

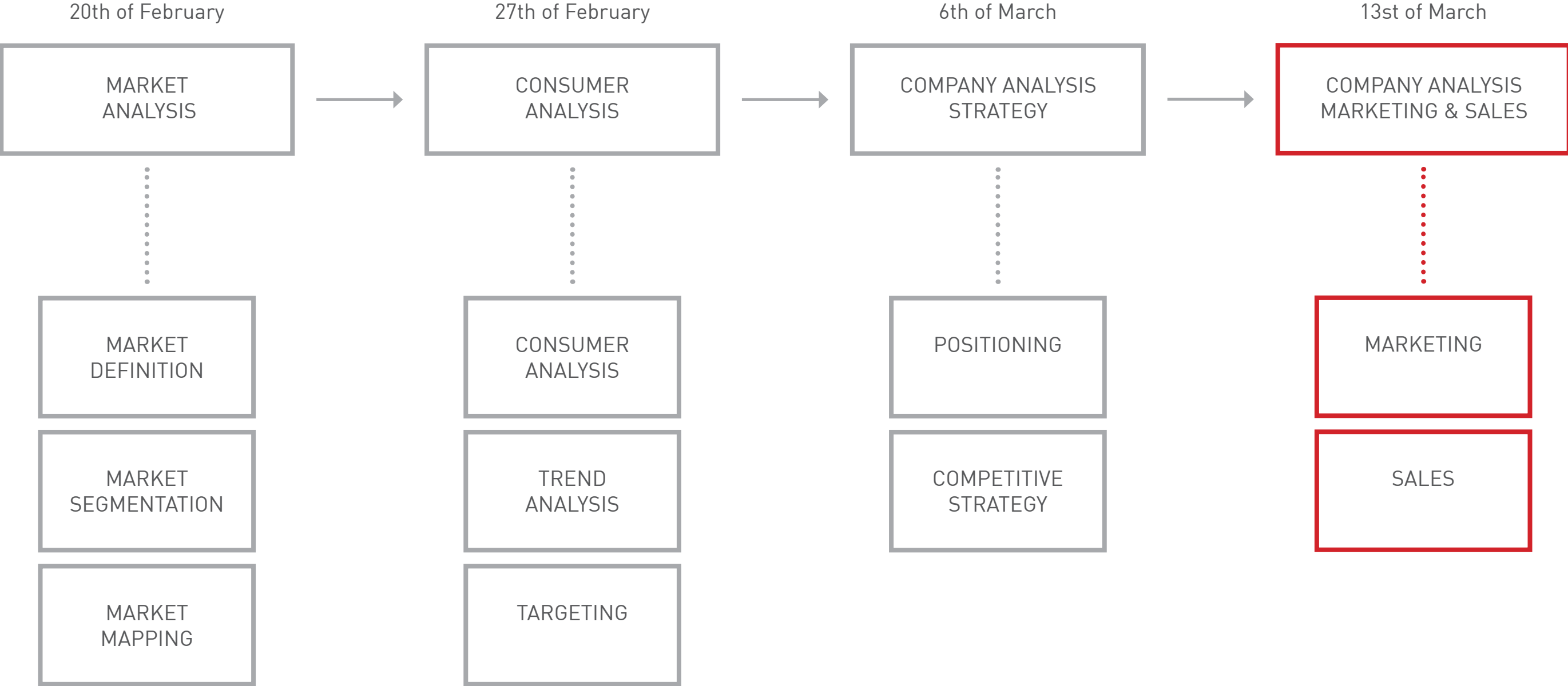
CORSO DI LAUREA MAGISTRALE IN  
ECONOMIA AZIENDALE E MANAGEMENT

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DESIGN MANAGEMENT

*Lesson 4 - Part 1*

DESIGN MANAGEMENT



READINGS

KOTLER  
PRINCIPLES OF MARKETING



CHAPTER 2  
p. 61-85

CHAPTER 14  
p. 426-446

CHAPTER 11  
p. 334-352

CHAPTER 15  
p. 456-473

CHAPTER 12  
p. 362-383

CHAPTER 16  
p. 484-501

CHAPTER 17  
p. 516-537

## 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.
4. MAKE SURE YOU KNOW WHERE AND HOW TO SELL AND DISTRIBUTE YOUR PRODUCTS.

