

CORSO DI LAUREA MAGISTRALE IN
ECONOMIA AZIENDALE E MANAGEMENT

DESIGN MANAGEMENT

Course Introduction

DESIGN MANAGEMENT

PRODUCT DEVELOPMENT

From 20th of February
to 27th of March

Lessons: on Tuesday
from 14.00 to 18.00
(except the 20th of March)

Lucio Q. Leonelli
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Mirco Stanghellini
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DESIGN MANAGEMENT

From 10th of April
to 15th of May

Lesson: on Wednesday
from 14.00 to 18.00

Robin Rizzini
robin@metrica-milano.com

Dora Manzini
dora@metrica-milano.com

EXAMS

Product Development Written
Exam
17th of April
from 15.00 to 16.30

Product Development Final
Project Presentation
8th of May
from 14.00 to 18.00

Design Management Final
Project Presentation
22th of May
from 14.00 to 18.00

COMPANY VISITS

7th and 28nd of March

SHOWROOMS VISITS

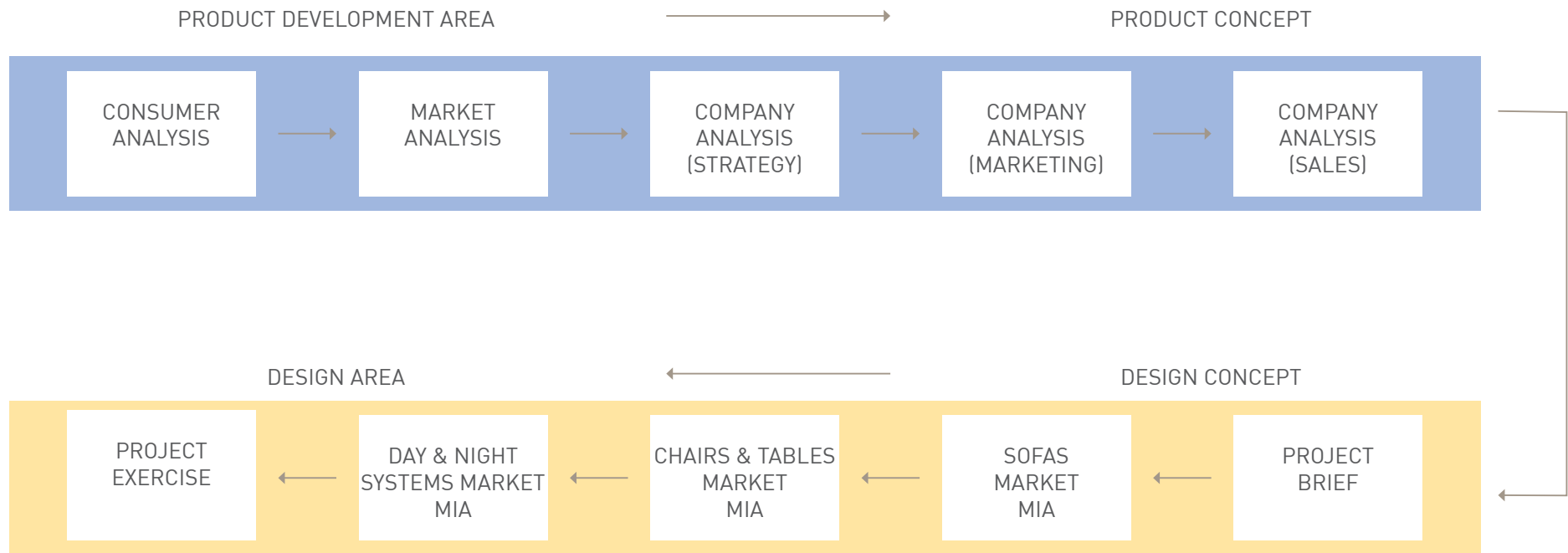
Showroom Visits
18th of April and 9th of May
from 15.00 pm to 18.00 pm

SALONE DEL MOBILE / FUORISALONE

from 17th to 22th of April
free activity

DESIGN MANAGEMENT

COURSE STRUCTURE



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

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

Lesson 1.1 - what is an icon?

Lesson 1.2 - product class analysis / sofas

part1. 30 min

- icon: concept
- icon in semiotics
- icons in the art
- icons in modern culture
- icons in design

part2. 45 min

product class analysis

- 3key messages for product class sofa
 - technologies and manufacturing processes
-

Break. 15 min

part3. 30 min

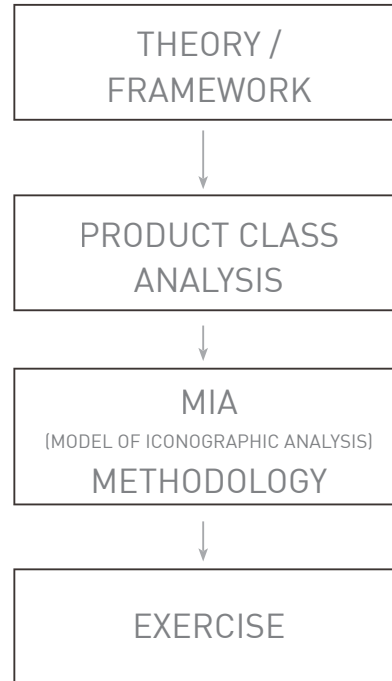
ma. examples

part 4.

