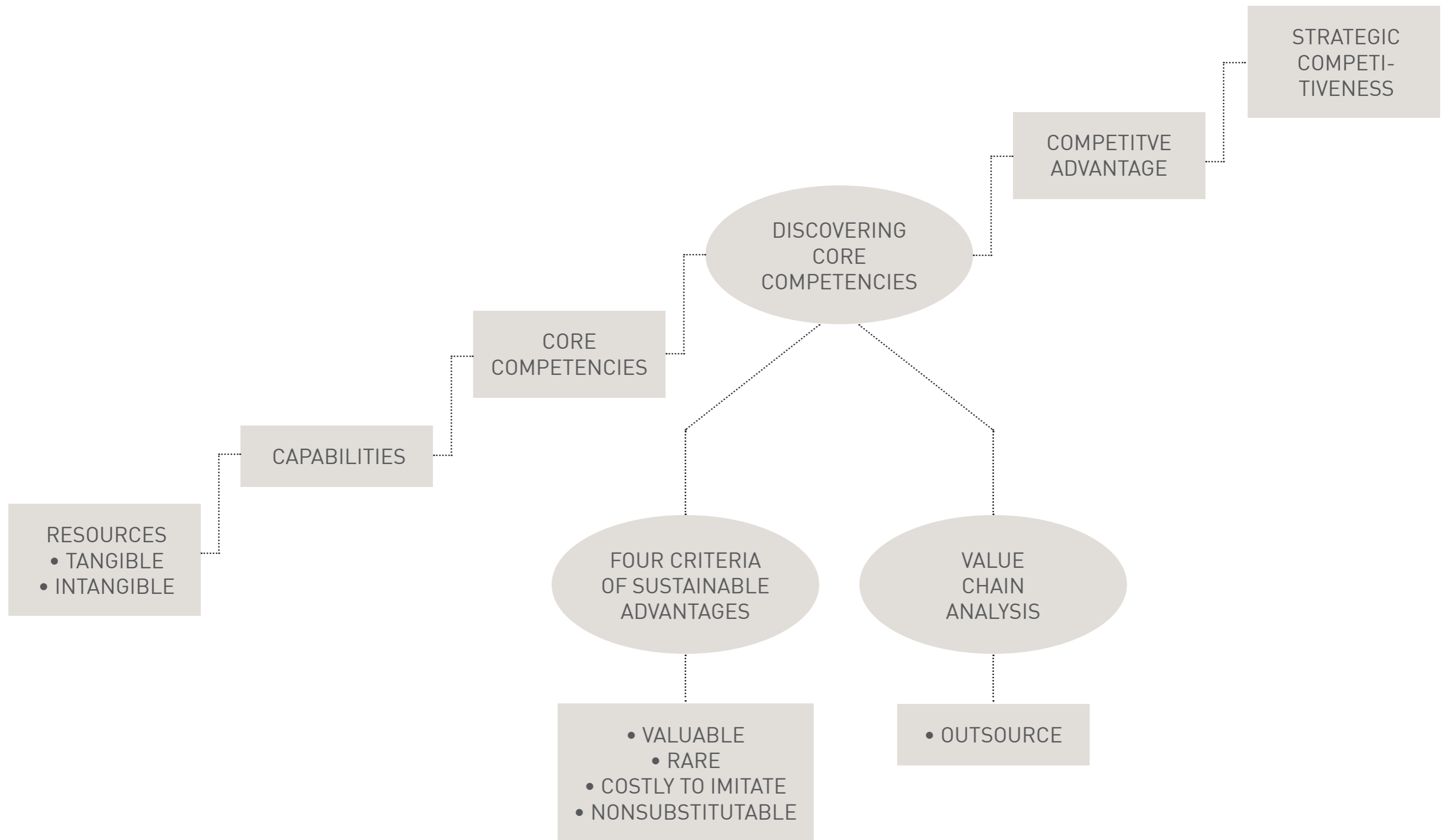
COMPANY ANALYSIS: STRATEGY

EXTERNAL COMPETITOR ANALYSIS COMPONENTS



COMPANY ANALYSIS: STRATEGY

INTERNAL ANALYSIS



COMPANY ANALYSIS: STRATEGY

INTERNAL ANALYSIS: TANGIBLE RESOURCES

FINANCIAL RESOURCES

- The firm's borrowing capacity
- The firm's ability to generate internal funds

ORGANIZATIONAL RESOURCES

- The firm's formal reporting structure and its formal planning, controlling, and coordinating systems

