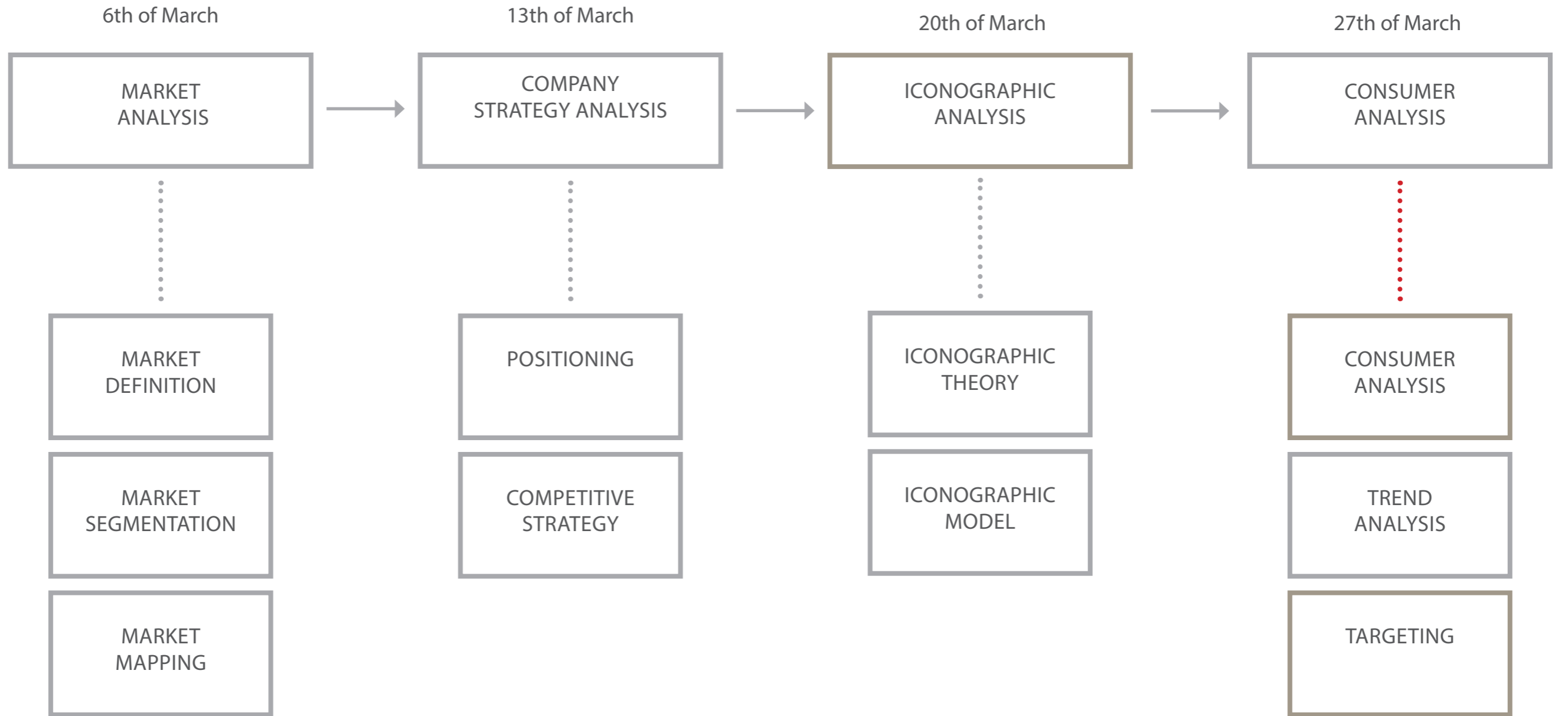


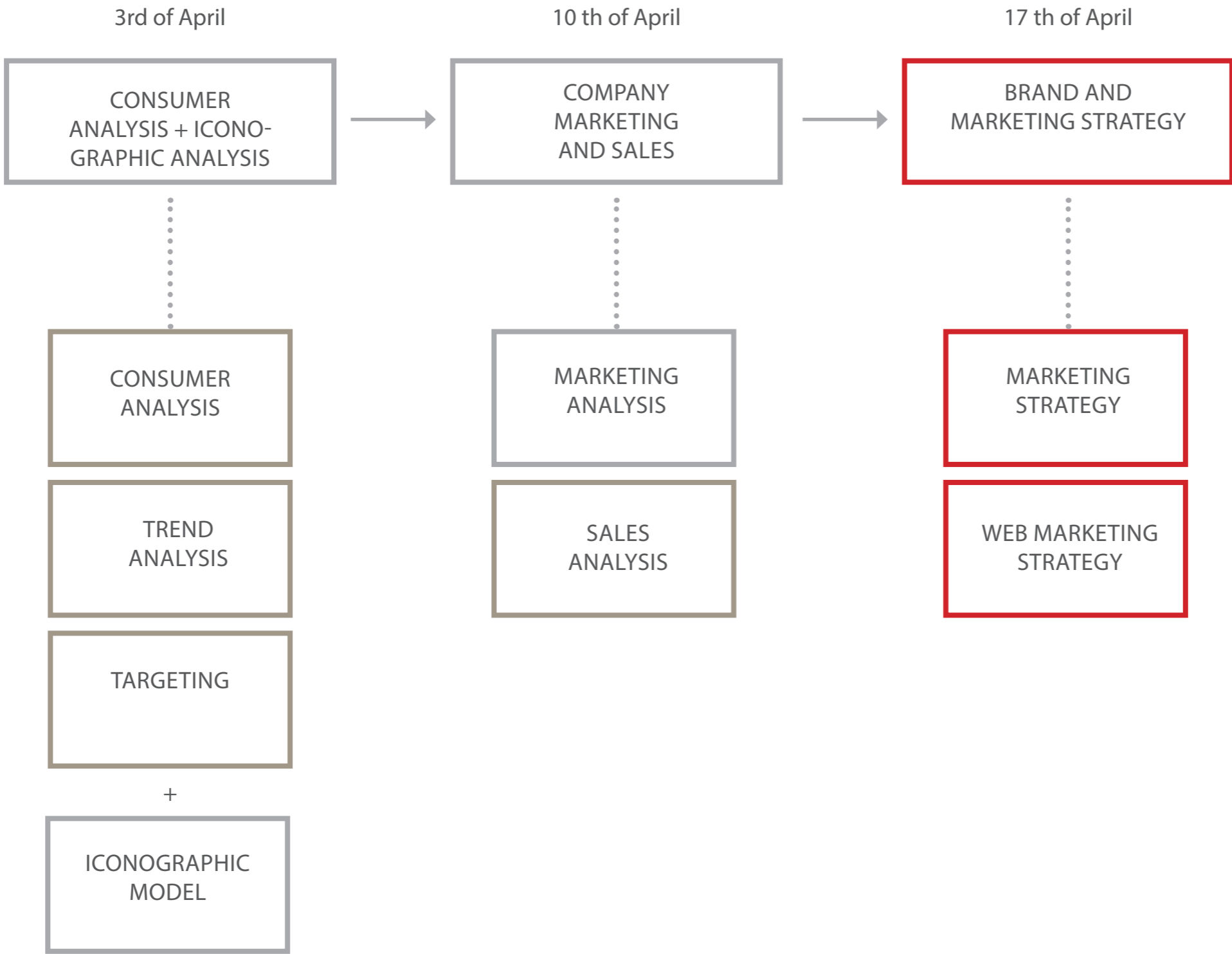


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DESIGN MANAGEMENT COURSE  
Lesson 7  
Brand and Marketing strategy