- exercise 1. 30min + debate 20 min
- exercise 2. 30min + debate 20 min

design pill. 15 min

LESSON 1. OVERVIEW



KEY MESSAGE

WHAT IS AN ICONIC DESIGN?

WHAT IS A SIGN

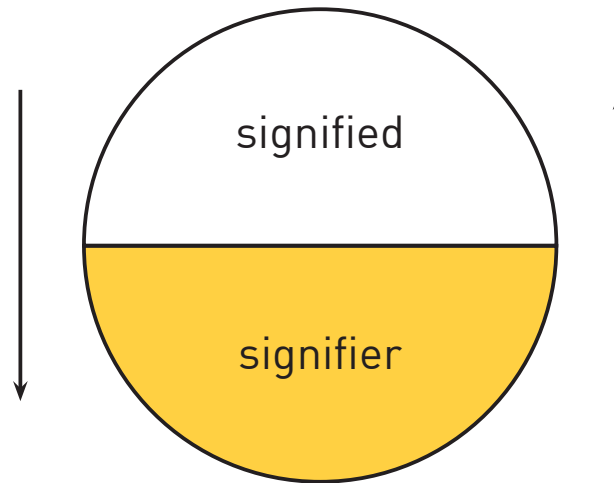


'EVERY MESSAGE IS MADE OUT OF SIGNS'

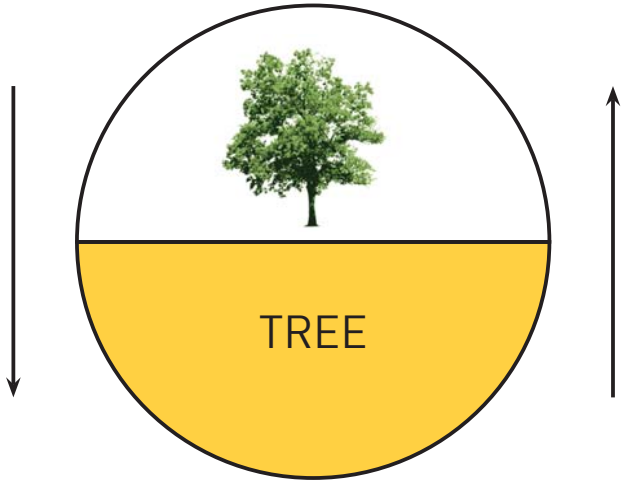
Ferdinand de Saussure (1857-1913) defined the sign as a “two-sided psychological entity” that links a mental concept of a thing (the signified) to a sound pattern (the signifier).

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

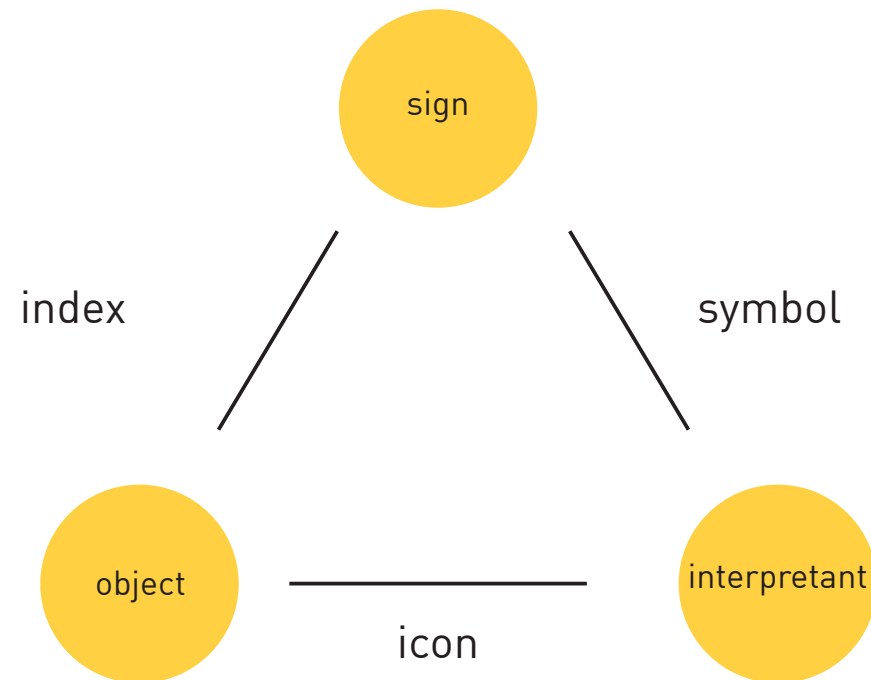


'NOTHING IS A SIGN UNLESS IT IS INTERPRETED AS A SIGN'

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.