COMPANY ANALYSIS

COMPANY POSITIONING

CORPORATE LEVEL

BUSINESS UNIT, PRODUCT AND MARKET LEVEL



LIKE THE MARKETING STRATEGY,  
THE BROADER COMPANY STRATEGY  
MUST BE CUSTOMER FOCUSED

COMPANY-WIDE STRATEGIC  
PLANNING GUIDES MARKETING  
STRATEGY AND PLANNING

COMPANY ANALYSIS

SALES + MARKETING

COMPANY STRATEGY

POSITIONING ANALYSIS

MARKETING STRATEGY

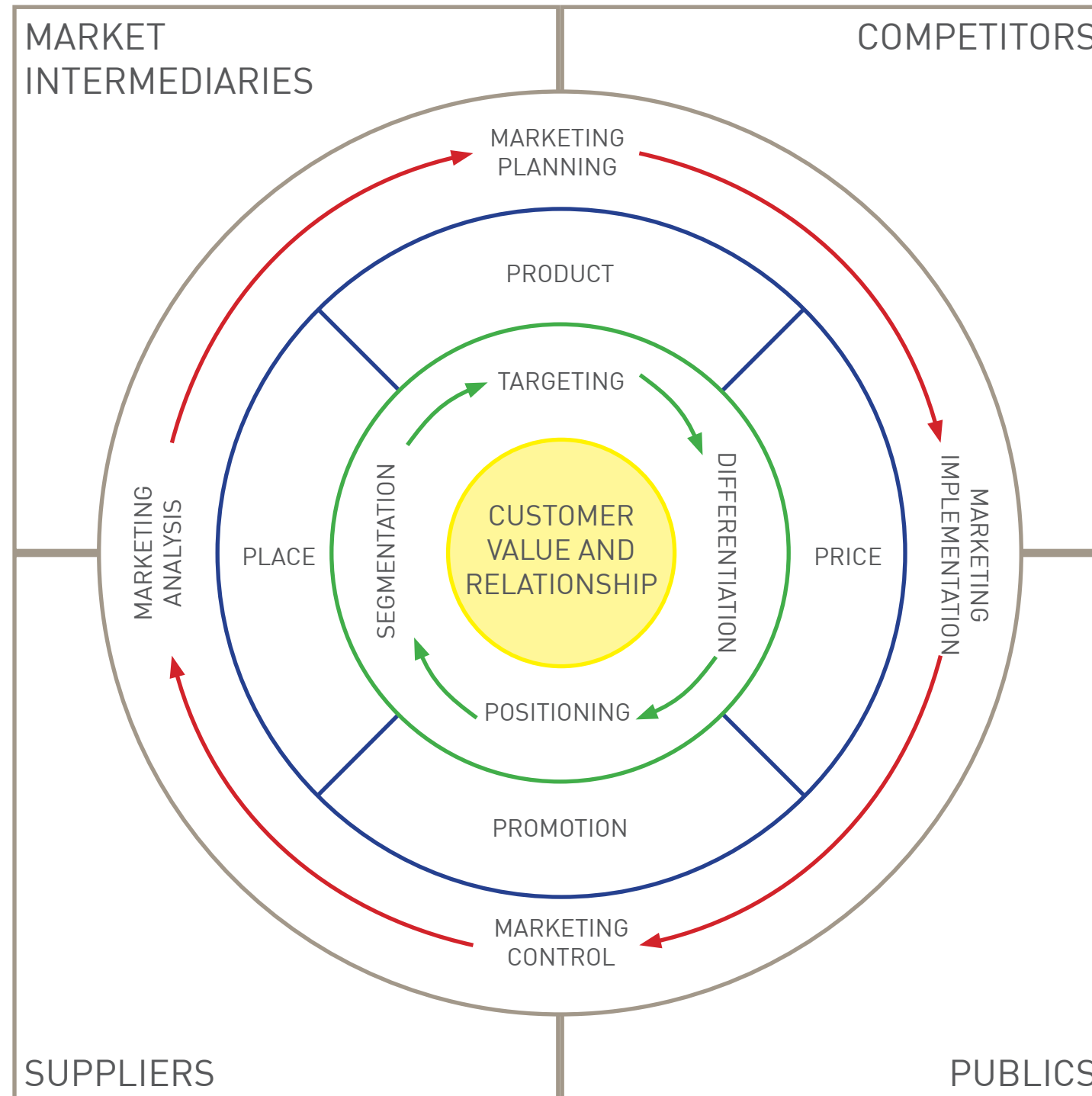
PRODUCT PORTFOLIO ANALYSIS

SALES STRATEGY

DISTRIBUTION ANALYSIS

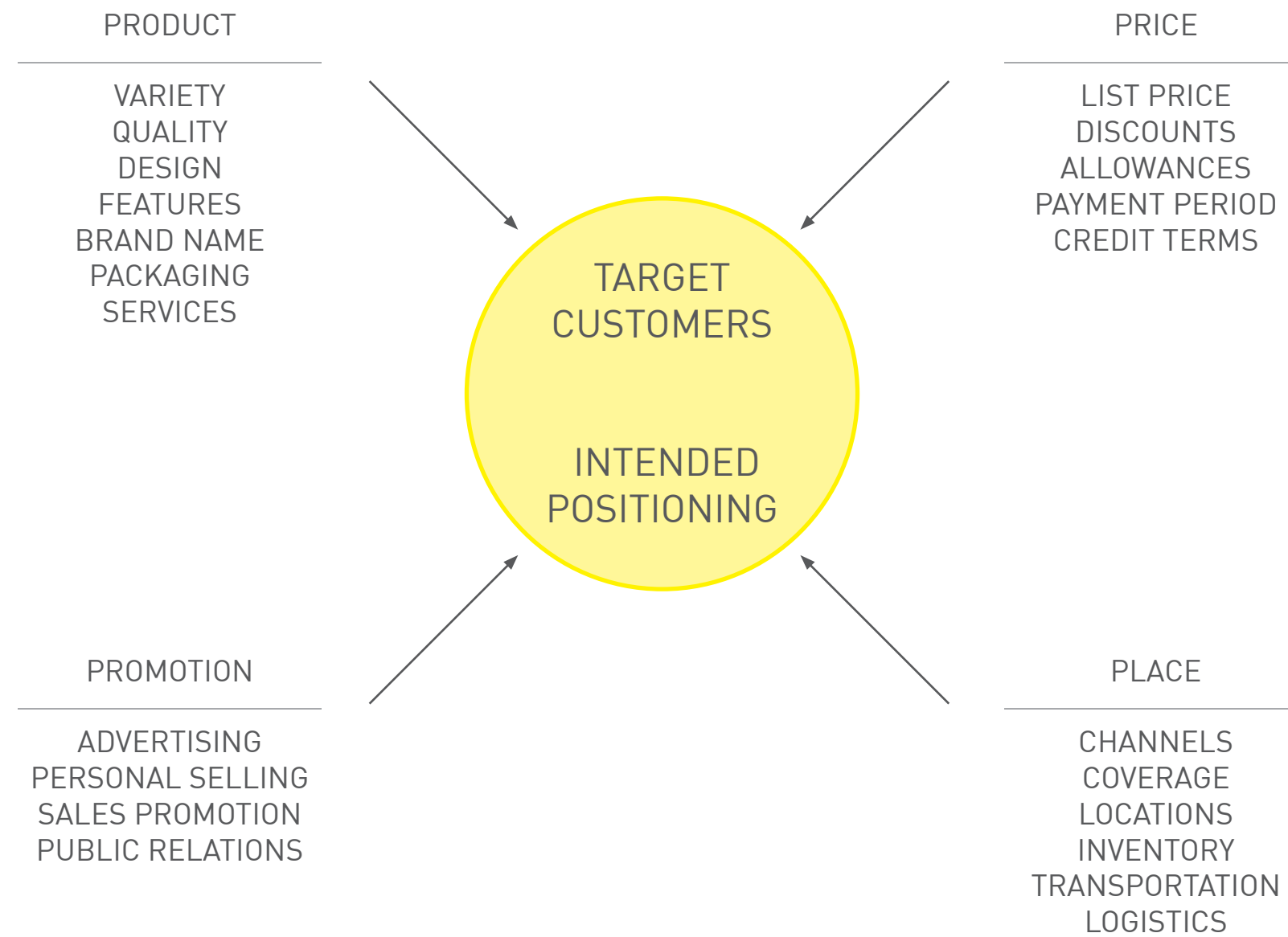
COMPANY ANALYSIS

MARKETING MIX: 4 OR MORE P's