PHYSICAL RESOURCES

- Sophistication and location of a firm's plant and equipment
- Access to raw materials

TECHNOLOGICAL RESOURCES

- Stock of technology, such as patents, trademarks, copyrights, and trade secrets

COMPANY ANALYSIS: STRATEGY

INTERNAL ANALYSIS: INTANGIBLE RESOURCES

HUMAN RESOURCES

- Knowledge
- Trust
- Managerial capabilities
- Organizational routines

INNOVATION RESOURCES

- Ideas
- Scientific capabilities
- Capacity to innovate

REPUTATIONAL RESOURCES

- Reputation with customers
- Brand name
- Perceptions of product quality, durability and reliability
- Reputation with suppliers
- For efficient, effective, supportive, and mutually beneficial interactions and relationships

COMPANY ANALYSIS: STRATEGY

INTERNAL ANALYSIS: FIRM CAPABILITIES AND COMPETENCES

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 yealding 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

COMPANY ANALYSIS: STRATEGY

INTERNAL ANALYSIS: CORE COMPETENCES:
HOW TO ASSESS THE CORE COMPETENCES
AND 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

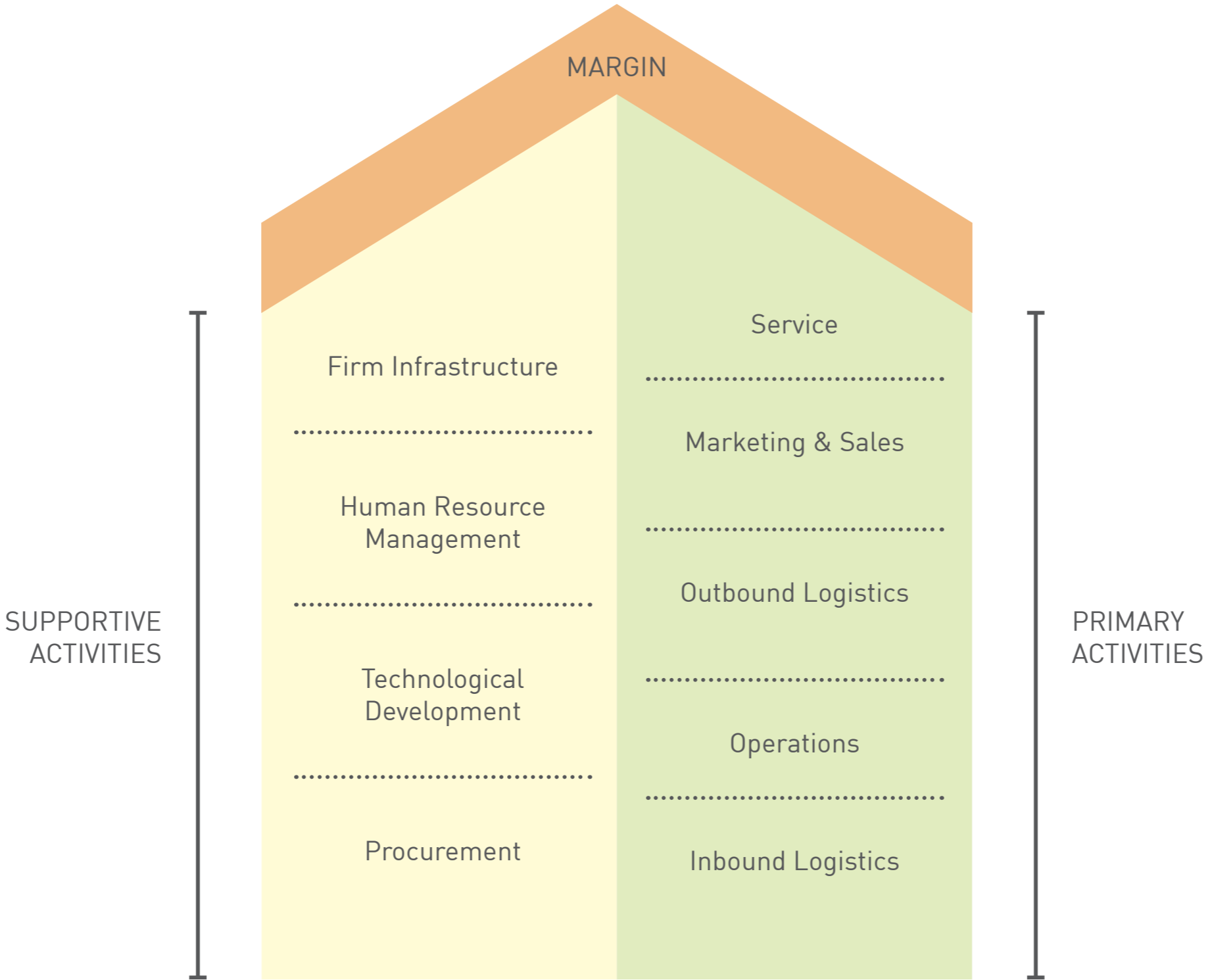
- Historical: A unique and a valuable organizational culture or brand name
- Ambiguous cause: The causes and uses of a competence are unclear
- Social complexity: Interpersonal relationships, trust, and friendship among managers, suppliers, and customers

