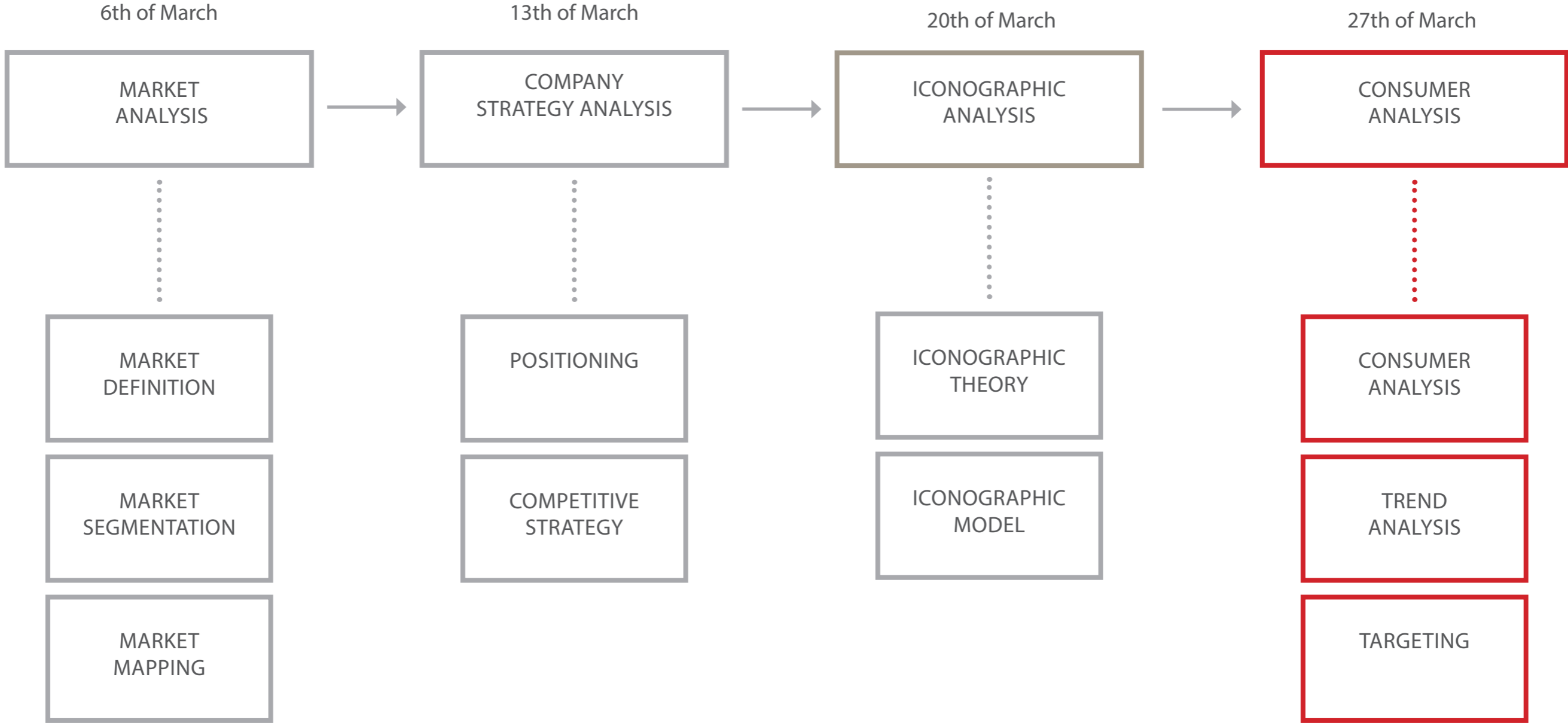


CORSO DI LAUREA MAGISTRALE IN
ECONOMIA AZIENDALE E MANAGEMENT

DESIGN MANAGEMENT

Lesson 6 - Part 1

DESIGN MANAGEMENT



DESIGN MANAGEMENT

3rd of April

10 th of April

CONSUMER ANALYSIS + ICONOGRAPHIC ANALYSIS

COMPANY MARKETING AND SALES



CONSUMER ANALYSIS

MARKETING ANALYSIS

TREND ANALYSIS

SALES ANALYSIS

TARGETING

+

ICONOGRAPHIC MODEL