COMPANY ANALYSIS

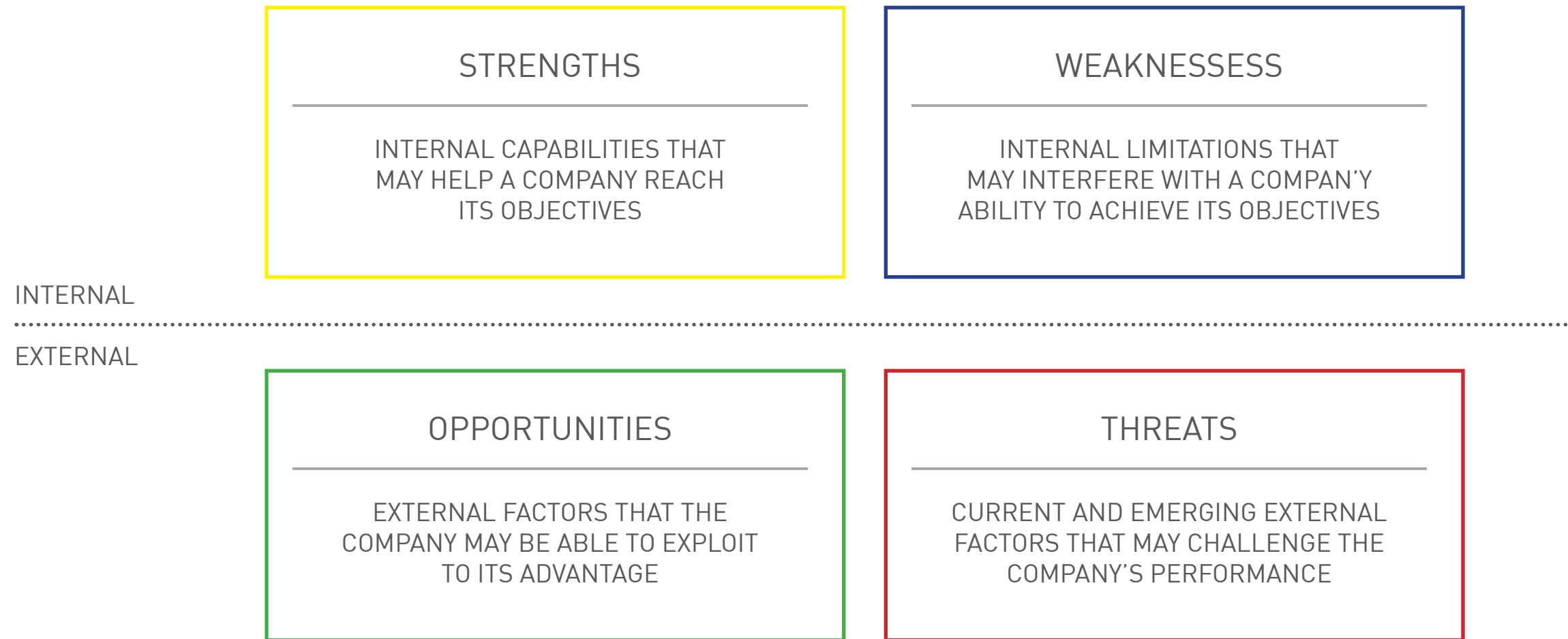
DEVELOPING AN INTEGRATED MARKETING MIX





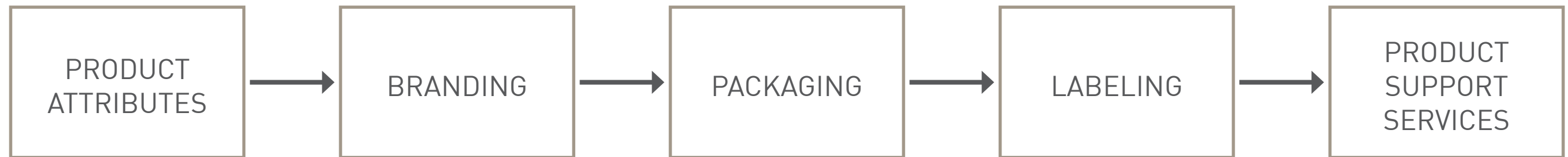
COMPANY ANALYSIS

MARKETING PLANNING



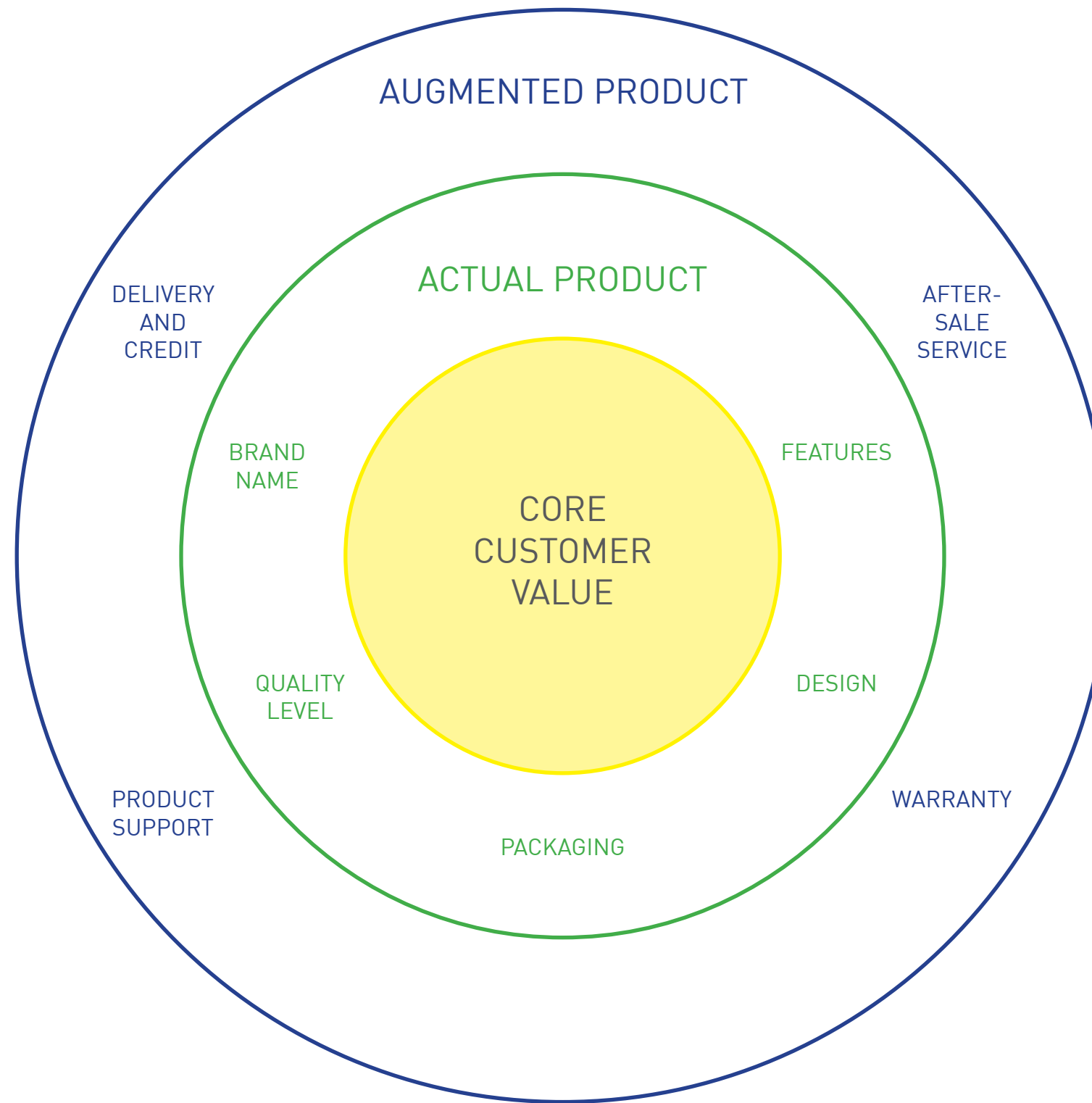
COMPANY ANALYSIS

PRODUCT AND SERVICE DECISIONS



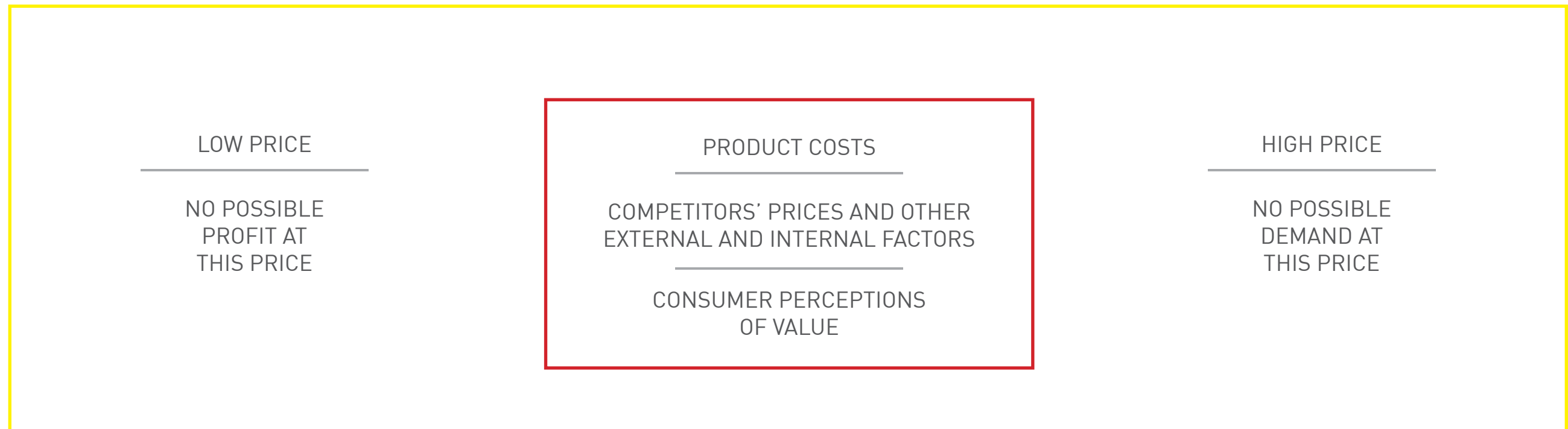
COMPANY ANALYSIS

THREE LEVELS OF PRODUCT



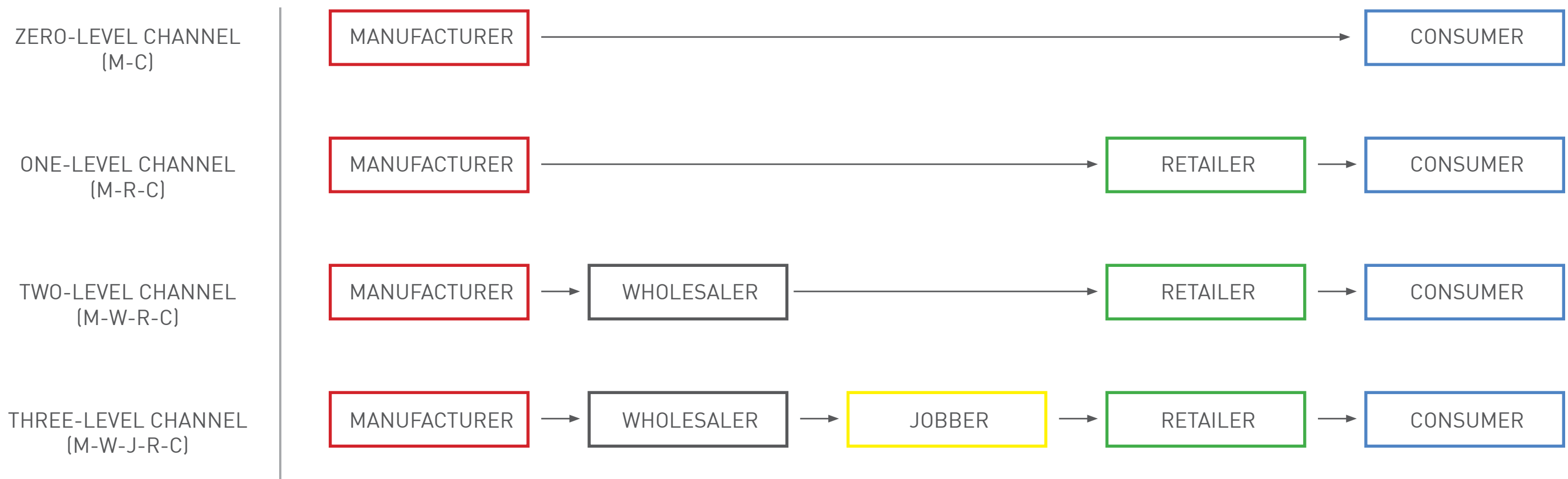
COMPANY ANALYSIS

PRICE



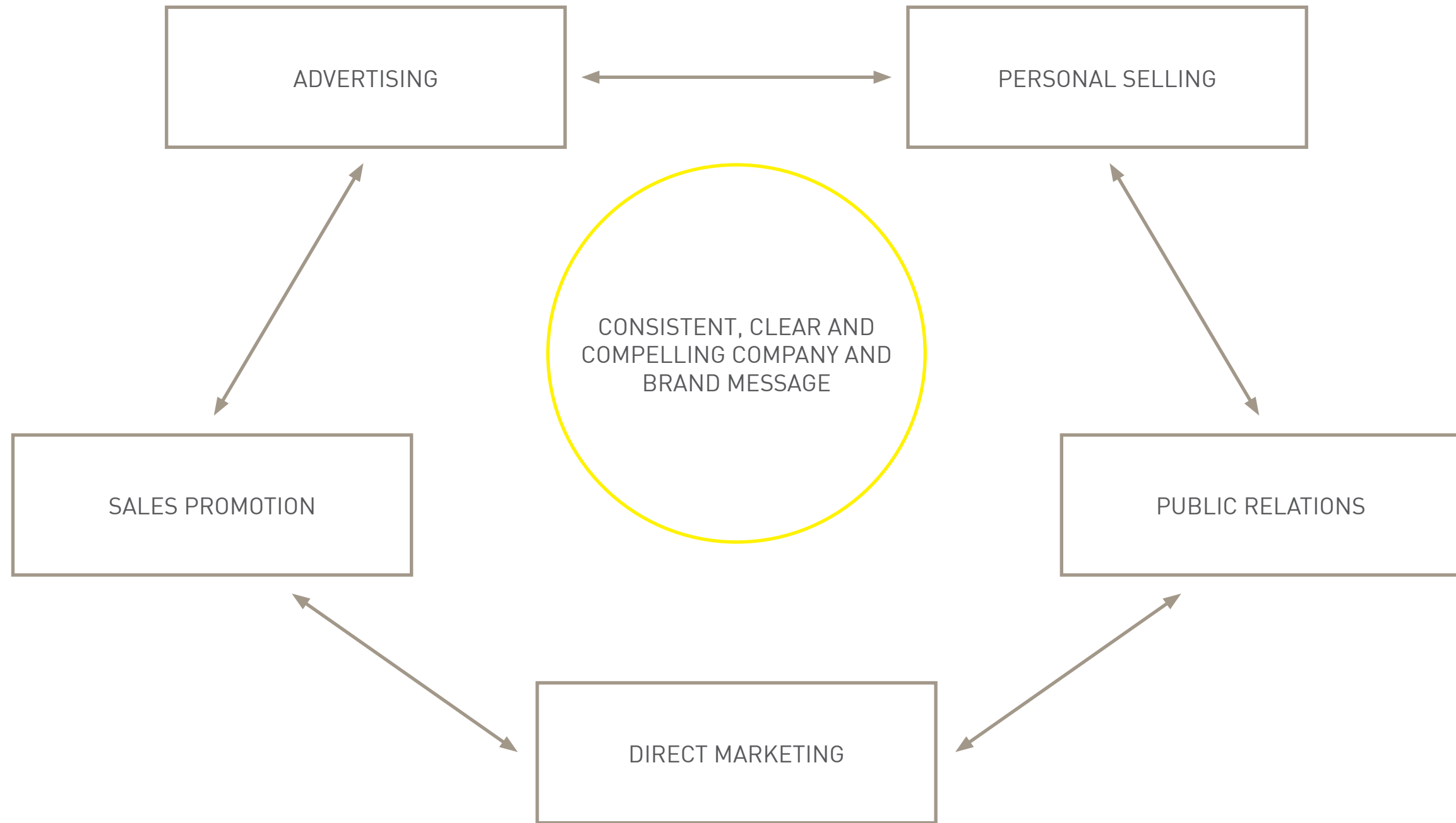
COMPANY ANALYSIS

PLACE



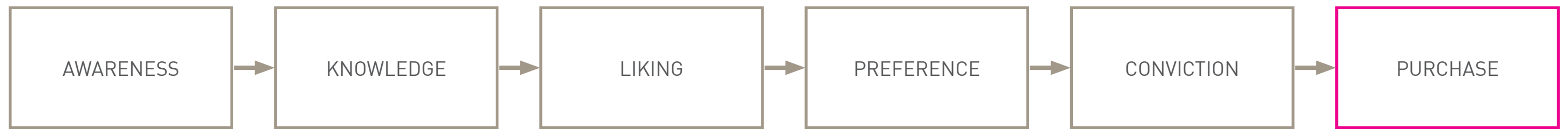