NONSUBSTITUTABLE CAPABILITIES

- No strategic equivalent

COMPETITOR ANALYSIS: STRATEGY

INTERNAL ANALYSIS: CORE COMPETENCES:
HOW TO ASSESS THE CORE COMPETENCES
AND 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

VALUE CHAIN
TOM DIXON VS. MOOOI

TOM DIXON

INFRASTRUCTURE COST		PURCHASE COST		LOGISITC INBOUND COST		DESIGN & DEVELOPMENT COST		SALES & MARKETING COST		OUTBOUND LOGISTIC COST		DISCOUNT	END CUSTOMER
TOTAL	9%	TOTAL	21%	TOTAL	3%	TOTAL	4%	TOTAL	7%	TOTAL	6%	41.72%	GROSS SALES 100%
GENERAL	5%	PURCHASE	21%	PURCHASE	2.7%	PD COSTS	1%	DIRECT SELLING COSTS	2%	WAREHOUSE	3%	↓	
(TOTAL PERSONNEL)	(13%)							MARKETING COSTS	2%	OUTBOUND	2%		
PERSONNEL COSTS	5%	PERSONNEL COSTS	0%	PERSONNEL COSTS	0%	PERSONNEL COSTS	3%	PERSONNEL COSTS	3%	PERSONNEL COSTS	1%	RETAIL/CONTRACT SALES	58%