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

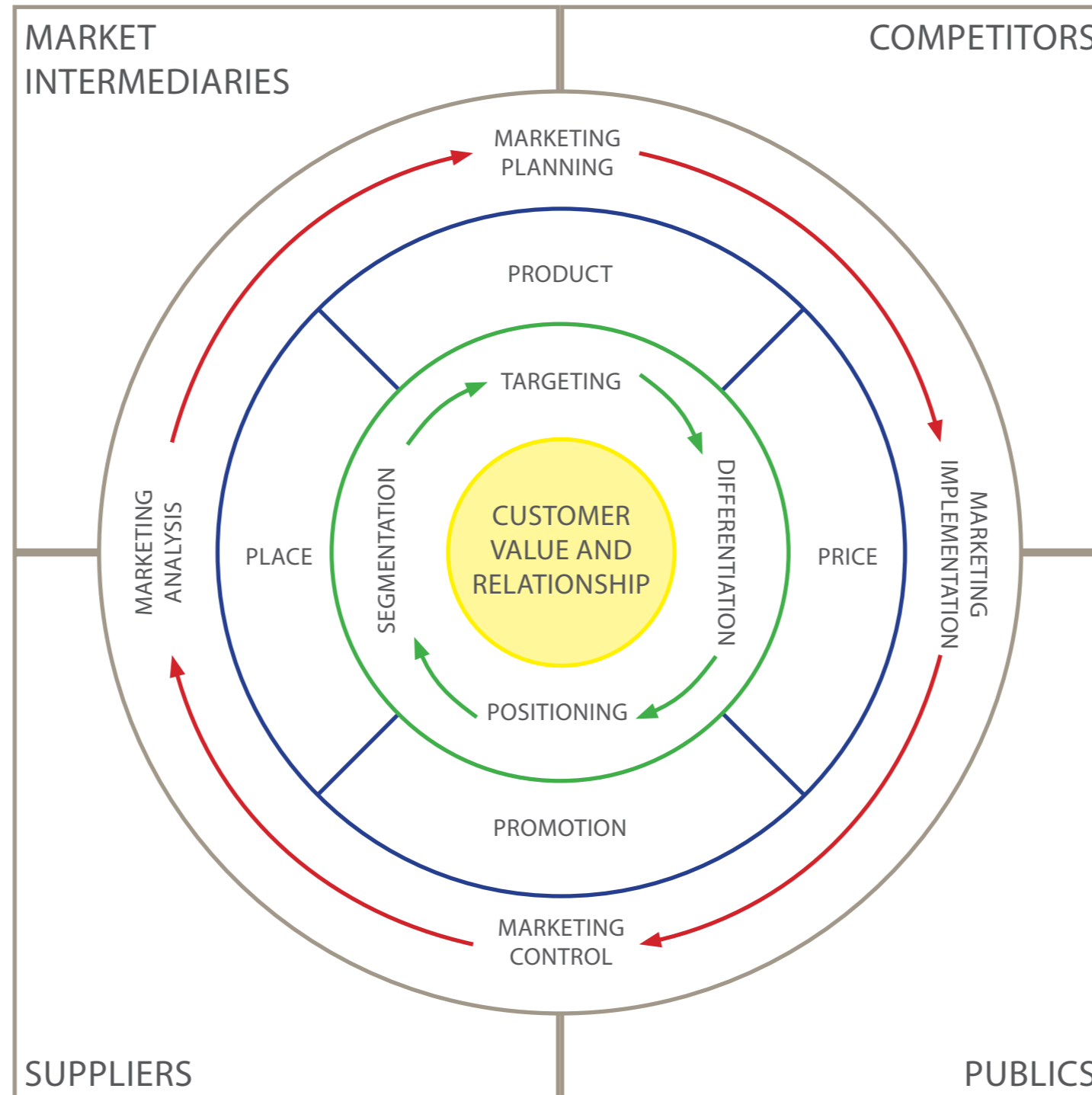
PRODUCT PORTFOLIO ANALYSIS

SALES STRATEGY

DISTRIBUTION ANALYSIS

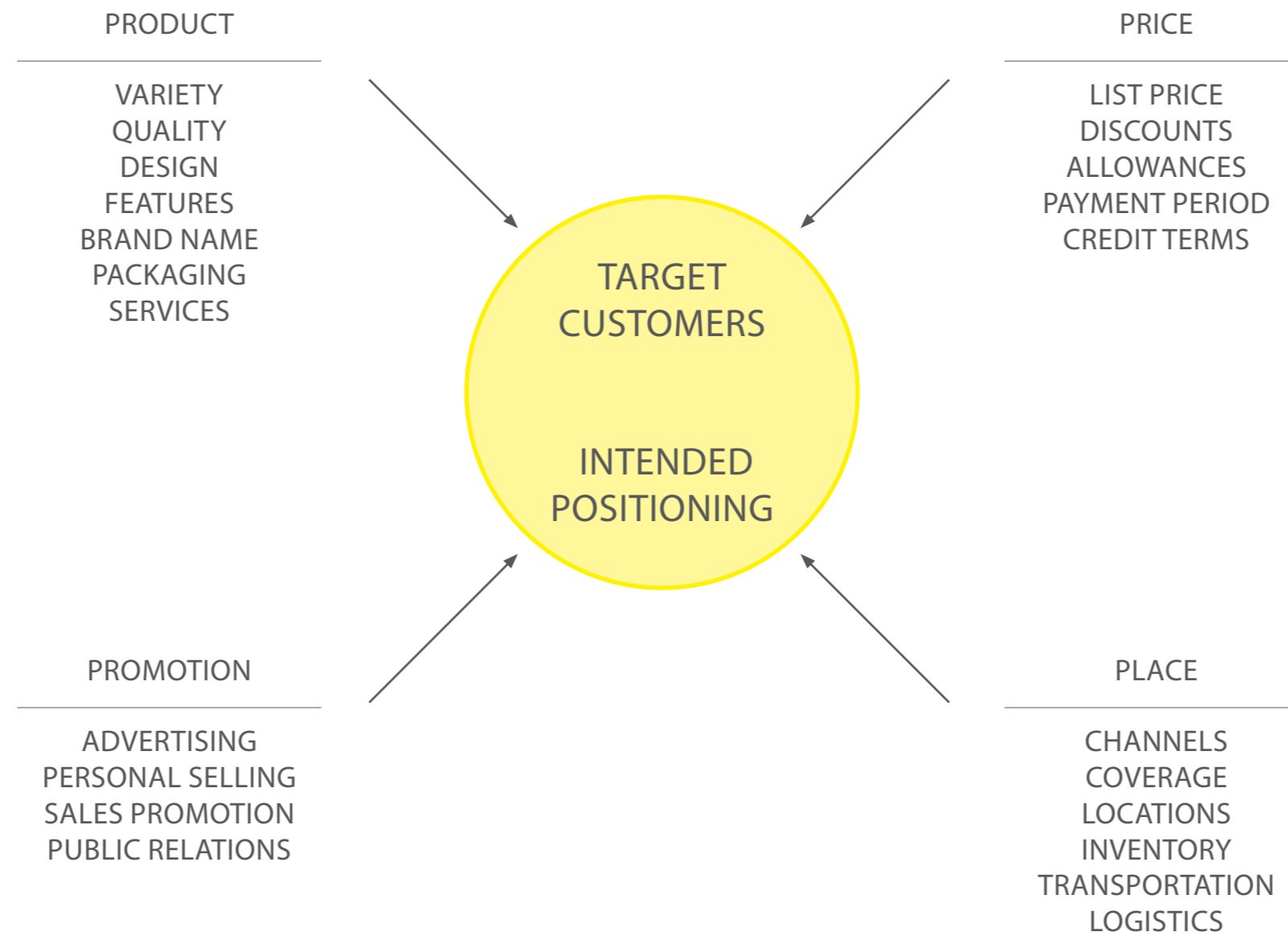
COMPANY ANALYSIS

MARKETING MIX: 4 OR MORE P's



COMPANY ANALYSIS

DEVELOPING AN INTEGRATED MARKETING MIX



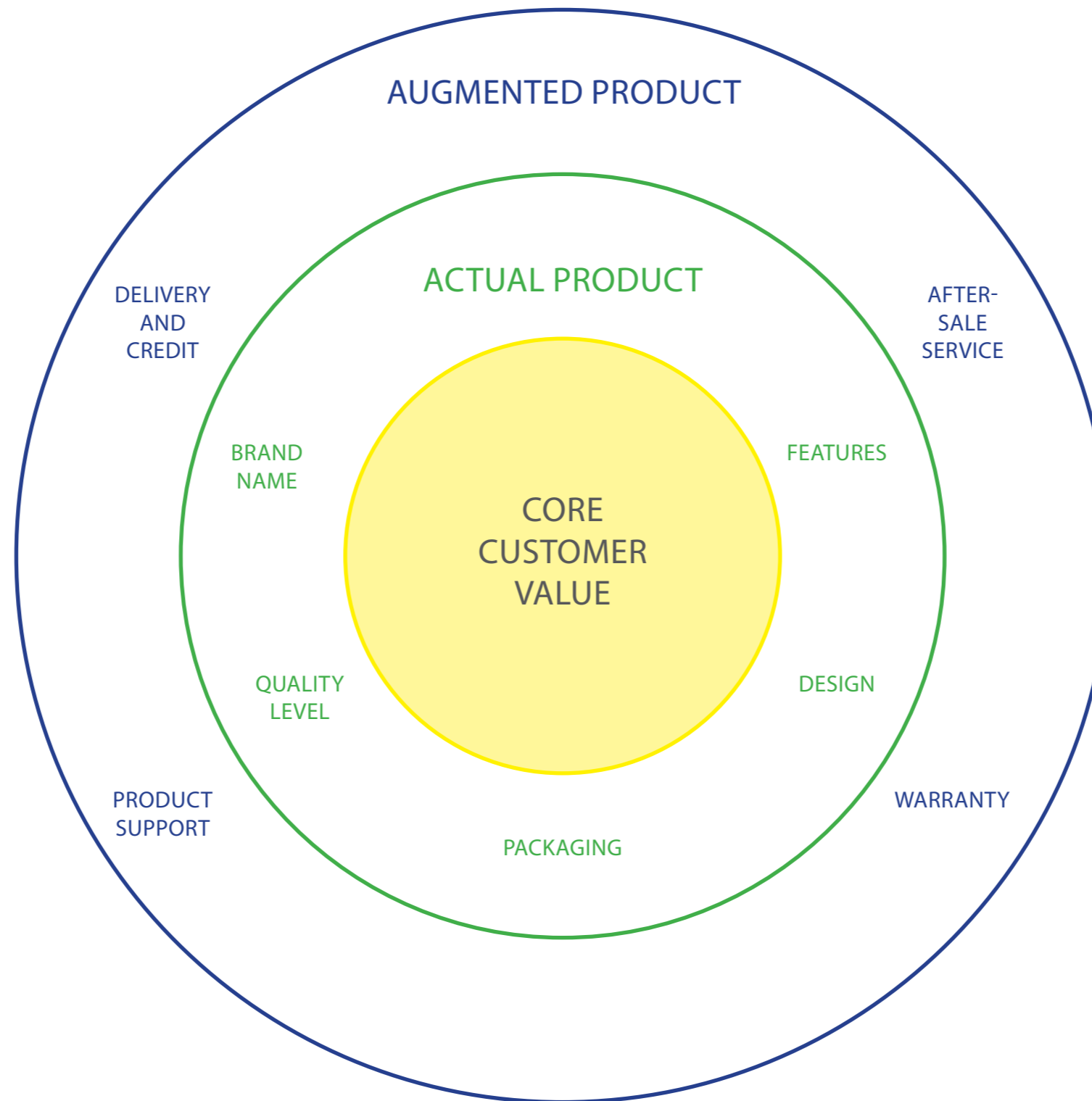
COMPANY ANALYSIS

PRODUCT AND SERVICE DECISIONS