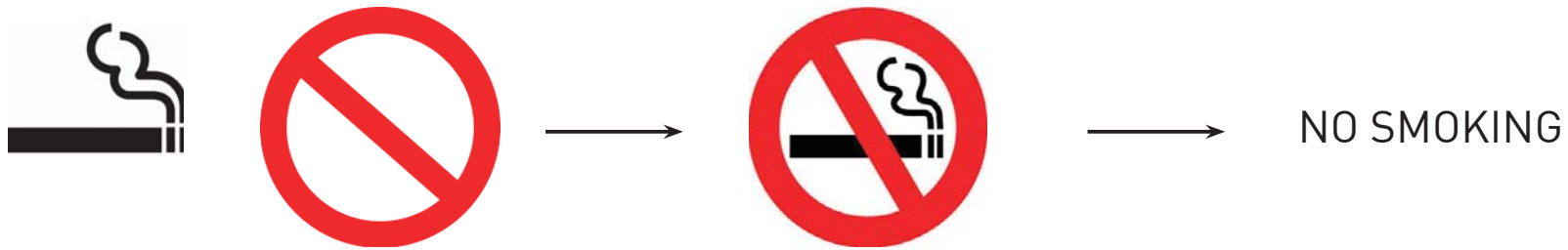
WHAT IS A SIGN

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: 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