MOOOI

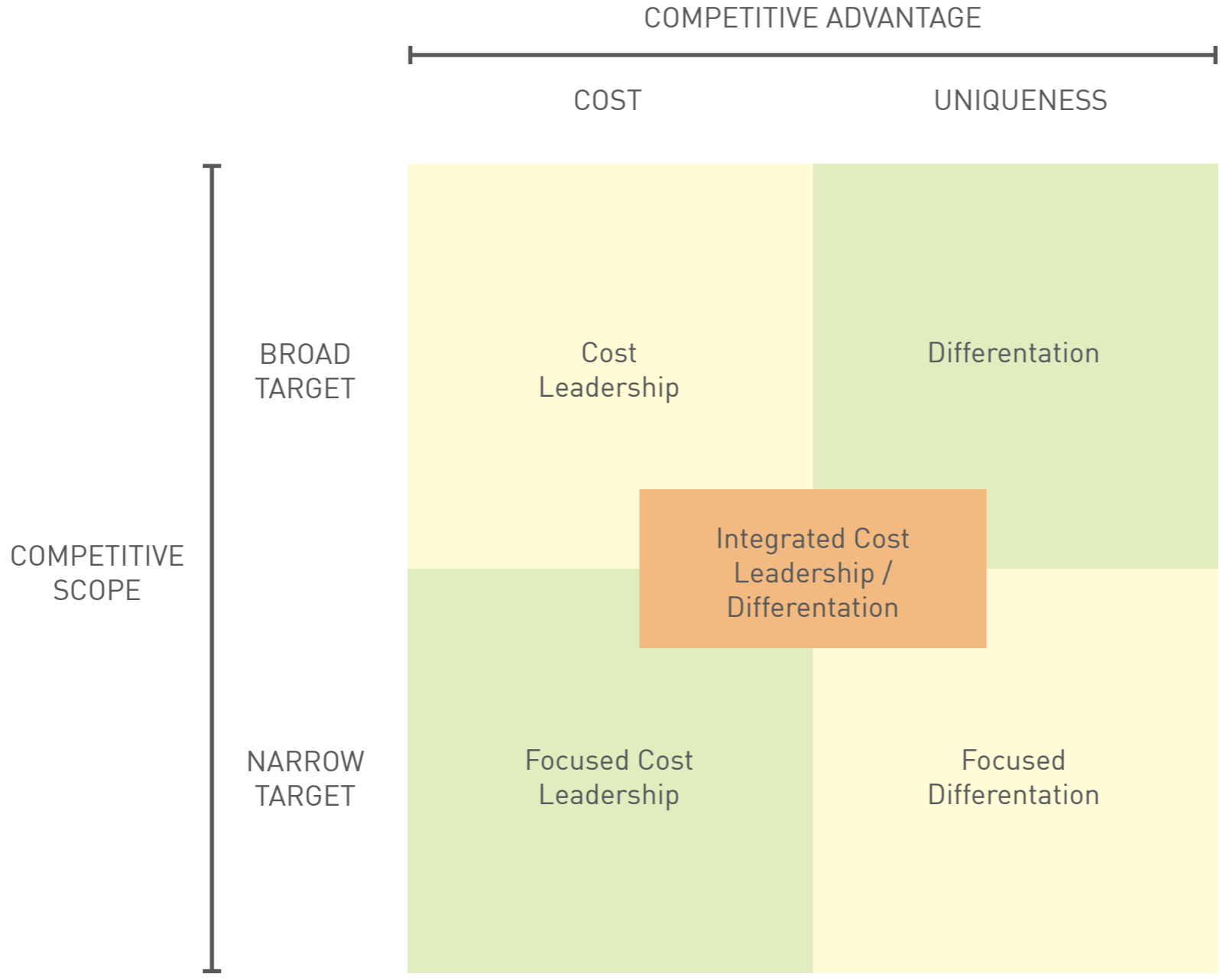
INFRASTRUCTURE COST		PURCHASE COST		LOGISITC INBOUND COST		DESIGN & DEVELOPMENT COST		SALES & MARKETING COST		OUTBOUND LOGISTIC COST		DISCOUNT	END CUSTOMER
TOTAL	11%	TOTAL	21%	TOTAL	1%	TOTAL	3%	TOTAL	7%	TOTAL	4%	45.3%	GROSS SALES 100%
INFRA-STRUCTURE	5%	PURCHASE	21%	INBOUND	1%	PD COSTS	3%	SELLING	4%	WAREHOUSE	1%	↓	
(TOTAL PERSONNEL)	(6%)							MARKETING	3%	OUTBOUND	3%		
												RETAIL/CONTRACT SALES OTHER	54.7%