DESIGN MANAGEMENT

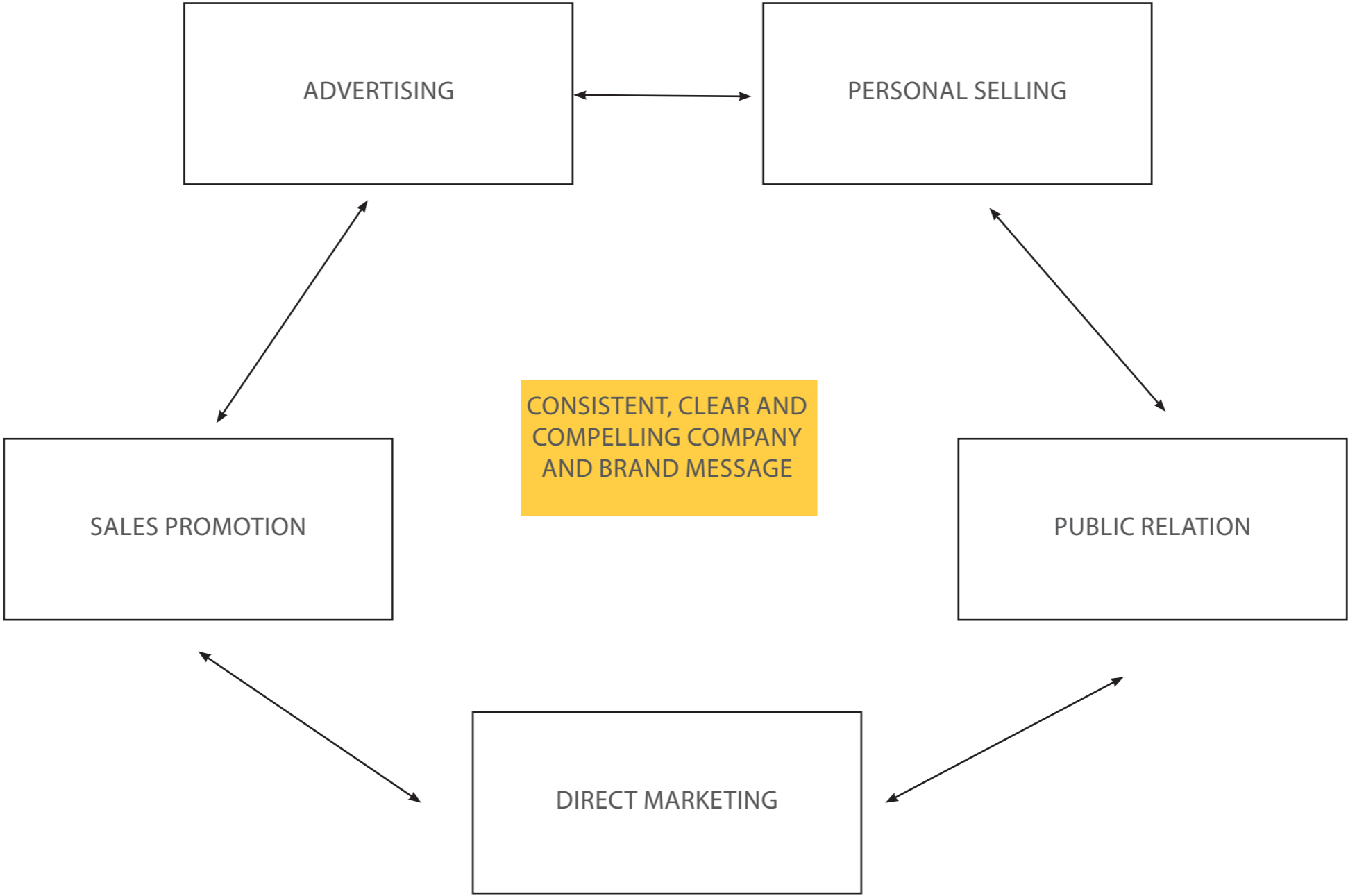


DESIGN MANAGEMENT



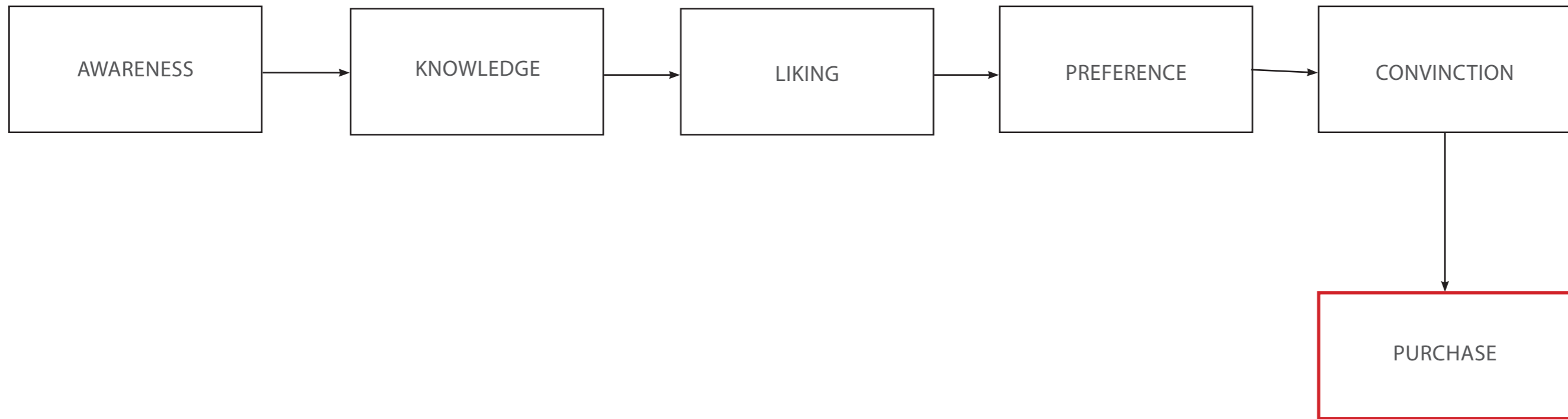
BRAND AND MARKETING STRATEGY

INTEGRATED MARKETING COMMUNICATIONS



BRAND AND MARKETING STRATEGY

INTEGRATED MARKETING COMMUNICATIONS



BRAND AND MARKETING STRATEGY

MARKETING STRATEGIC OPTIONS

PUSH STRATEGY

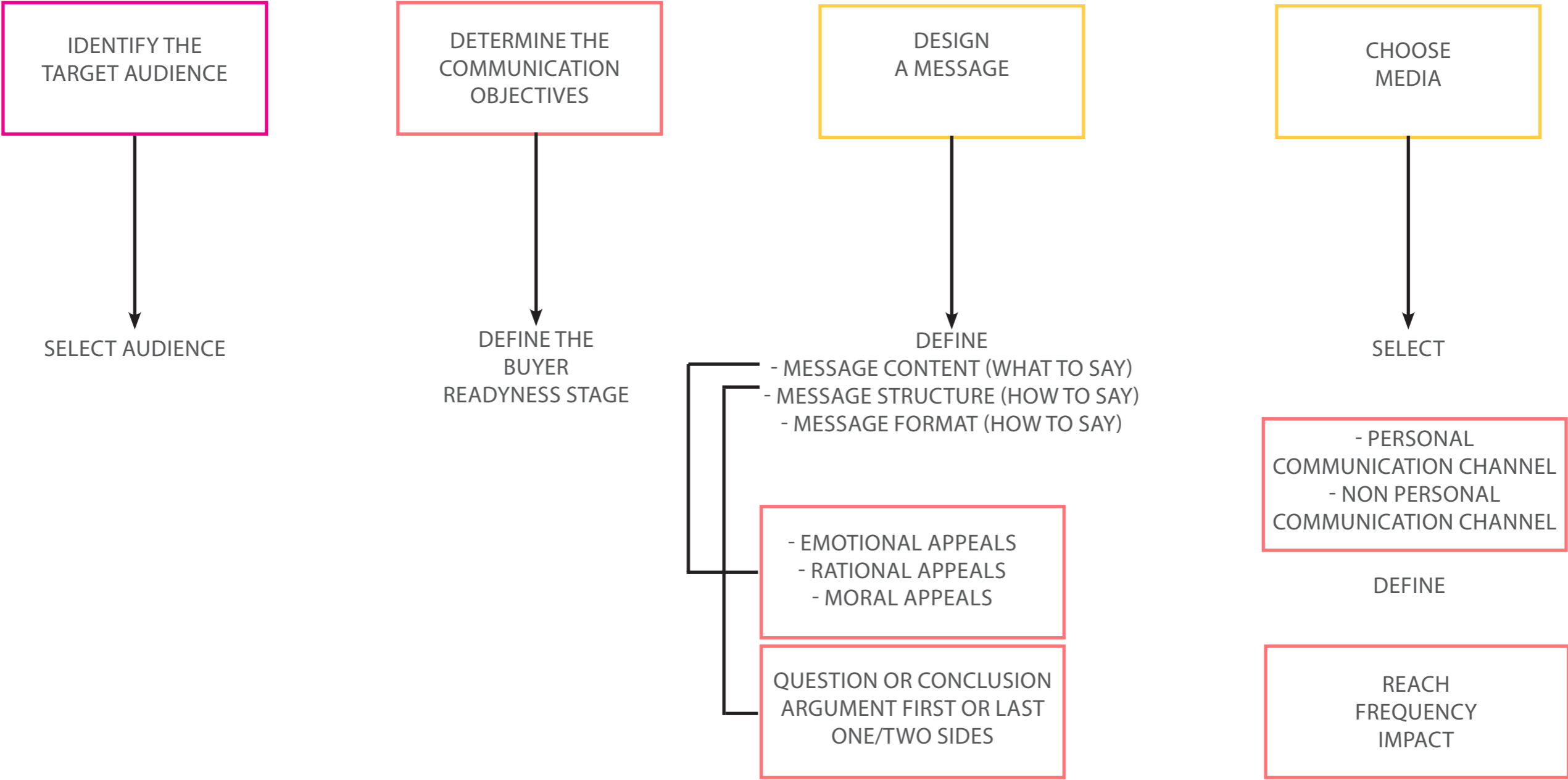


PULL STRATEGY



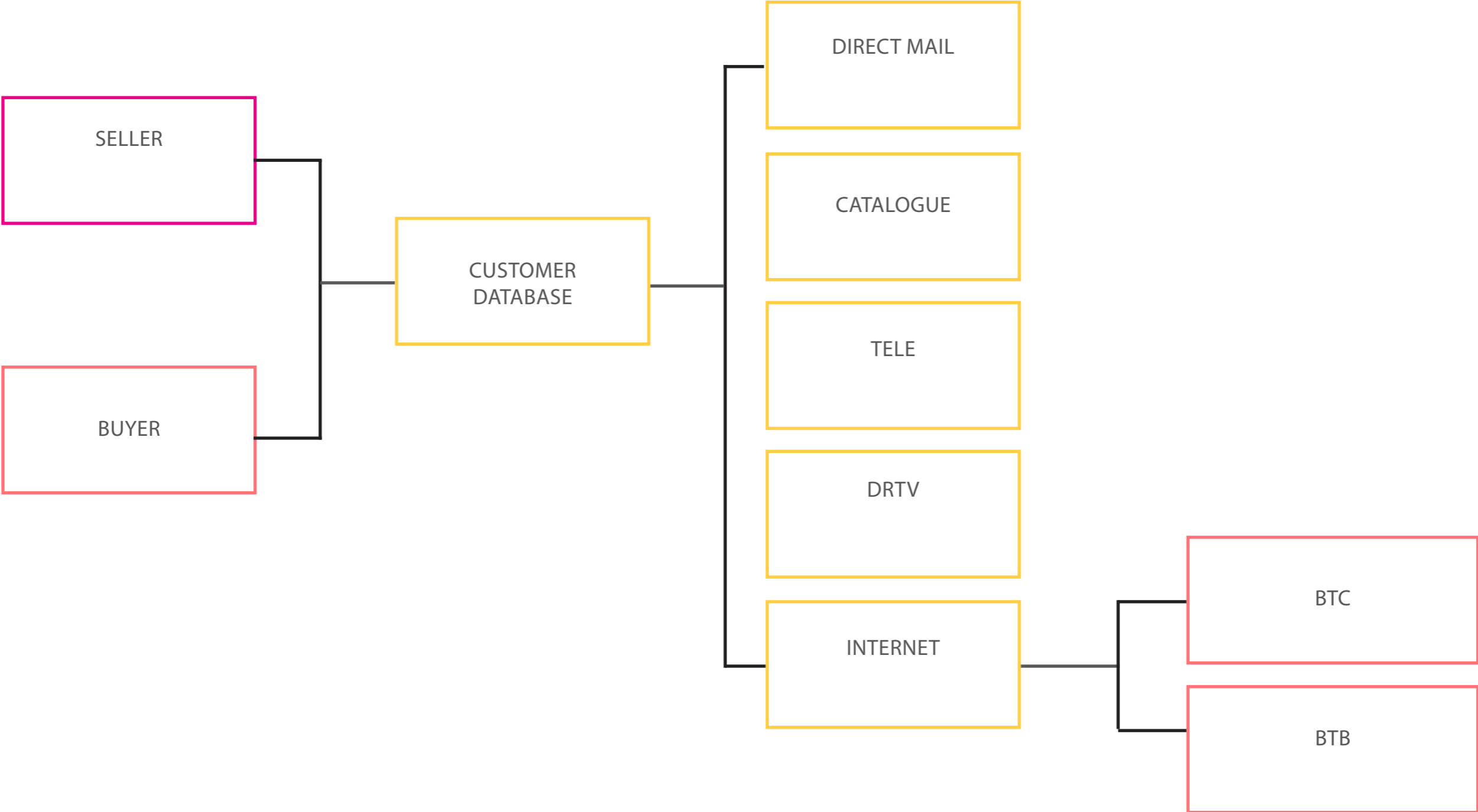