COMPANY ANALYSIS

INTEGRATED MARKETING COMMUNICATIONS



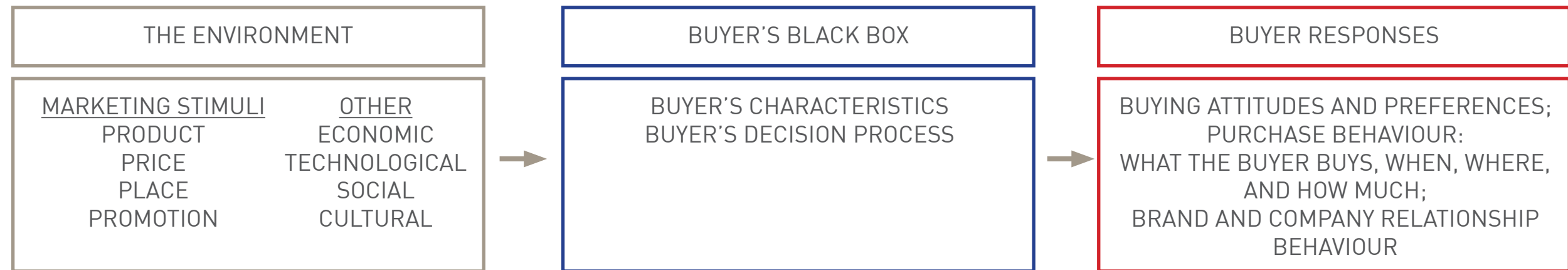
COMPANY ANALYSIS

CONSUMERS



COMPANY ANALYSIS

MODEL OF BUYER BEHAVIOUR





## MARKETING AND SALES ANALYSIS

### IN-CLASS CASE AND EXERCISE

#### TOM DIXON VERSUS M000I

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previous data selection of TOM DIXON and M000I

- Analyze the two companies marketing
- Identify the company marketing strategies: compare and contrast
- Identify strengths and weaknesses: compare and contrast
- Be prepared to argument