COMPANY ANALYSIS

THREE LEVELS OF PRODUCT



PRODUCT AND BRAND STRATEGY

PRODUCT CATEGORY

EXISTING

NEW

BRAND NAME

EXISTING

NEW

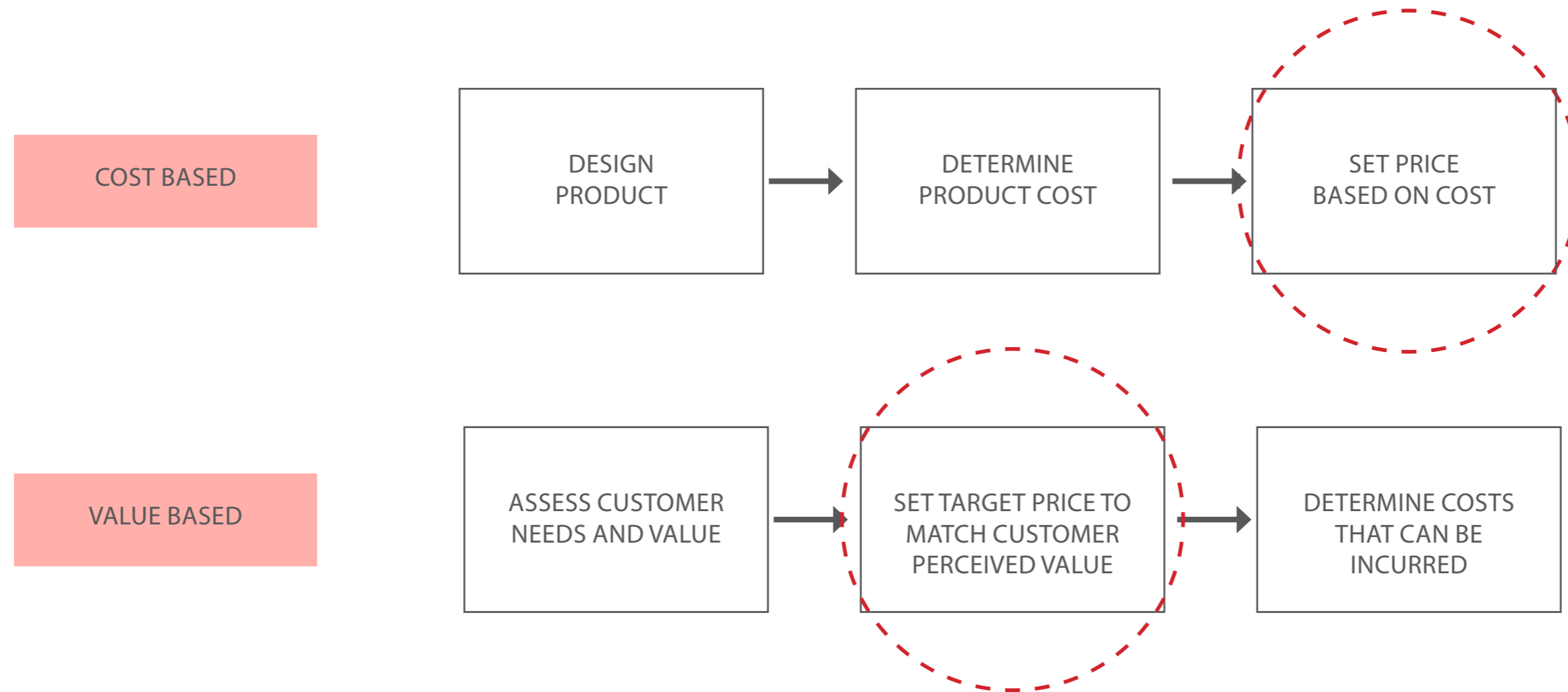
	LINE EXTENSION		BRAND EXTENSION
	MULTIBRANDS		NEW BRANDS

COMPANY ANALYSIS

PRICE

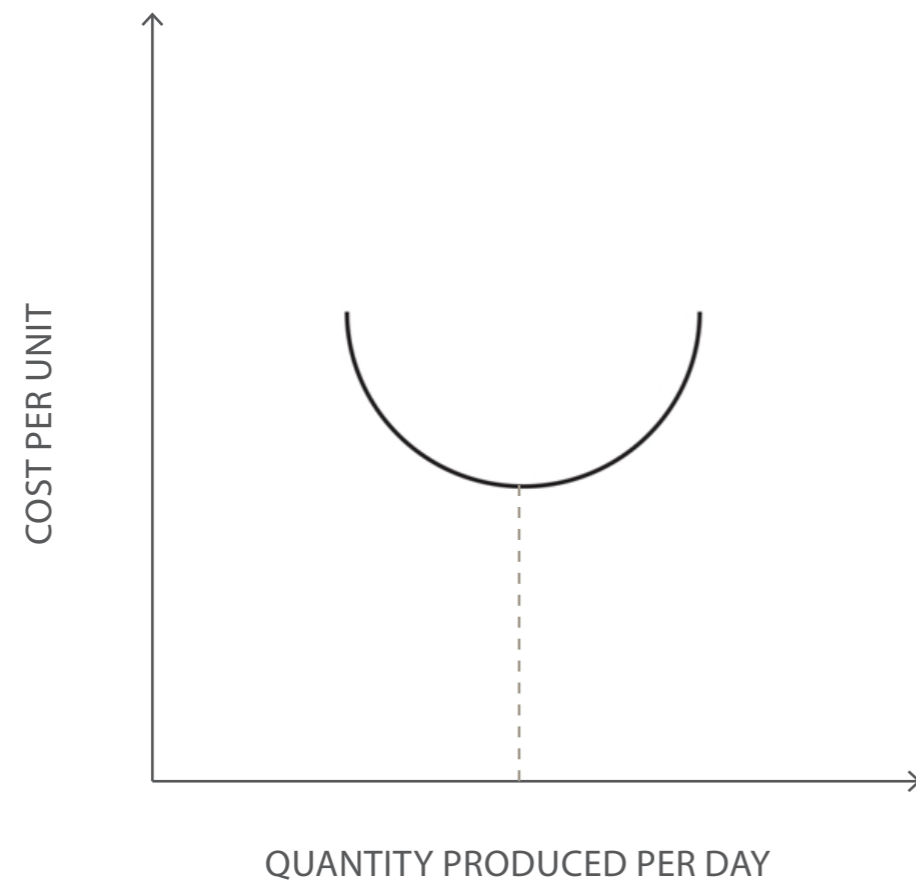


PRICING

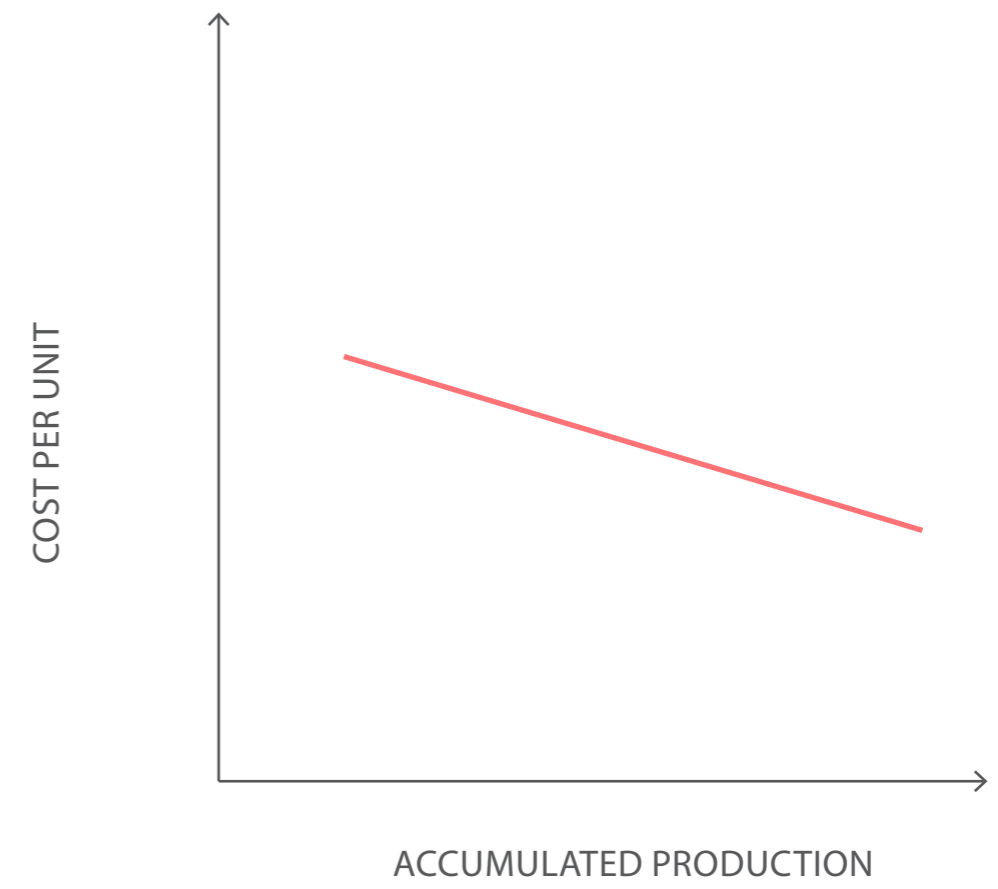


PRICE AND COSTS

AVERAGE COST PER UNIT



