

CORSO DI LAUREA MAGISTRALE IN  
ECONOMIA AZIENDALE E MANAGEMENT  
UNIVERSITA' CARLO CATTANEO - 2019

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DESIGN MANAGEMENT

Lesson 2 - Part 2

## COMPETITIVE STRATEGY

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on the basis of the information provided and researched about the companies

- Enclosed a selection of data relevant to 5 companies active in the furniture market, 3 Germans and 2 Italians. You are a strategic advisor to Cor and data provided refer to Cor direct competitors.
- You have been asked to design Cor future strategy .
- Search on web indication on the companies backward and forward integrations.
- Analyze the companies, their different strategies, suggest a potential winning company strategy.

Brand values

THE GERMAN WAY : quality + tradition

THE ITALIAN WAY : contemporary + design

**COR**

WALTER KNOLL

**ROLF  
BENZ**

**B&B  
ITALIA**

**Cassina**

SEMANTIC VALUES

Innovation on traditional craftsmanship

Quality takes time

Timeless, free from trends and fashion

Highest quality of materials and domestic supply

150 years of leather expertise

Finest materials for lasting products

Supply chain as a team with a common mission (comfort)

'Long term' relationships (company + designers and customer + product)

Sofas as flexible platforms, comfortable machines

'Made in Germany' as a guarantee of dedication

Consciousness and control of the process

Bold company personality

From Italy to the world

Timeless icons for the design enthusiast

Contemporary approach (design + industrial processes)

Strong technology knowhow

Highly iconic products and collections

Designers as personalities

Products as a discourse, company as a speaker

Consciousness of the wider design community (art, fashion, ...)