COMPANY STRATEGY  
MARKETING AND SALES

COMPANY INTRODUCTION

TOM DIXON & MOOOI



## Lighting Furniture Accessories Blog

Home / About /

### Tom Dixon Timeline

**Established in 2002, Tom Dixon is a British design and manufacturing company of lighting and furniture. With a commitment to innovation and a mission to revive the British furniture industry, the brand is inspired by our nation's unique heritage. Tom Dixon launches new collections annually with products sold more than 60 countries.**

#### 1970s Disco & Motorbikes How it all started



#### 1980s Smash Hits Experimenting with metal

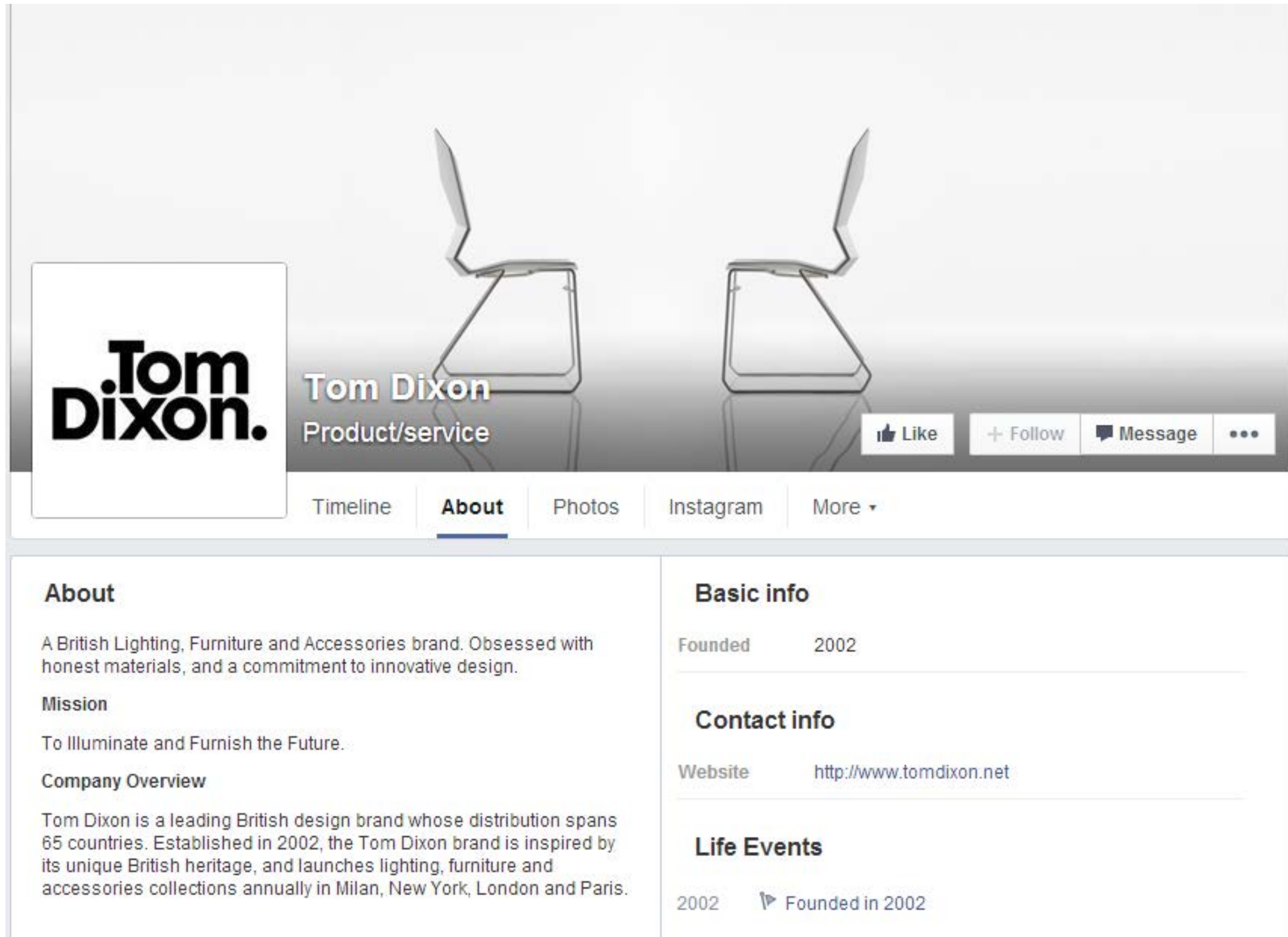


#### 1987 S Chair Making friends with



## COMPANY ANALYSIS

TOM DIXON  
MISSION



The image shows a screenshot of the Facebook profile page for Tom Dixon. The profile picture is the Tom Dixon logo, which consists of the name 'Tom Dixon.' in a bold, black, sans-serif font. The cover photo features two wireframe chairs with distinctive, curved backs, set against a light, blurred background. The name 'Tom Dixon' and the category 'Product/service' are displayed below the cover photo. To the right of the name are buttons for 'Like', 'Follow', 'Message', and a three-dot menu. Below the cover photo is a navigation bar with tabs for 'Timeline', 'About', 'Photos', 'Instagram', and 'More'. The 'About' tab is currently selected. The main content area is divided into two columns. The left column contains the 'About' section, which includes a description of the brand, its mission, and a company overview. The right column contains the 'Basic info' section, which lists the founding year as 2002, and the 'Contact info' section, which provides the website URL as http://www.tomdixon.net. There is also a 'Life Events' section at the bottom right, which shows a single event: '2002' followed by a play button icon and the text 'Founded in 2002'.

**Tom Dixon.**  
Tom Dixon  
Product/service

Like Follow Message

Timeline **About** Photos Instagram More

### About

A British Lighting, Furniture and Accessories brand. Obsessed with honest materials, and a commitment to innovative design.

#### Mission

To Illuminate and Furnish the Future.

#### Company Overview

Tom Dixon is a leading British design brand whose distribution spans 65 countries. Established in 2002, the Tom Dixon brand is inspired by its unique British heritage, and launches lighting, furniture and accessories collections annually in Milan, New York, London and Paris.


### Basic info

Founded 2002

### Contact info

Website <http://www.tomdixon.net>

### Life Events

2002  Founded in 2002

📅 22 January 2014

## Maison & Objet 'Designer of the Year' 2014



We're proud to announce that Tom Dixon has been named as Maison & Objet's 'Designer of the Year' 2014. The award comes in our third year at Maison & Objet, a fair that explores every facet of home life and the art of living.

Alongside our stand at the fair, this January sees our adidas by Tom Dixon collection launch at Parisian Concept store, Merci, and the opening of our first French interior design project: Eclectic, a new restaurant from Fabienne and Philippe Amzalak and Jean-Louis Costes.

We'll be marking the award with a special installation at the September edition of Maison & Objet later this year. Watch this space.



COMPANY ANALYSIS

TOM DIXON  
COLLECTION

LIGHTS



TABLES



CHAIRS



UPHOLSTERY




ACCESSORIES



## COMPANY ANALYSIS

### MOOOI STORY



For more than ten years Moooi has inspired and seduced the world with sparkling and innovative designs. The venture founded in 2001 by Marcel Wanders and Casper Visser is named after their native Dutch word for beautiful – the third 'o' in the brand name stands for an extra value in terms of beauty & uniqueness. The core strengths of both men continue to complement each other perfectly; Marcel, the obstinate, passionate designer with a nose for business, and Casper, the driven marketer with a keen eye for design.

In addition to Marcel Wanders' designs, the Moooi portfolio contains a range of work from other nationally and internationally recognized designers. These include, amongst others, Jurgen Bey, Bertjan Pot, Maarten Baas, Jaime Hayon, Neri & Hu, Studio Job and Nika Zupanc. The collections style is exclusive, daring, playful, exquisite and based on the belief that design is a question of love. Moooi takes pride in producing timeless objects of beauty which possess the uniqueness and character of antiques combined with the freshness of modern times. This fusion brings the brand to focus on the production of iconic objects.