AVERAGE COST PER UNIT AND ACCUMULATED PRODUCTION



PRICE AND COSTS

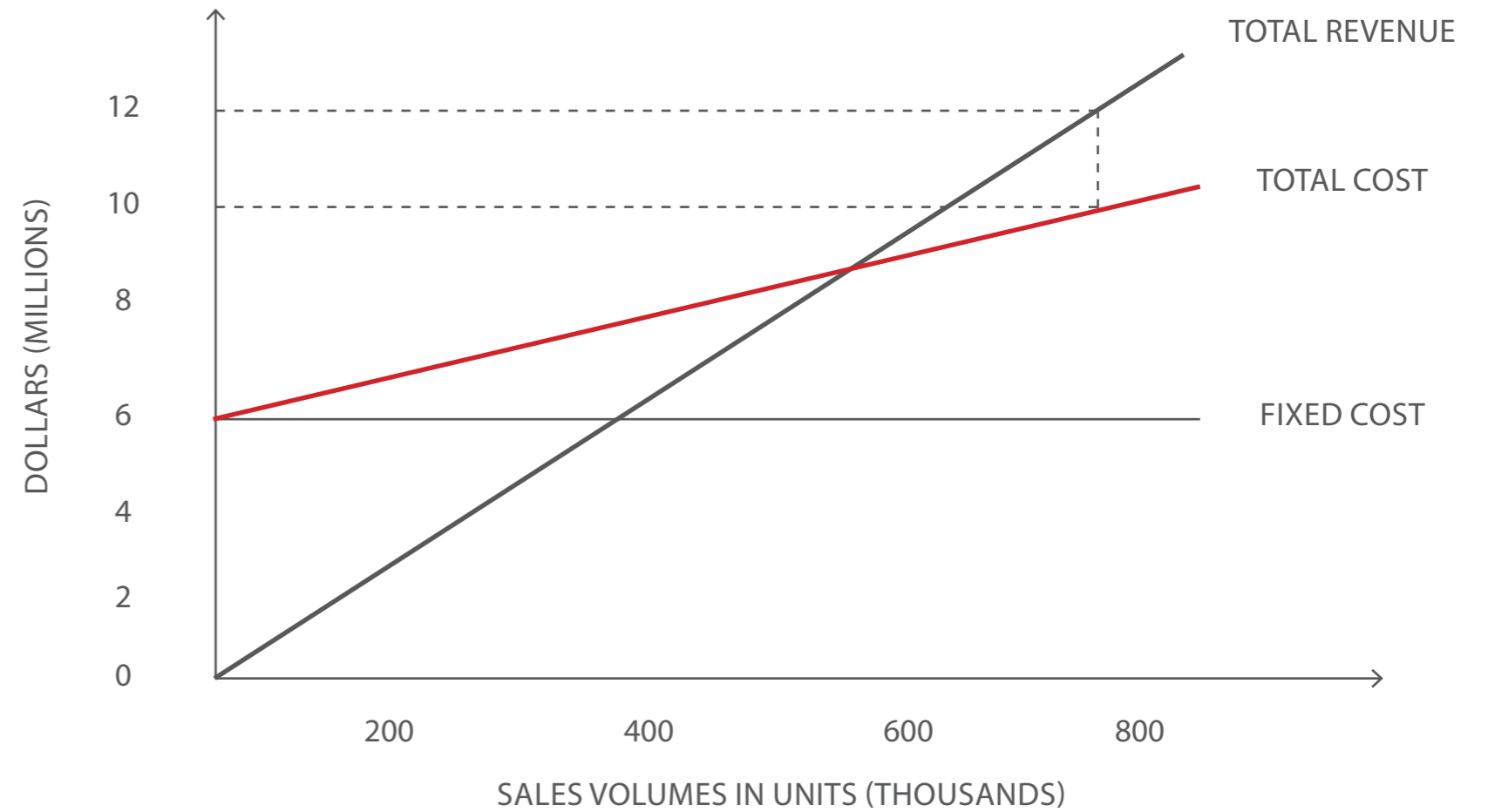
COST PLUS PRICING

$$\text{UNIT COSTS} = \frac{\text{VARIABLE COST} + \text{FIXED COST}}{\text{UNIT SALES}}$$

$$\text{MARK - UP PRICE} = \frac{\text{UNIT COST}}{(1 - \text{DESIRED RETURN ON SALES})}$$

$$\text{BREAK EVEN} = \frac{\text{FIXED COST}}{\text{UNIT PRICE} - \text{VARIABLE COSTS}}$$