DNA

Upholstery driven

Total living

Upholstery driven

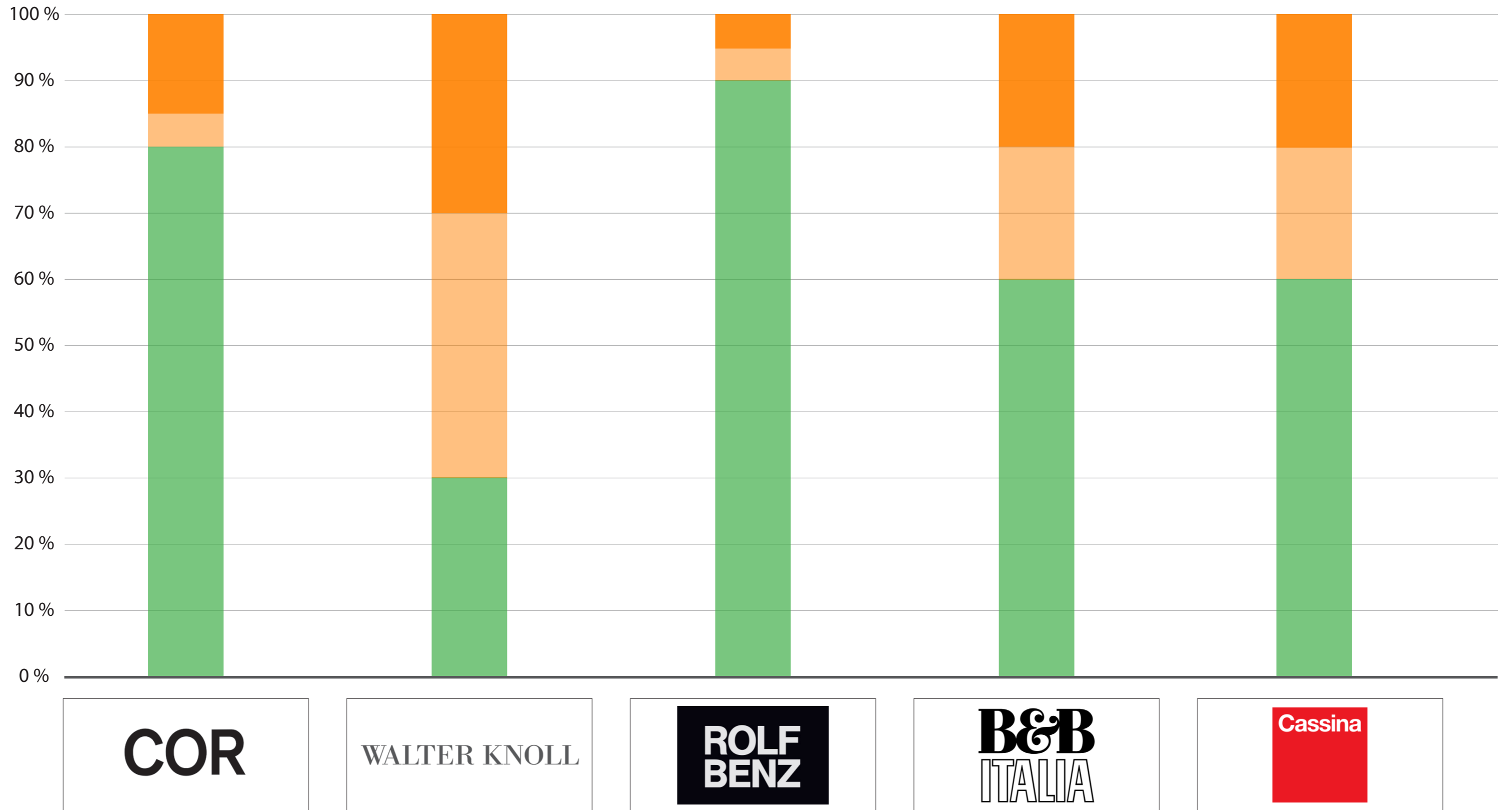
Total living

Total living

MARKETING ANALYSIS:  
COR SELECTED COMPETITORS

Business mix

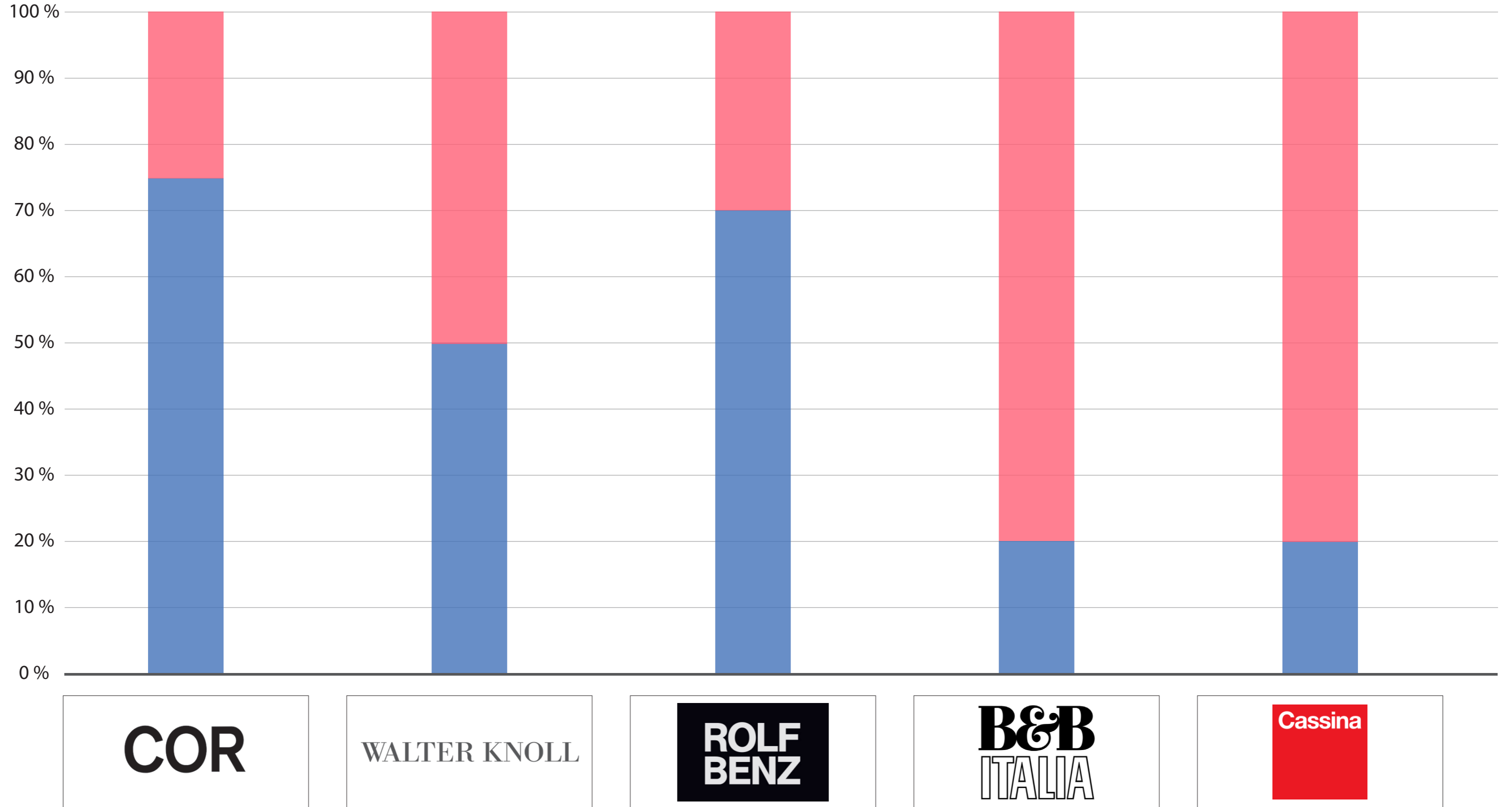
- Residential
- Contract | hospitality
- Contract | office



MARKETING ANALYSIS:  
COR SELECTED COMPETITORS

Internal  
Export

Area mix



MARKETING ANALYSIS:  
COR SELECTED COMPETITORS

Product mix

- Upholstery
- Tables
- Chairs
- Complements (bench, stools)
- Shelving
- Others(beds,carpets,accessories,outdoor)