BRAND AND MARKETING STRATEGY

ADVERTISING FLOW



BRAND AND MARKETING STRATEGY

DIRECT MARKETING





EXERCISE 1 : MARKETING STRATEGY

---

- Enclosed you find a set of information about Moooi: brand strategy, brand positioning, advertising campaign, a qualitative research about brand perception, brand values, brand lifestyle, the last 3 years brand investments ( figures are disguised )
- Analyze data and information, describe the status and the position of the brand, carry over an healthy check of the brand equity, assess the consistency of the marketing mix investment
- Be ready to present and argue your position

BRAND OBJECTIVES

- MAKE PEOPLE FALL IN LOVE WITH THE BRAND
- BECOME A COMPLETE LIFESTYLE BRAND
- GROW THE DESIRE FOR ALL MOOOI PRODUCTS
- BUILD PERSONAL RELATIONSHIPS WITH PRESS AND INFLUENCERS
- CREATE SUSTAINABLE PARTNERSHIPS WITH DEALERS AND DISTRIBUTORS
- BE THE FIRST CHOICE FOR ARCHITECTS AND DESIGNERS

BRAND STRATEGY

- PRESENT A LIFE EXTRAORDINARY IN ALL MARKETING EXPRESSIONS
- GROW BRAND EQUITY WITH INSPIRING BRAND CAMPAIGN
- GROW BRAND AWARENESS OF TARGET AUDIENCES

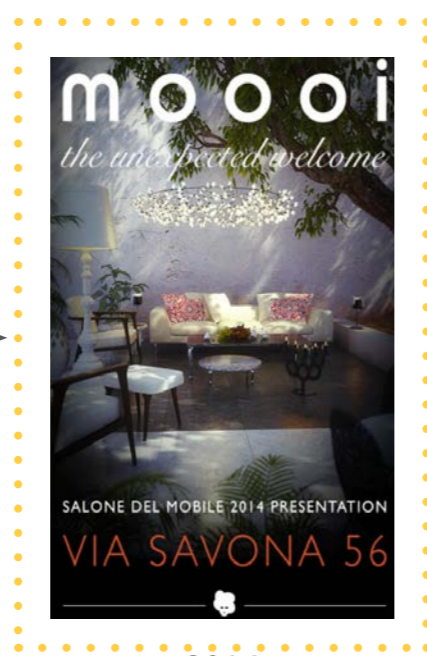


MOOOI BRAND POSITIONING



2013

«Find your way home to Moooli unexpected welcome»



2014

«Find your way home to Moooli unexpected welcome»



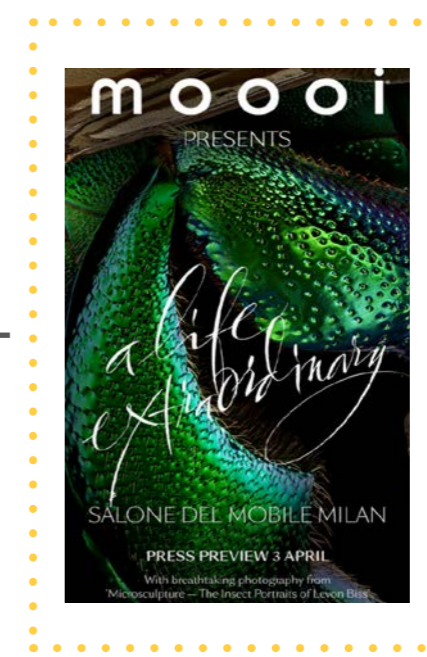
2015

«The unexpected welcome»