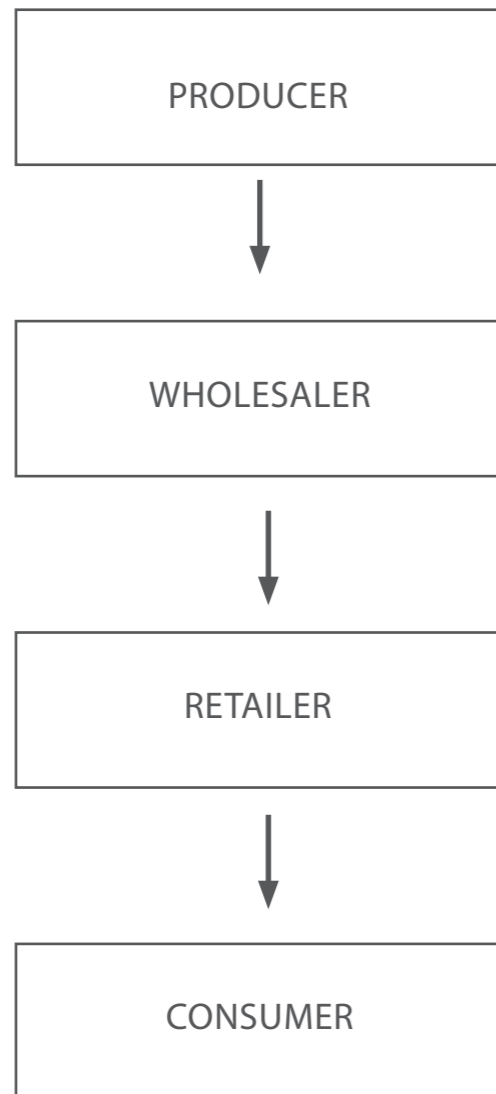
BREAK EVEN



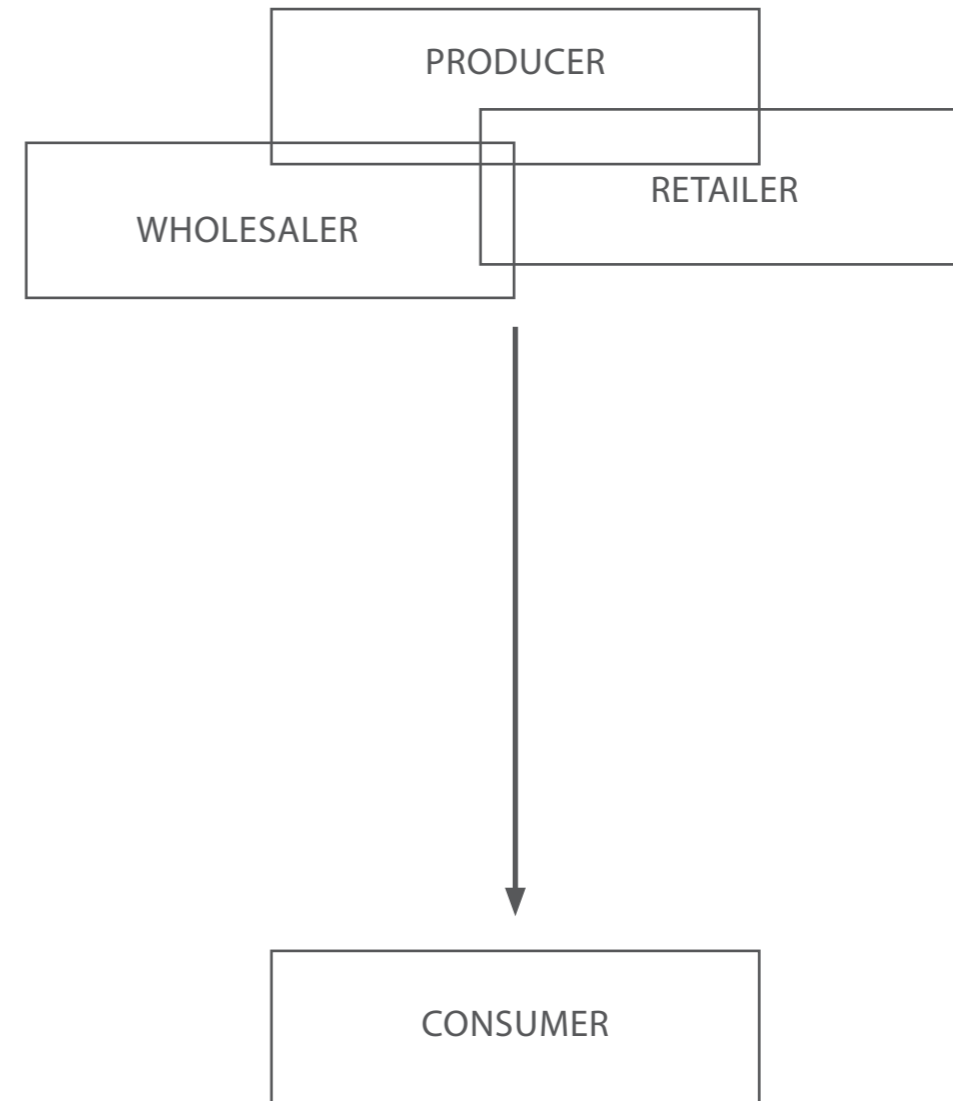
PLACE

CONVENTIONAL AND VERTICAL

CONVENTIONAL

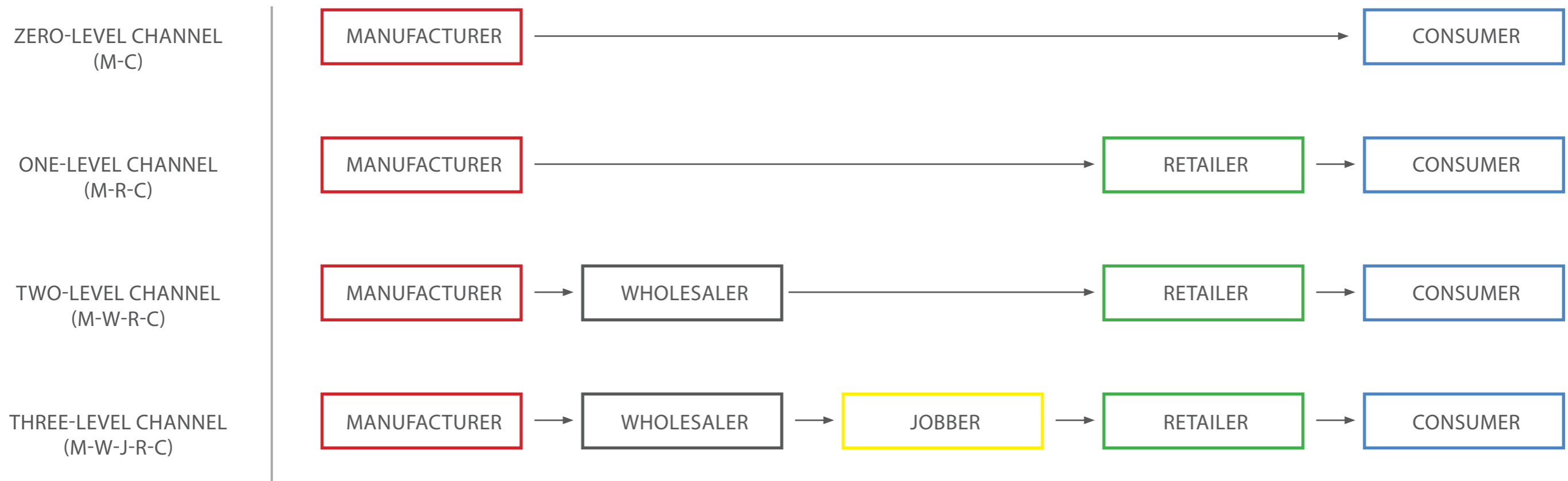


VERTICAL



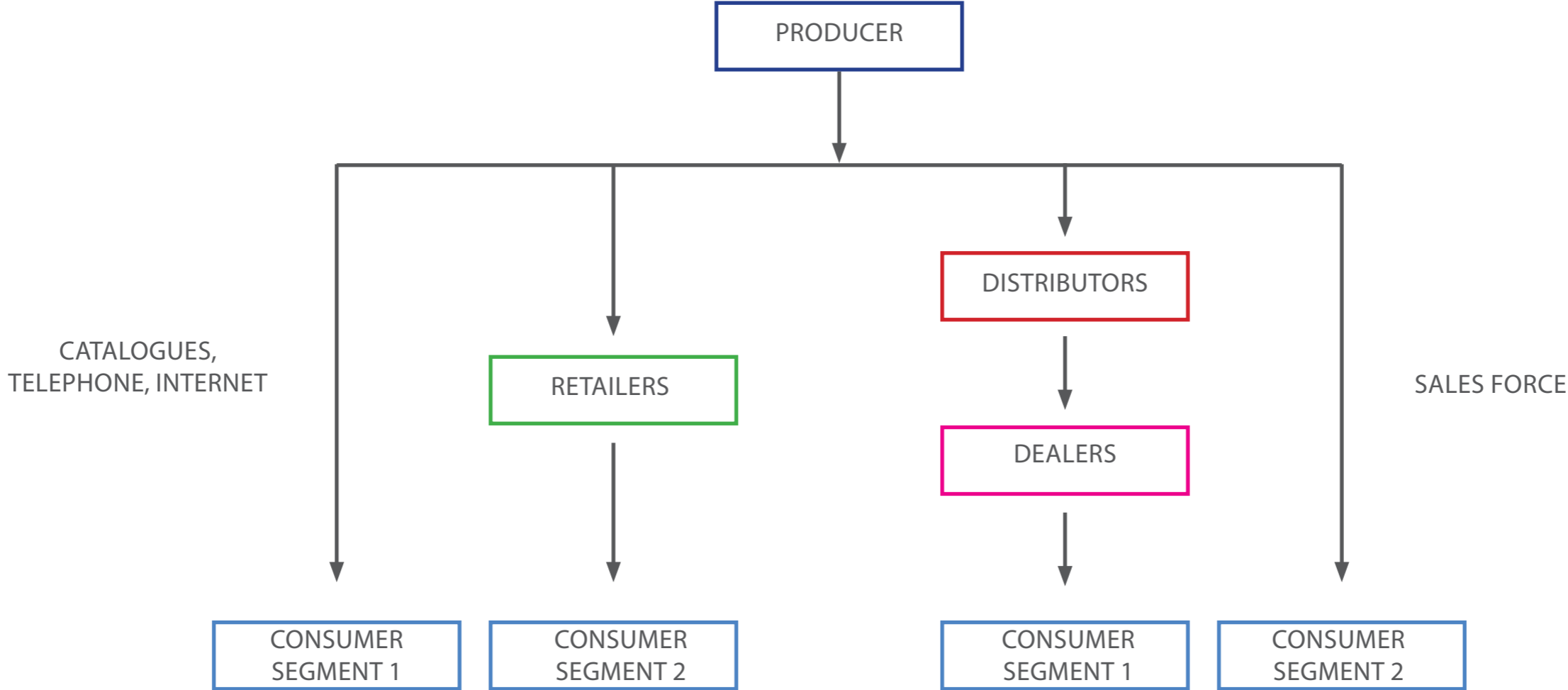
COMPANY ANALYSIS

PLACE



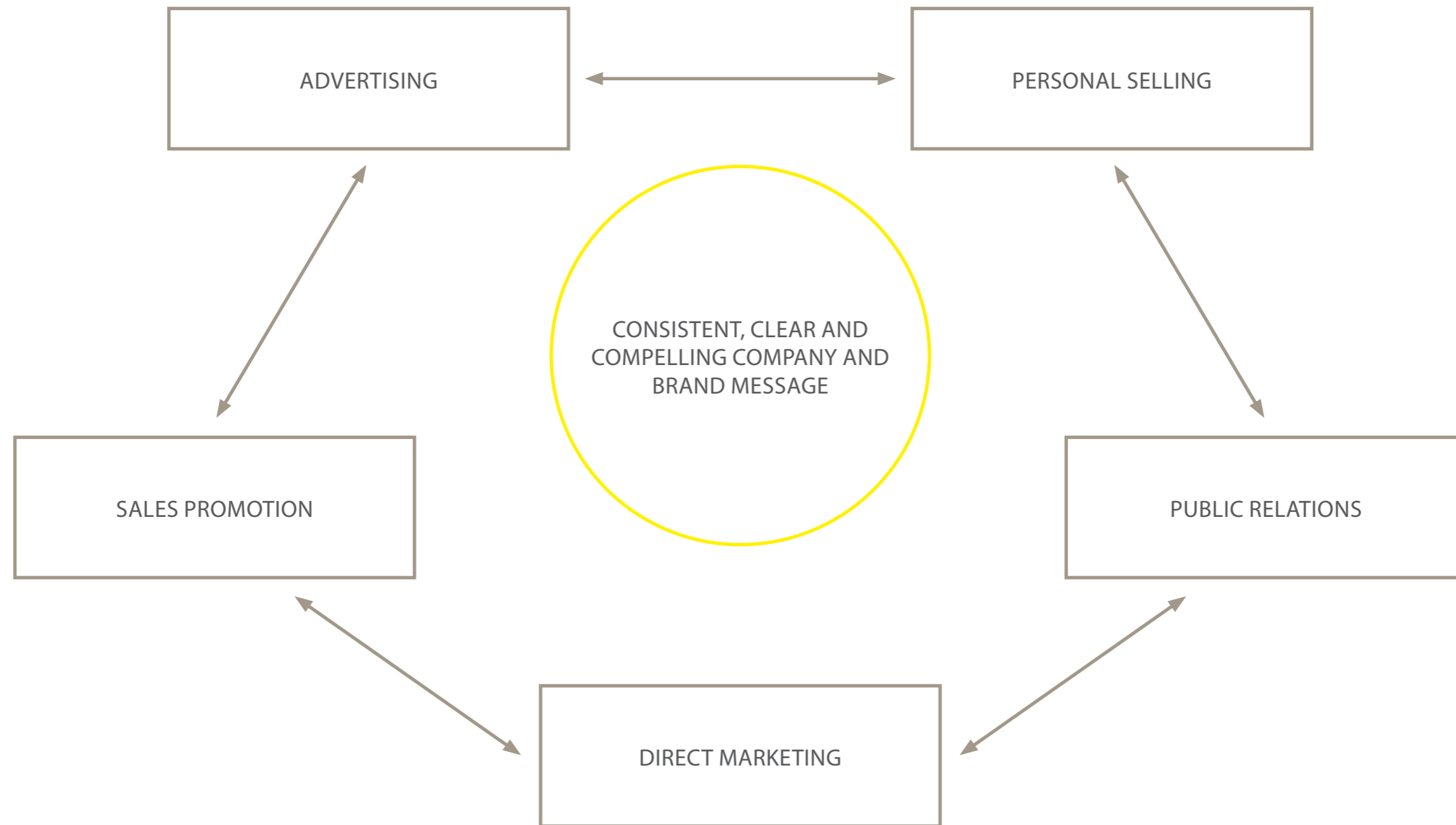
PLACE

MULTICHANNEL DISTRIBUTION



COMPANY ANALYSIS

INTEGRATED MARKETING COMMUNICATIONS



MARKETING AND SALES ANALYSIS

IN-CLASS CASE AND EXERCISE