Source: Company Internal Source

Note: Numbers disguised

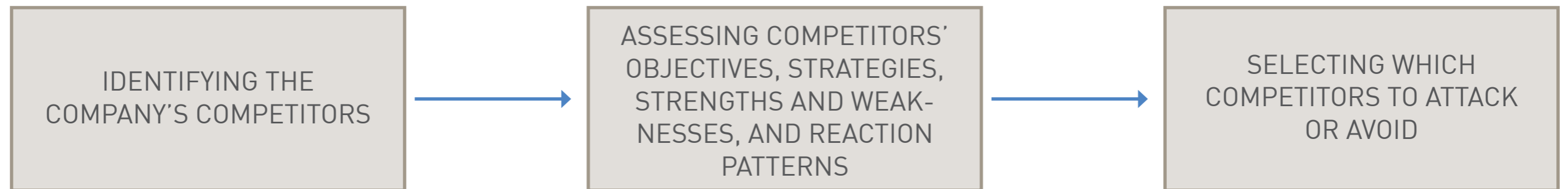
COMPETITOR ANALYSIS: STRATEGY

STRATEGIES



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

COMPETITOR ANALYSIS



COMPETITIVE POSITIONS



STRATEGIES

FOR MARKET LEADERS, CHALLENGERS,
FOLLOWERS, AND NICHERS

MARKET LEADER
STRATEGIES

Expand total market
Protect market share
Expand market share

MARKET CHALLENGER
STRATEGIES

Full frontal attack
Indirect attack

MARKET FOLLOWER
STRATEGIES

Follow closely
Follow at distance

MARKET NICH
STRATEGIES

By customer, market,
quality-price, service
Multiple niching

COMPANY ANALYSIS: STRATEGY

IN-CLASS CASE AND EXERCISE

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 responadation 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.moooi.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 Aisslinger, 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