+

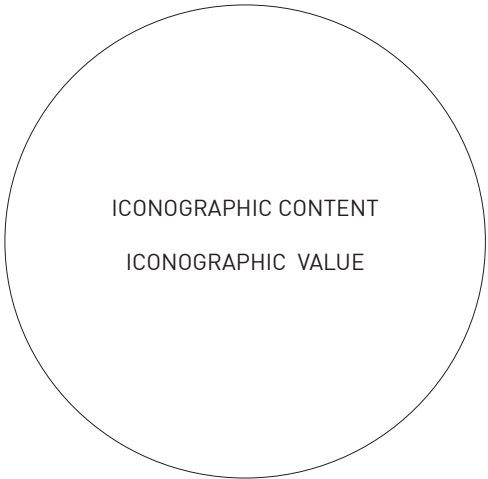
PRODUCT KEYS

WHAT IS AN ICONIC DESIGN

PRODUCT ANALYSIS

DESIGN KEYS

PRODUCT KEYS



+



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 platform

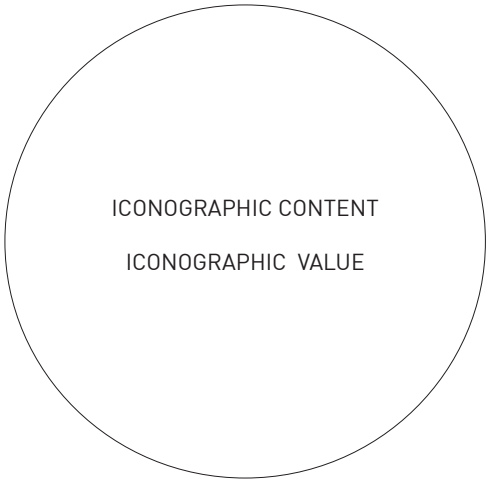
SITY
B&B, Antonio Citterio, 1986

WHAT IS AN ICONIC DESIGN

PRODUCT ANALYSIS

DESIGN KEYS

PRODUCT KEYS



+



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



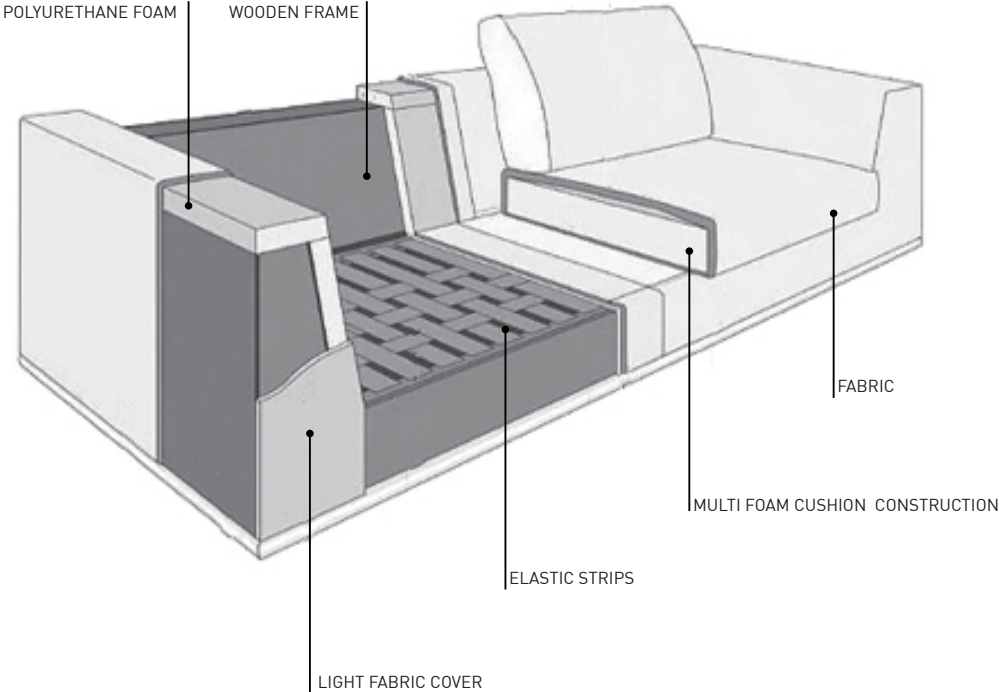
GRANDE PAPILIO
B&B, Naoto Fukasawa

WHAT IS AN ICONIC DESIGN

PRODUCT KEYS ANALYSIS: SOFAS

TRADITIONAL MANUFACTURING

PRODUCTION PROCESSES.
WOODEN FRAME + FOAM



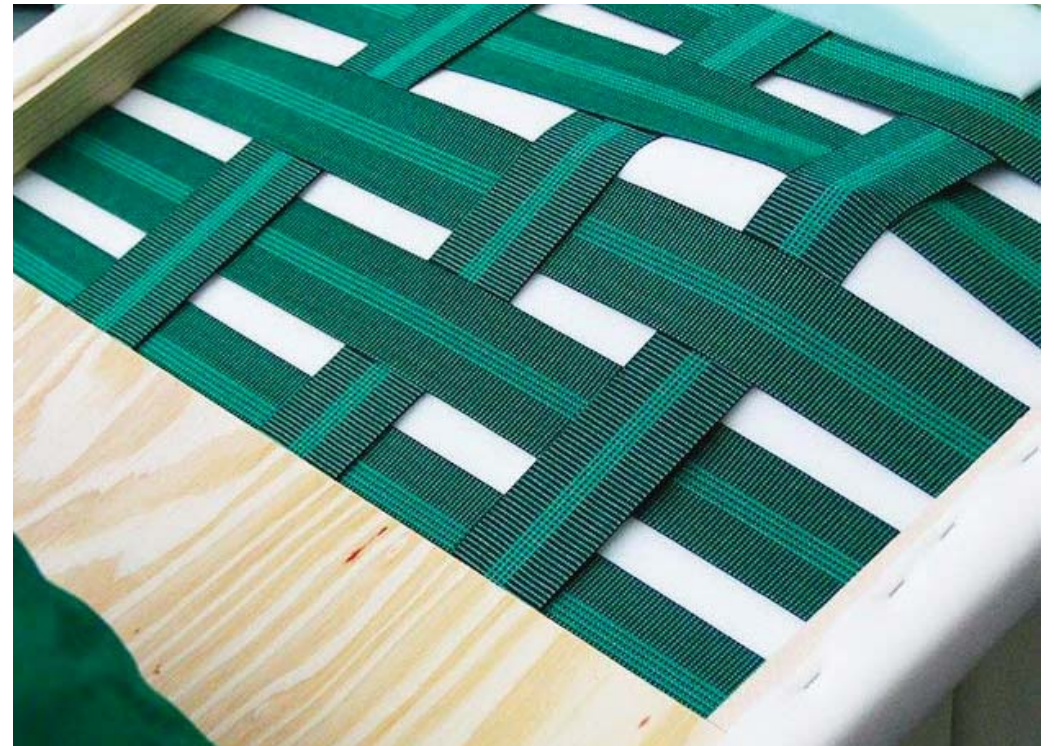