TOM DIXON VERSUS MOOOI

previous data selection of TOM DIXON and MOOOI

- 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

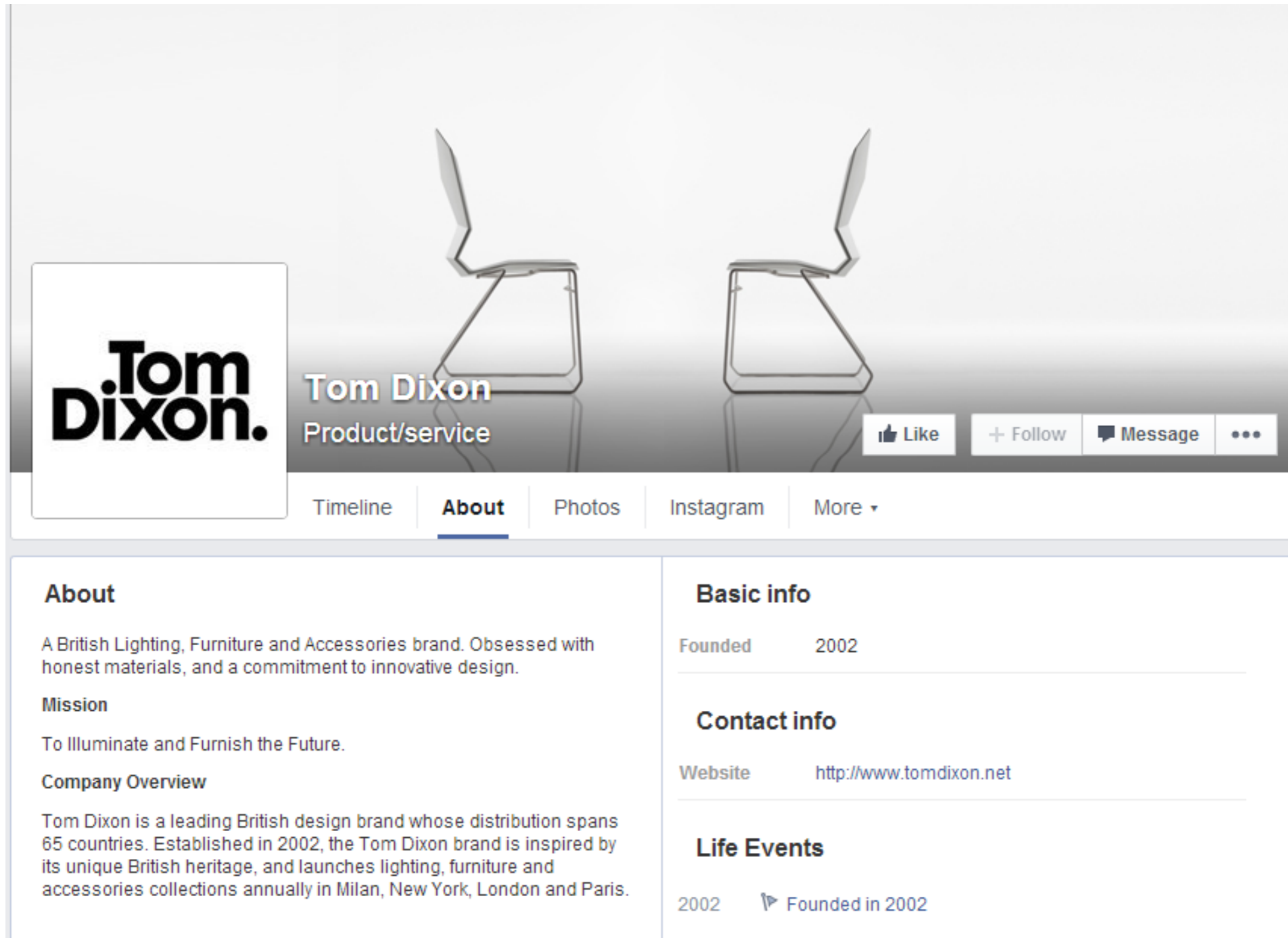


1987 S Chair Making friends with




COMPANY ANALYSIS

TOM DIXON MISSION



The image shows a screenshot of the Facebook profile page for Tom Dixon. The header features the Tom Dixon logo on the left, the name 'Tom Dixon' and 'Product/service' in the center, and interaction buttons for 'Like', 'Follow', 'Message', and a menu icon on the right. Below the header is a navigation bar with 'Timeline', 'About', 'Photos', 'Instagram', and 'More'. The main content area is divided into two columns. The left column contains the 'About' section with a description, mission statement, and company overview. The right column contains 'Basic info' (Founded 2002), 'Contact info' (Website: http://www.tomdixon.net), and 'Life Events' (2002 Founded in 2002).