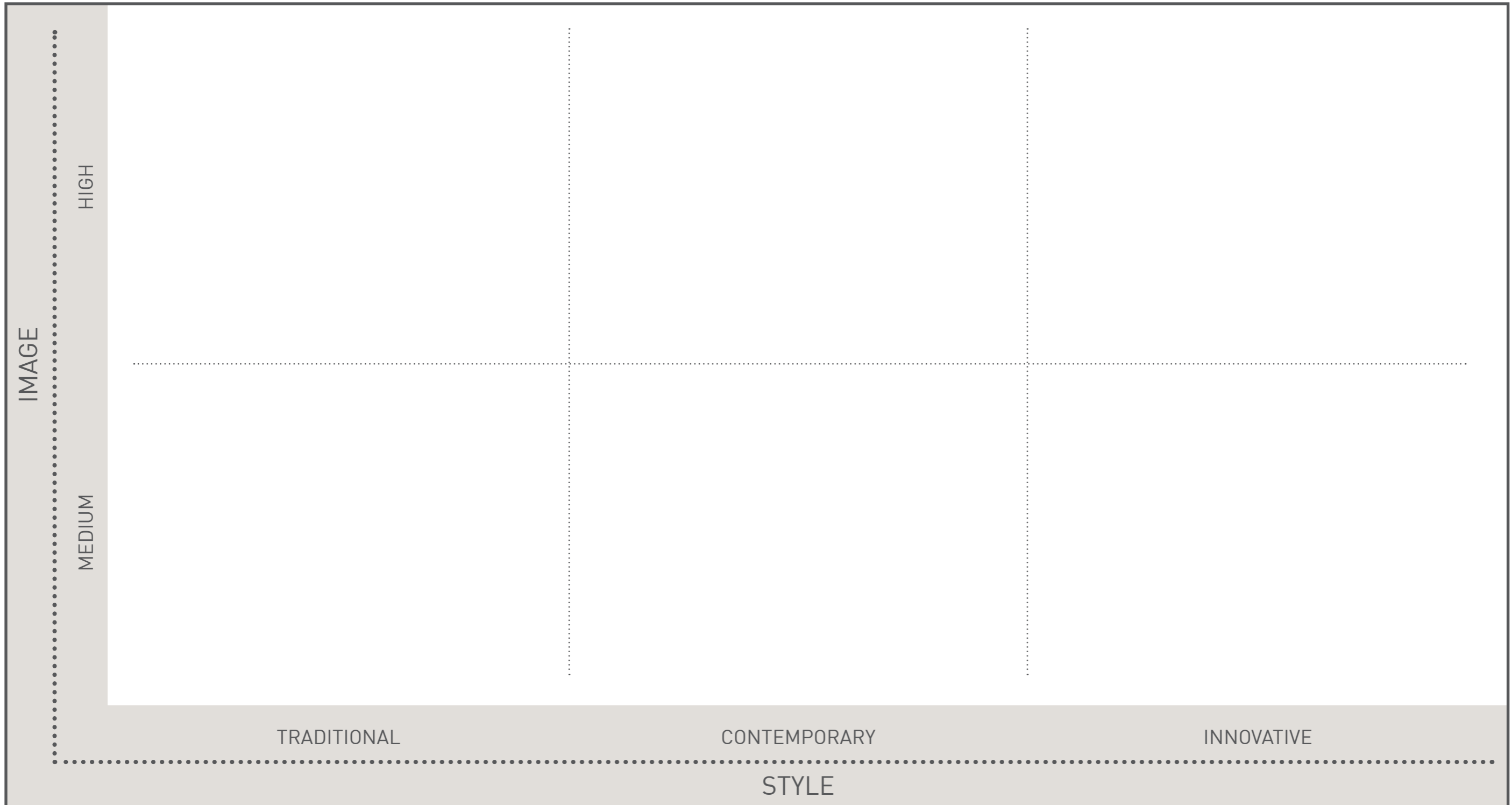
COMPANY ANALYSIS: STRATEGY

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

B&B ITALIA

CAPPELLINI

CASSINA

FLEXFORM

GIORGETTI

MAXALTO

MINOTTI

MOLTENI

MOOOI

MOROSO

POLIFORM

POLTRONA FRAU



DESIGN MANAGEMENT COURSE

Lesson 3

Company Analysis Strategy - Part 2

KEY MESSAGES

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2. YOU DESIGN AROUND PEOPLE'S NEEDS.
3. MAKE SURE YOU UNDERSTAND COMPANY POSITIONING AND STRATEGY.