WHAT IS AN ICONIC DESIGN

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

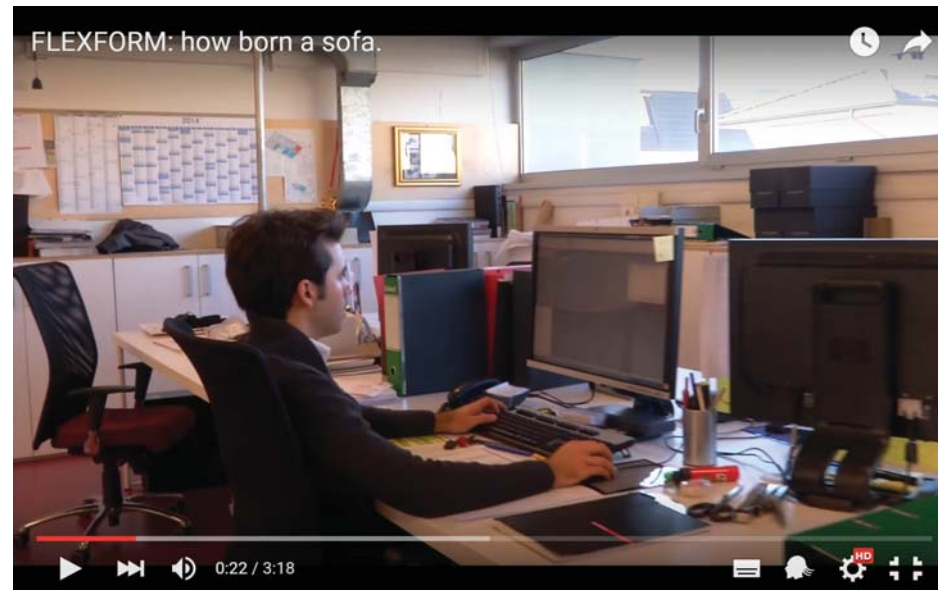


5. STITCHING DETAILS AND UPHOSLTERY

WHAT IS AN ICONIC DESIGN

PRODUCT KEYS ANALYSIS: SOFAS

VIDEO



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

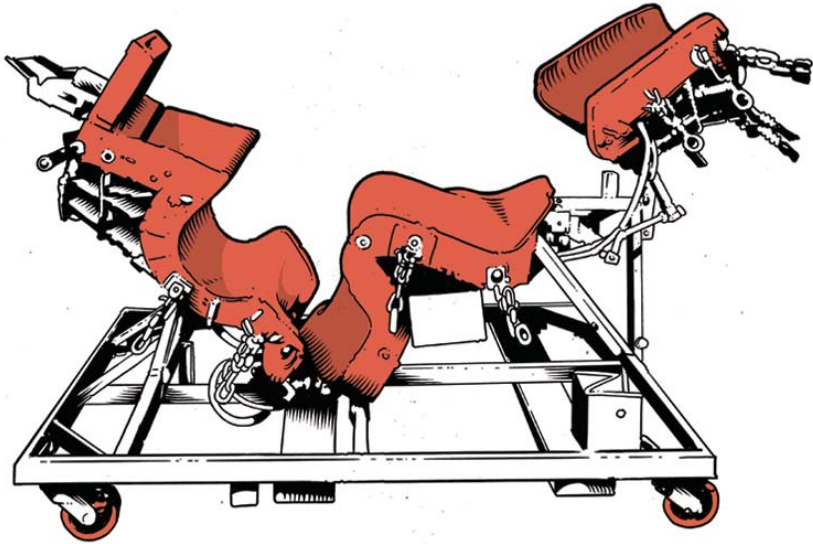
WHAT IS AN ICONIC DESIGN

PRODUCT KEYS ANALYSIS: SOFAS

PRODUCTION PROCESSES.
COLD POLYURETHANE FOAM MOULDING



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 STICING DETAILS

COFFEE BREAK



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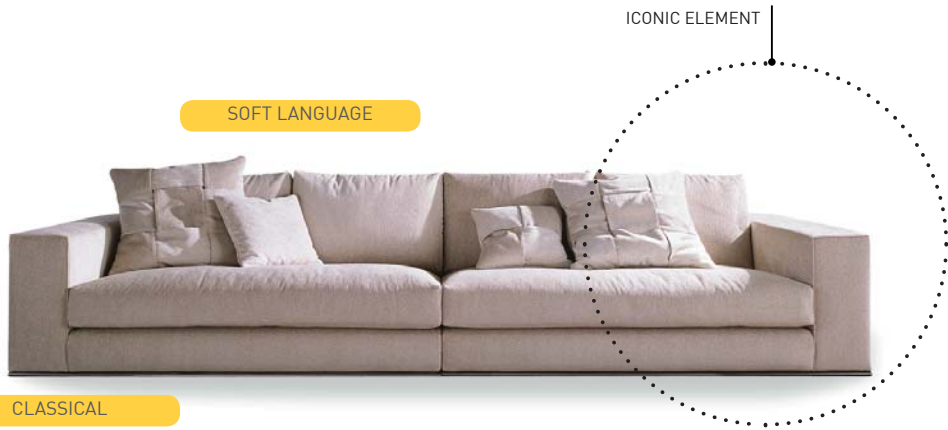
Lesson 1.3 - MIA sofas