With this unique and iconic mix of lighting, furniture and accessories, which outlast everyday interiors, Moooi creates interior environments decorated with an inspiring variety of patterns and colours to embrace any kind of space and make people of different ages, cultures and personalities fall in love with their homes.

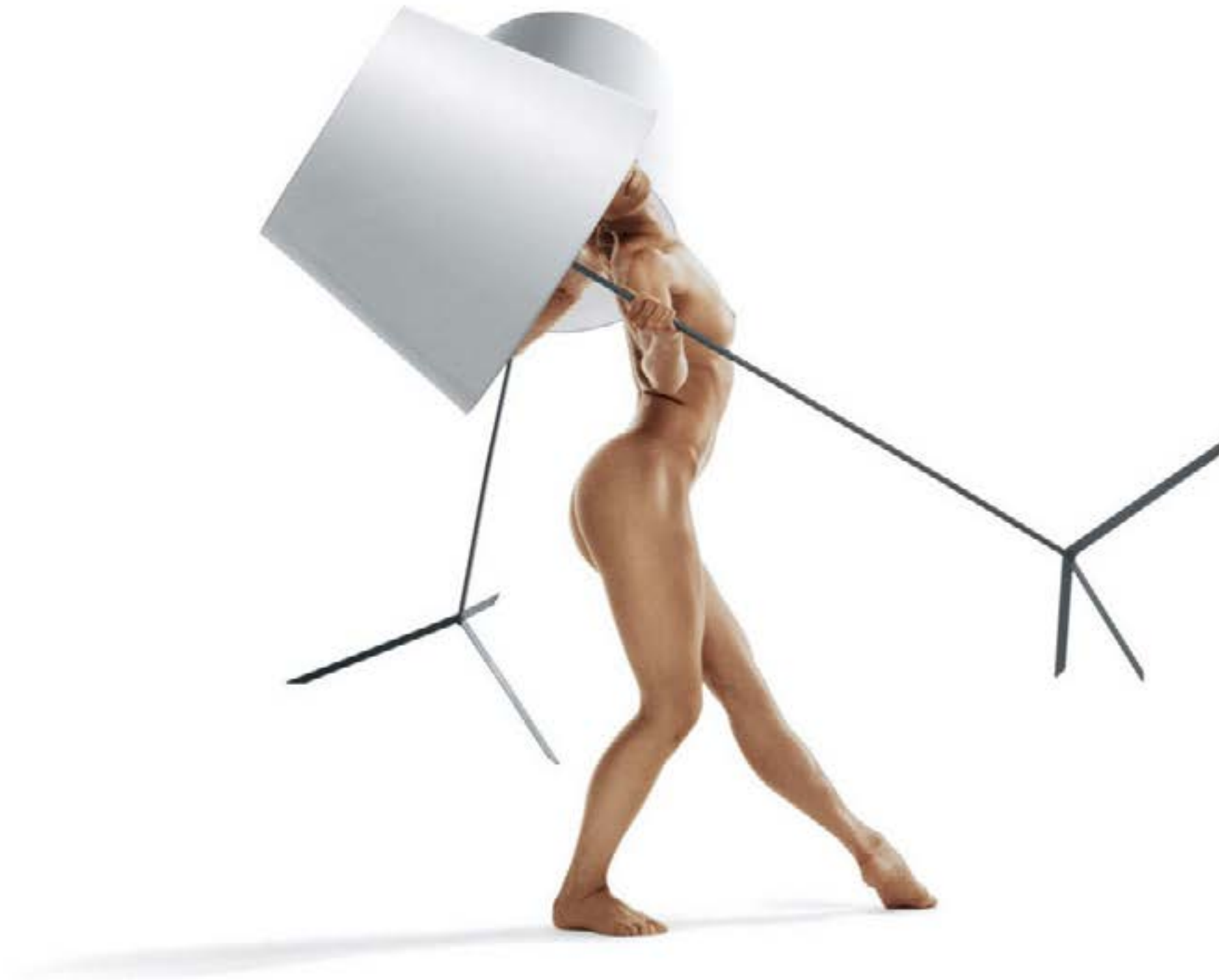
This unexpected home vision brings to life a whole world of new ideas and inspiring complete Moooi settings to brighten up daily life with a touch of magic. They represent places where visions converge and where everyone can stop and feel comfortable within the perfect eclectic mix of culture & experiences that makes a home environment more beautiful and unique.

During the last couple of years Moooi has expanded its horizons at a rapid pace, opening several showrooms in strategically located key-cities: Amsterdam, London, Milan and New York. The Moooi showrooms are the perfect place for design professionals to experience the Moooi collection in a unique, inspiring setting and to have perfect visual examples of the many possibilities of the Moooi product range!

## COMPANY ANALYSIS

### MOOOI MISSION

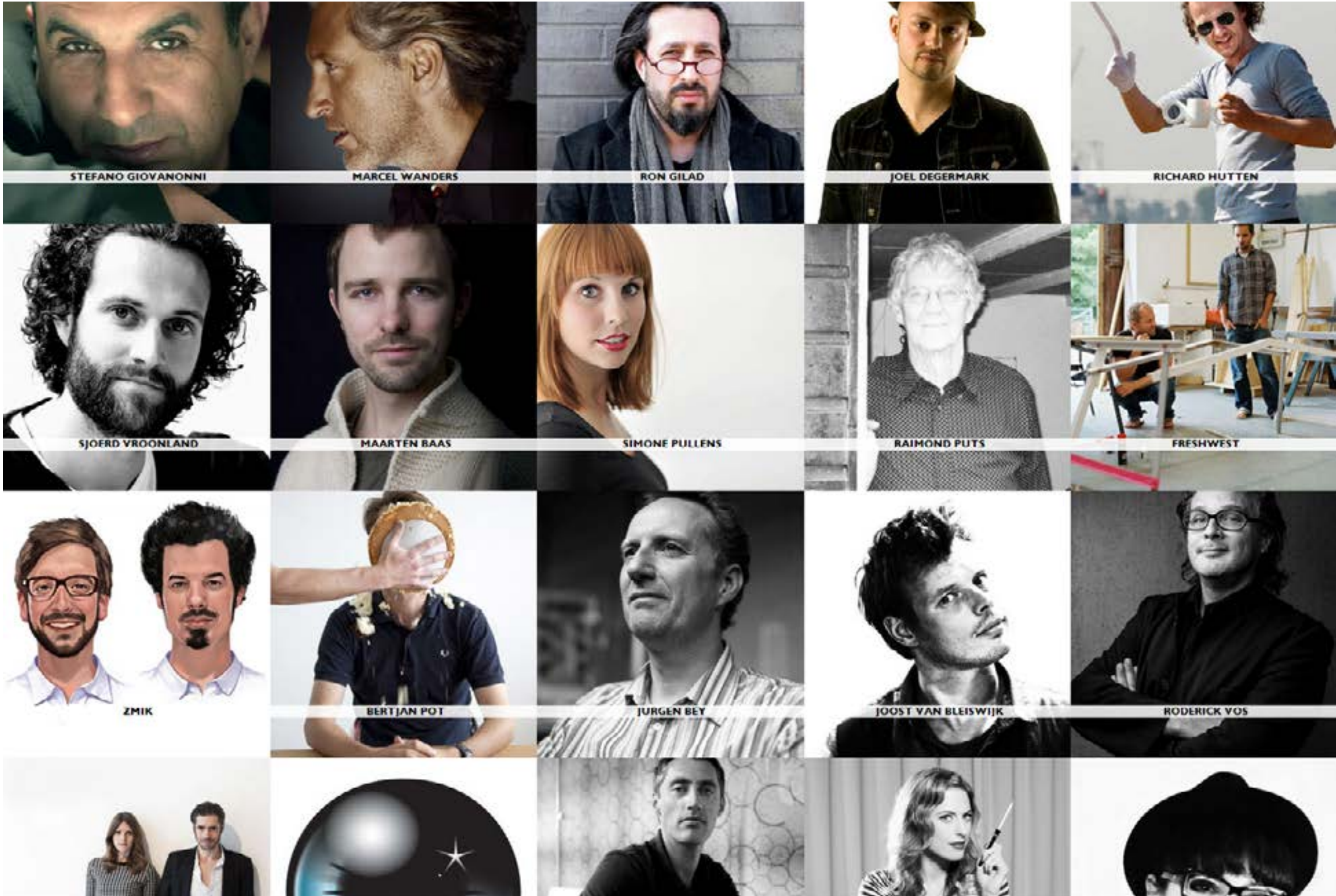
*"Moooi leads the understanding of culture, human needs and technology. It contributes by creating the most successful innovative design-collection ever and creates unprecedented value and opportunity for its customers, employees, investors and partners. This is our challenge and vision and we ask you to hold us to it and help us realise it."*