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

more colours



more colours



more colours




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

MOOOI
DESIGNERS



STEFANO GIOVANONNI



MARCEL WANDERS



RON GILAD



JOEL DEGERMARK



RICHARD HUTTEN



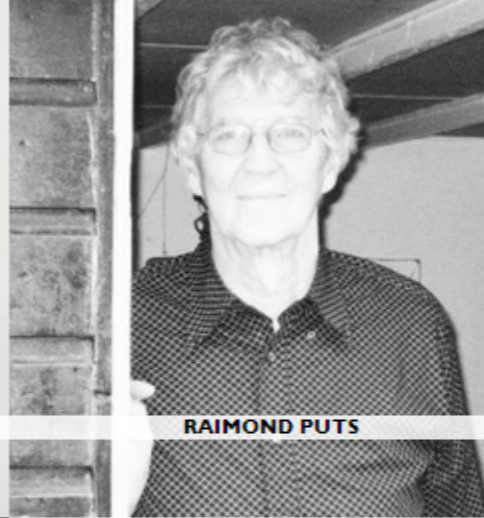
SJOERD VROONLAND



MAARTEN BAAS



SIMONE PULLENS



RAIMOND PUTS



FRESHWEST



ZMIK



BERTJAN POT



JURGEN BEY



JOOST VAN BLEISWIJK



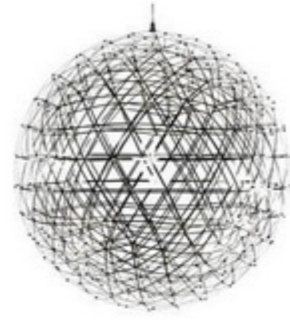
RODERICK VOS



COMPANY ANALYSIS

MOOOI
COLLECTION

LIGHTING



TABLES



New



New



New



ACCESSORY



SEATERS

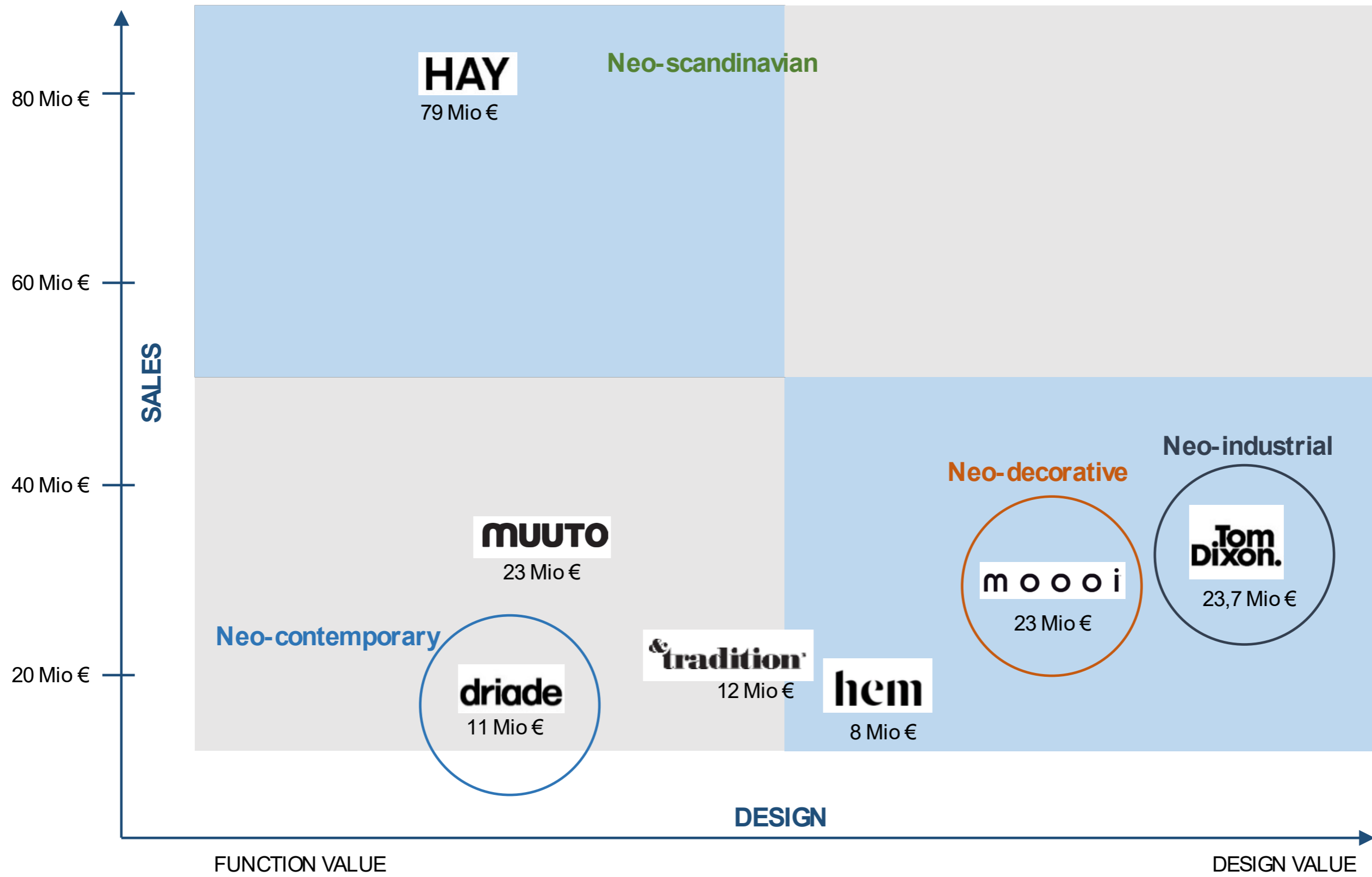


STORAGE



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%	↓	GROSS SALES 100%
(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%	↓	GROSS SALES 100%
(TOTAL PERSONNEL) (6%)				MARKETING 3%	OUTBOUND 3%		
						RETAIL/CONTRACT SALES OTHER 54.7%	

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



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



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

DESIGN MANAGEMENT

Lesson 6 - 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

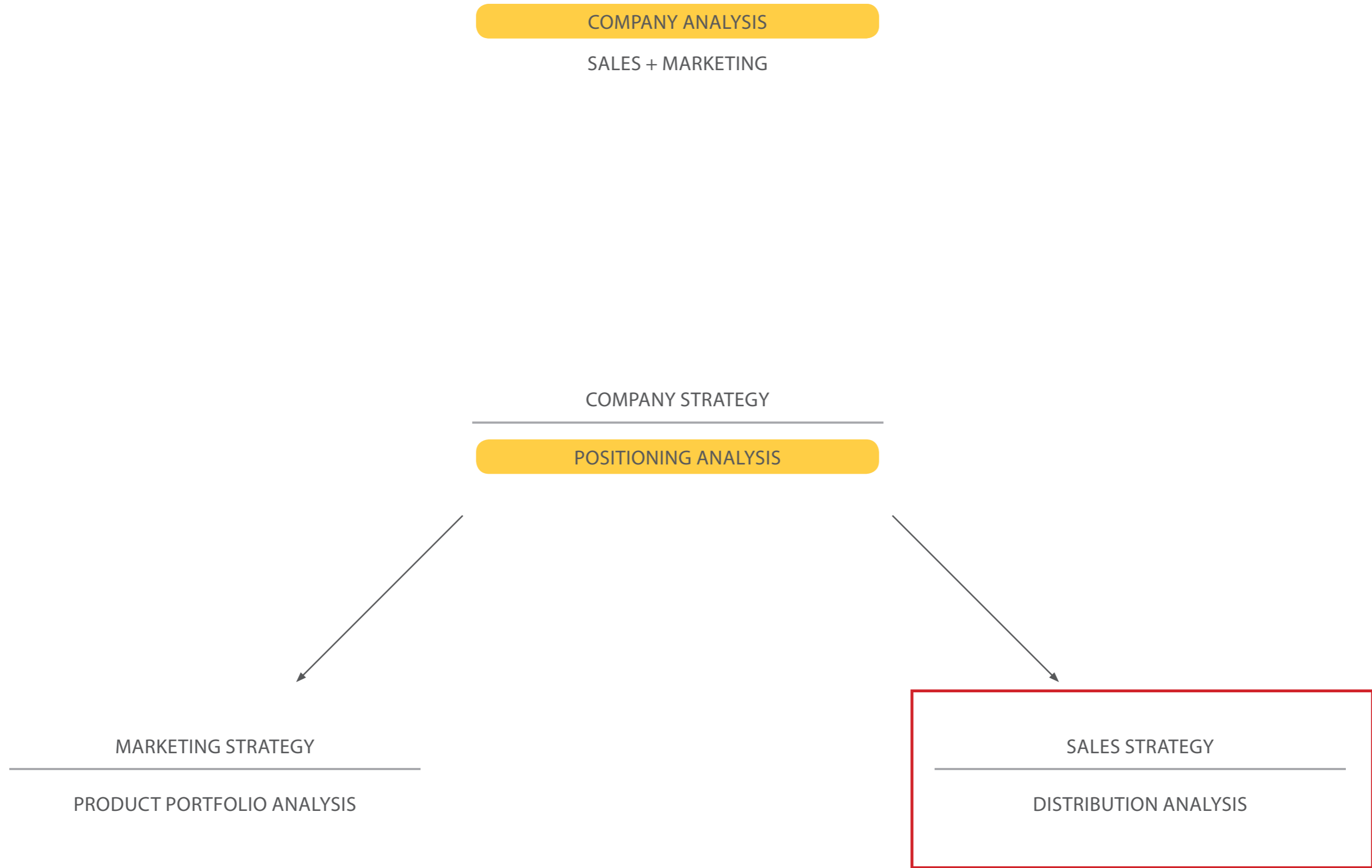
POSITIONING ANALYSIS

MARKETING STRATEGY

PRODUCT PORTFOLIO ANALYSIS

SALES STRATEGY

DISTRIBUTION ANALYSIS



MARKETING AND SALES ANALYSIS

IN-CLASS CASE AND EXERCISE

TOM DIXON VERSUS MOOOI

previous data selection of TOM DIXON and MOOOI

- 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

MOOOI

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%
Total	100%	1,074	100%	100%

2013				
Product Category	Sales %	No. of Customers	% Customers	% Invoices
Lighting only	17%	496	35%	16%
Overlaps	83%	916	65%	84%
Non-lighting				
Total	100%	1.412	100%	100%

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%
Total	100%	100%

MOOOI

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