MIA SOFAS

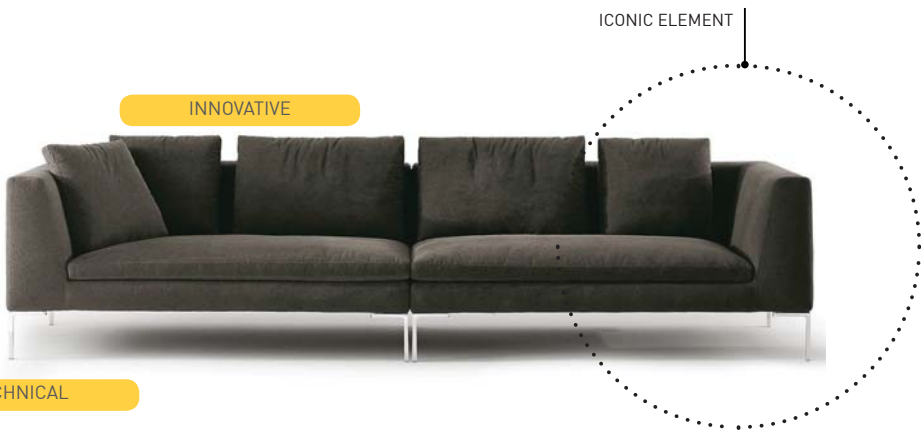
DESIGN KEYS ANALYSIS

ICONOGRAPHY - SOFAS

DESIGN CODE
ICONIC VALUE



HAMILTON
Minotti, Rodolfo Dordoni, 2003



CHARLES
B&B, Antonio Citterio, 1997

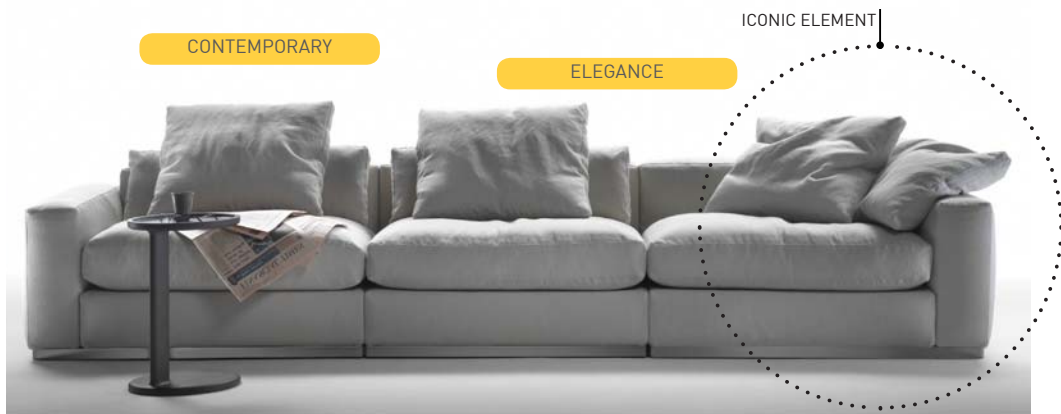


ICONOGRAPHY - SOFAS

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



CORSO DI LAUREA MAGISTRALE IN
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DESIGN MANAGEMENT

Lesson 1.4 - 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) Match the product keywords with the sofa in order to describe the most important features
- 3) Identify with callouts 1 or 2 key aspects of the sofa that gives the product its personality

*KEYWORDS

ORGANIC

SOFT LANGUAGE

HARD LANGUAGE

ELEGANCE

INNOVATIVE

SARTORIAL

COMPLEX

TRADITIONAL

MINIMAL

GEOMETRICAL

TECHNICAL

PRACTICAL

CLASSICAL

CONTEMPORARY

BOLD

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



DIESIS
B&B, Antonio Citterio, 1979



STANDARD,
Edra, Binfare, 2013



TEAM EXERCISE N°2

MIA

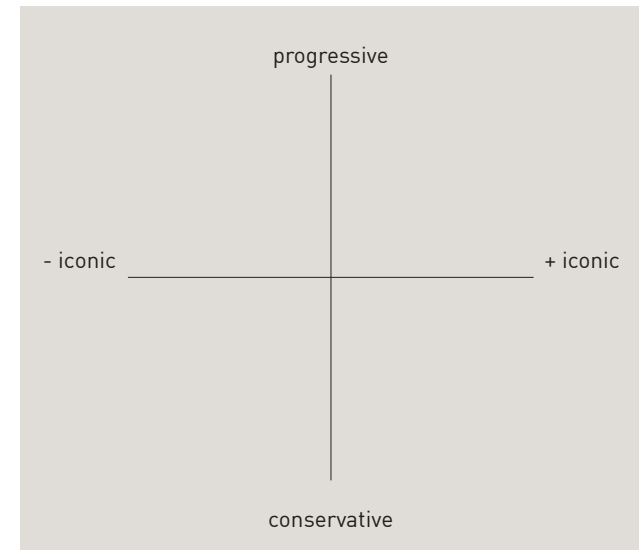
Objective:

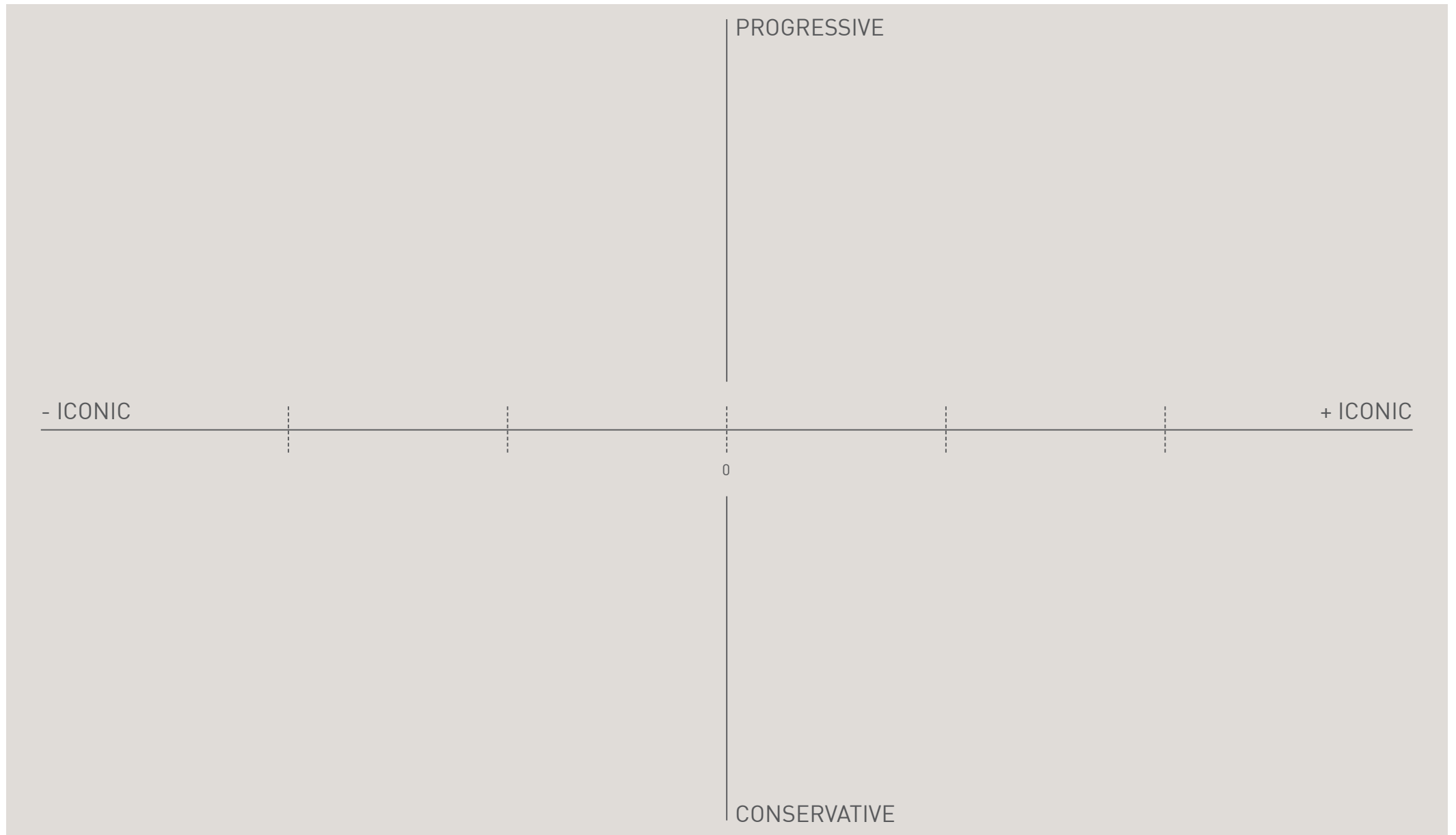
Understand the iconic values of products through product analysis