COMPANY ANALYSIS

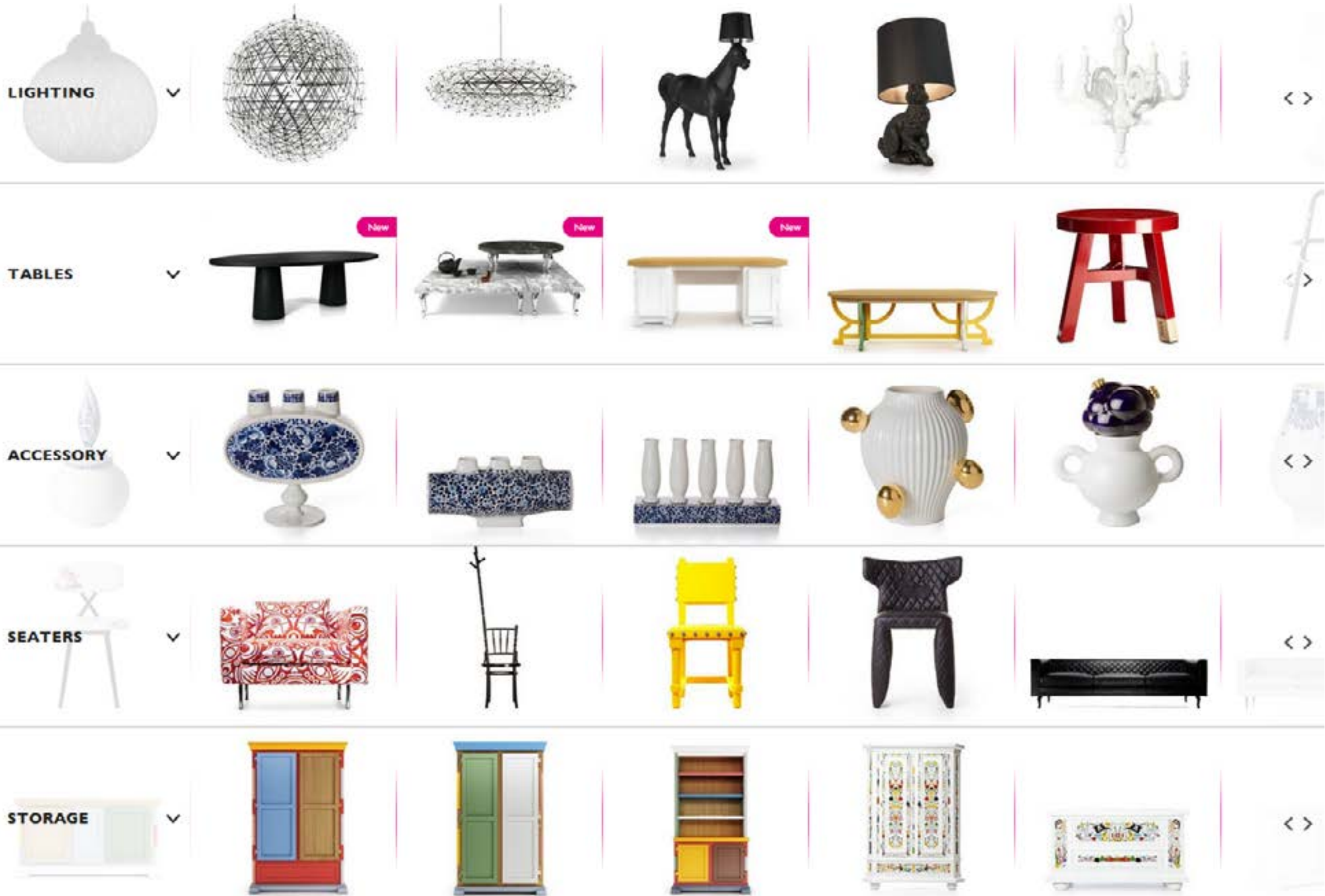
M0001  
DESIGNERS





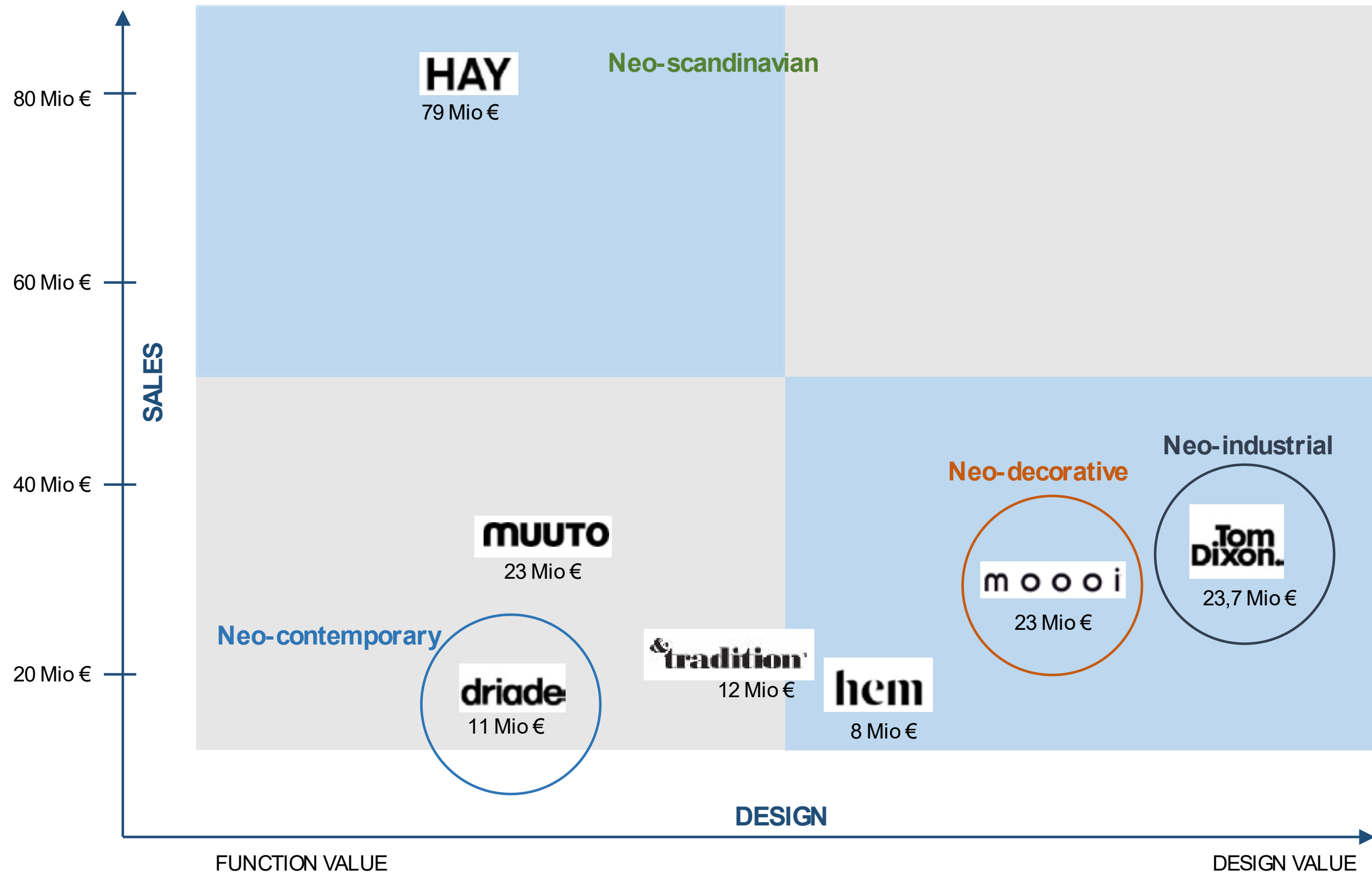
COMPANY ANALYSIS

MOOOI  
COLLECTION



COMPANY ANALYSIS

COMPANY POSITIONING



COMPANY ANALYSIS

COMPANY BENCHMARK

m o o o i

**Tom  
Dixon.**

**MUUTO**

**HAY**

**&tradition**

**hem**

**driade**

Unexpected  
welcome

Unique British  
Heritage

New Nordic

Celebrate  
Uncomplicated Design

Back to the  
future

Design  
made easy

Aesthetic  
Laboratory

Beauty &  
uniqueness

Commitment  
to Innovation

Give new  
perspectives

Meaningful &  
Sincere

Influence the design  
Climate of today

Unwind  
in comfort

The Art  
of Living

Design as a  
question of love

Extraordinary  
objects for everyday  
use

Good Design starts  
with the person

Classic design for  
a contemporary  
context

Create ground-  
breaking Icons of  
tomorrow

Originality  
Paired with  
Craftsmanship

Build atmosphere  
of Subtle  
Aestheticism

## MARKETING ANALYSIS

### 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 54.7%	
						OTHER	

MARKETING ANALYSIS

PRODUCT MIX

ANALYSIS

ASSESSMENT

ACTION

SALES BREAKDOWN BY  
MARKET/SEGMENT ANALYSIS



PORTFOLIO PERFORMANCE



IN/DIVESTMENT  
AREA DEFINITION

MARKETING ANALYSIS

PRODUCT MIX  
OF TOM DIXON AND MOOOI  
2012

	TOM DIXON %	MOOOI %
Lighting	78	70
Furniture	13	
Upholstery	5	
Accessories	3	3
Deco	1	
Seaters	-	13
Storage	-	2
Tables	-	12
	-----	-----
Total	100	100

MARKETING ANALYSIS

ABC ANALYSIS

ANALYSIS

ASSESSMENT

ACTION

ABC ANALYSIS



PORTFOLIO FOCUS AND  
DISPERSION



PRODUCT PRUNING  
LIST DEFINITION



MARKETING ANALYSIS

PRODUCT MIX  
OF TOM DIXON AND MOOOI  
2012

TOM DIXON PRODUCTS	TOM DIXON %		MOOOI PRODUCTS	MOOOI %
Black Beat (L)	22		Raymond (L)	19
Copper (L)	15		Random (L)	19
Etch (L)	14		Container (T)	9
Base (L)	7		LSS (L)	8
White Beat (L)	4		Smoke (S)	6
Glass (L)	4		Paper (C)	6
Void (L)	4		Dear Ingo (L)	5
Wingback (U)	4		Non Random (L)	5

MARKETING ANALYSIS

CREATIVITY

ANALYSIS

ASSESSMENT

ACTION

NEW PRODUCT ANALYSIS



PORTFOLIO CREATIVITY



NEW PRODUCT  
LAUNCH DEFINITION

MARKETING ANALYSIS

CREATIVITY  
OF TOM DIXON AND MOOOI  
2012

	TOM DIXON No. of Projects	TOM DIXON %	MOOOI No. Of Projects	MOOOI %
Evergreens	6	48	5	54
Salesbuilders	9	36	8	24
Icons	22	16	13	22
	-----	-----	-----	-----
Total	37	100	26	100

MARKETING ANALYSIS

INVESTMENT

ANALYSIS

ASSESSMENT

ACTION

INVESTMENT ANALYSIS  
(CONSUMER)



PORTFOLIO TARGETS AND  
RESOURCES RELATIONSHIP



INVESTMENT DEFINITION

MARKETING ANALYSIS

INVESTMENT  
OF TOM DIXON AND MOOOI  
2012

	TOM DIXON %	MOOOI %
Marketing	46	25
Activities	10	14