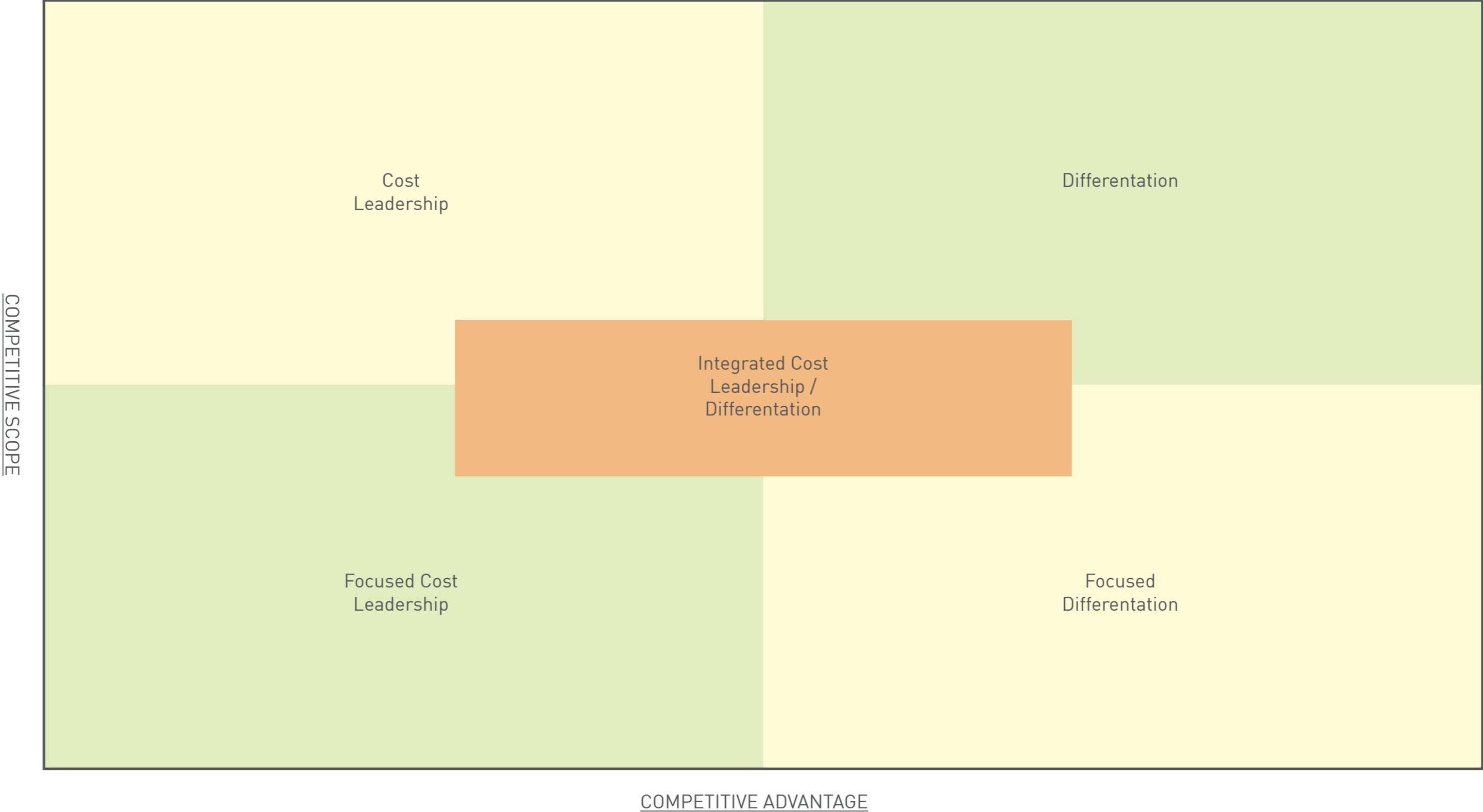
COMPETITIVE STRATEGY

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 first strategies map (competitive scope and competitive advantage)
- Map the strategy of each company on the second strategies map (competitive market positions and roles) and build the operative strategies against direct competitors

COMPETITOR ANALYSIS: STRATEGY

STRATEGIES



COMPETITOR ANALYSIS: STRATEGY

COMPETITIVE MARKET POSITION AND ROLES

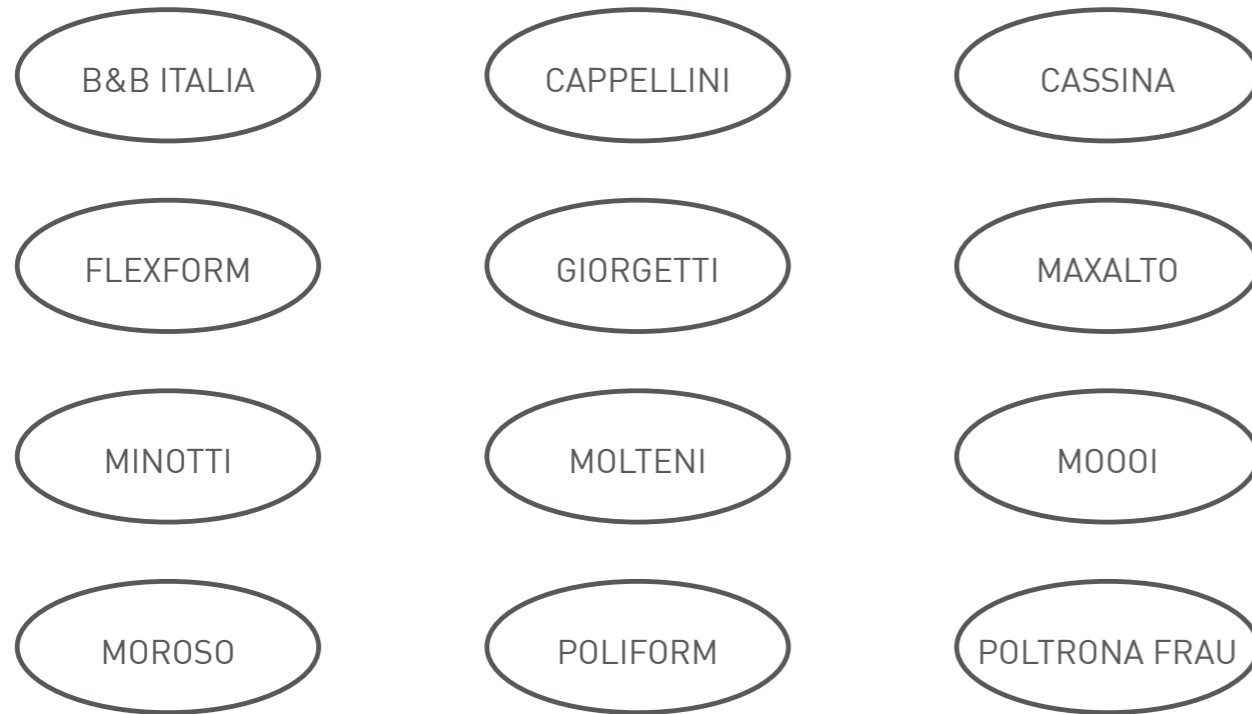
STRATEGIES

MARKET LEADER	MARKET CHALLENGER	MARKET FOLLOWER	MARKET NICHERS

COMPANY POSITIONING

BRANDS TO MAP

MAP 1



MAP 2