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

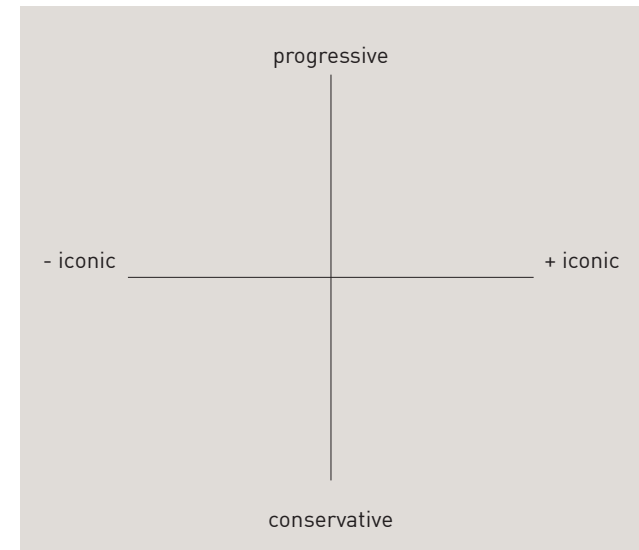
Objective:

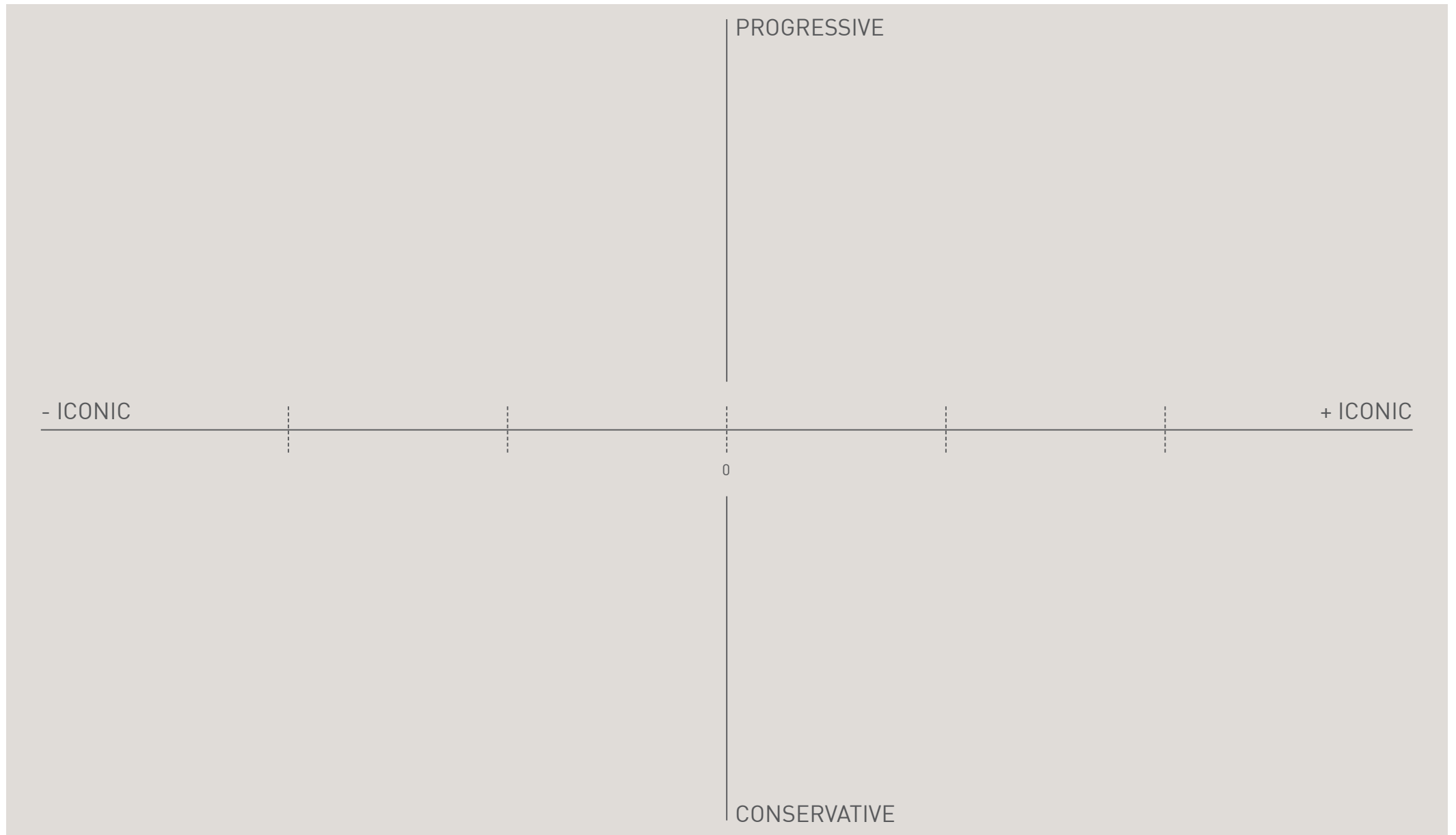
Understand the iconic values of products through product analysis

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