Sales Tools	5	4
Websites	5	15
Fairs	15	20
Printed+Photo+Adv +PR+Events	10	16
Others	5	6
	-----	-----
Total	100	100

	TOM DIXON %	MOOOI %
Trade/Architects	40	47
Sales Force	15	31
Consumers	45	15
Others	0	7
	-----	-----
Total	100	100

CORSO DI LAUREA MAGISTRALE IN  
ECONOMIA AZIENDALE E MANAGEMENT

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DESIGN MANAGEMENT

*Lesson 4 - Part 2*

## 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.
4. MAKE SURE YOU KNOW WHERE AND HOW TO SELL AND DISTRIBUTE YOUR PRODUCTS.

COMPANY ANALYSIS

SALES + MARKETING

COMPANY STRATEGY

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POSITIONING ANALYSIS

MARKETING STRATEGY

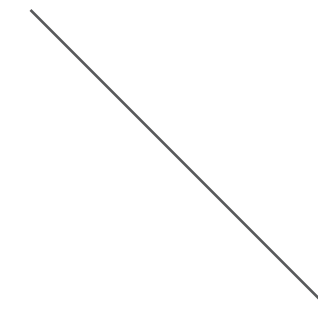
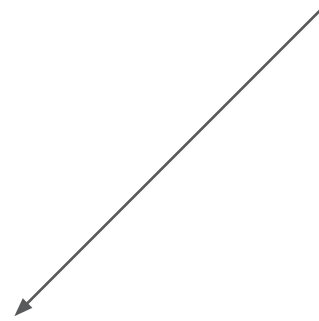
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PRODUCT PORTFOLIO ANALYSIS

SALES STRATEGY

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DISTRIBUTION ANALYSIS





## MARKETING AND SALES ANALYSIS

### IN-CLASS CASE AND EXERCISE

#### TOM DIXON VERSUS M000I

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previous data selection of TOM DIXON and M000I

- Analyze the two companies sales data
- Identify the company sales strategies: compare and contrast
- Identify strengths and weaknesses: compare and contrast
- Be prepared to argument

SALES ANALYSIS

DISTRIBUTION OVERLAPS

TOM DIXON

M0001

2013				
Product Category	Sales %	No. of Customers	% of Customers	% of Orders
Lighting	20%	496	46.2%	26%
Furniture	1%	3	0.3%	1%
Overlaps	78%	575	53.5%	74%
<b>Total</b>	<b>100%</b>	<b>1,074</b>	<b>100%</b>	<b>100%</b>

2013				
Product Category	Sales %	No. of Customers	% Customers	% Invoices
Lighting only	17%	496	35%	16%
<b>Overlaps</b>	<b>83%</b>	<b>916</b>	<b>65%</b>	<b>84%</b>
Non-lighting				
<b>Total</b>	<b>100%</b>	<b>1,412</b>	<b>100%</b>	<b>100%</b>

SALES ANALYSIS

AREA MIX

ANALYSIS

ASSESSMENT

ACTION

SALES BREAKDOWN BY  
AREA/COUNTRY ANALYSIS



GEOGRAPHIC PERFORMANCE



TARGET DEFINITION  
BY AREA/COUNTRY

SALES ANALYSIS

AREA MIX  
OF TOM DIXON AND MOOOI  
2012

	TOM DIXON %	MOOOI %
Europe	70	70
UK	16	6
Scandinavia		
Asia	6	7
USA	6	17
Far East	2	0
Row		
	-----	-----
Total	100	100

SALES ANALYSIS

CHANNEL MIX

ANALYSIS

ASSESSMENT

ACTION

SALES BREAKDOWN BY  
CHANNEL



CHANNEL PERFORMANCE



TARGET DEFINITION  
BY CHANNEL

SALES ANALYSIS

CHANNEL MIX

TOM DIXON

2013		
Channel	Sales %	No. of Customers %
Agent	27%	53.54%
Direct	53%	46.18%
Distributor	20%	0.28%
<b>Total</b>	<b>100%</b>	<b>100%</b>

M000I

2013		
Channel	% Sales	No. of Customers %
Agent	50%	57%
Direct Sales	42%	42%
Distributor	8%	1%
<b>Total</b>	<b>100%</b>	<b>100%</b>