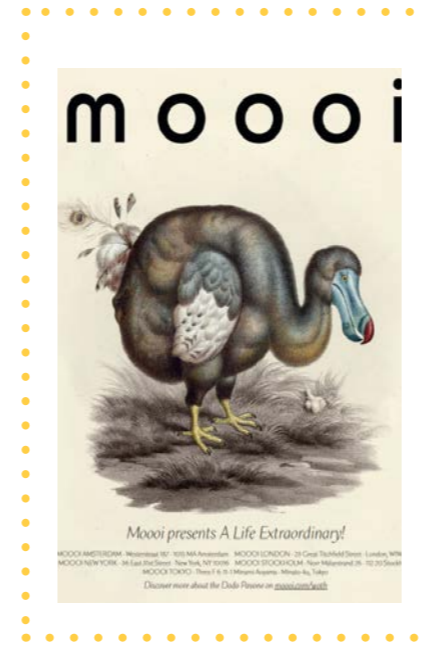
2016

«The unexpected welcome»



2017

«A Life extraordinary»



2018

«A Life extraordinary»

COMPETITORS BRAND POSITIONING

NEO SCANDI

FREDERICIA®  
FURNITURE

**MUUTO**  
*New Nordic*

**normann**  
COPENHAGEN

**HAY**

SIMPLE PRINCIPLES  
SINGULAR FORMS

HONEST  
EXPRESSION

MAKE THE ORDINARY  
EXTRAORDINARY

CELEBRATE  
UNCOMPLICATED  
AND HUMANISTIC  
DESIGN

OLD FRIENDS

**Tom  
Dixon.**

**driade**

**Established  
& SONS**  
Great Britain

EXTRAORDINARY  
OBJECTS FOR  
EVERYDAY USE

BEAUTY IN  
LIVING

BRIGHTEN UP  
SPACES AND  
ENVIRONMENTS

VERY FURNITURE

**vitra.**

**MOROSO**<sup>M</sup>

**cappellini**

FontanaArte

F L O S

**FOSCARINI**

**louis  
poulsen**

CREATING INNOVATIVE  
PRODUCTS BY  
CONSIDERING THE  
ENVIRONMENT AS THE  
BEST SHAPE

MEETING BETWEEN  
DESIGN AND  
CONTEMPORARY ART

"CAPSTORIES"  
VALORIZATION OF  
KNOW - HOW

SOLUTION  
ADAPTED TO  
EVERYDAY LIFE

AESTHETIC LIGHTNESS  
ACCOMPANIED BY  
FUNCTIONALITY AND  
INNOVATION

CREATIVE FREEDOM  
AND THE POWER  
OF MADE IN ITALY

FOLLOW THE  
RHYTHM OF  
NATURAL LIGHT

VERY LIGHTING

BRAND PERCEPTION

<b>BRAND PERCEPTION</b> (ADJECTIVES) (TOP 5)	Unique / Different	24	<b>BRAND PERCEPTION</b> (COMMENTS) (TOP 3)	Branding overshadowing products	4
	Innovative	9		Considered as a lighting brand	2
	Creative Design	8		The unexpected welcome is there	1
	Playful	7			
	WOW	5			

<b>BRAND ASSOCIATION</b> (WITH SALONE) (TOP 3)	Strong brand experience	4
	2017 very strong presentation	2
	2018 empty and lost	1
<b>BRAND ASSOCIATION</b> (WITH MKTING + COMMERCIALI) (TOP 3)	Great marketing and awareness	3
	Concept mismatch of communication	2
	Lack of innovation	2

<b>PERCEPTION OF</b> PRODUCT COLLECTION (TOP 5)	..Good Quality..	11
	..Strong lighting collection..	10
	..Loved by ADI..	9
	..Conversation commercial pieces..	8
	..Conversation iconic pieces..	7
<b>PERCEPTION OF:</b> SALES POLICY (TOP 3)	...Only commercial lighting..	4
	...Lack of commercial furniture..	3
	..Lack of sales conversion..	1

BRAND VALUES

<b>BRAND VALUES</b> (OPEN) (TOP 5)	Quality	8
	Fun, Humour	6
	Creative	5
	Beauty	5
	Marcel Wanders	4

<b>BRAND VALUES</b> (GUIDED)	Original	9
	Imaginative	8.4
	Eclectic	8.3
	Surprising	8.1
	Rebellious	7.3

**ORIGINAL**

...some products original some commercial...  
 ...10 when it was created, up and down since then..

**ECLECTIC**

...Use brand pieces/icons in the communication..  
 ..Very eclectic collection..  
 ..Marcel Wanders is eclectic..  
 ..2016/2017 : Eclectic peak..

**IMAGINATIVE**

...Especially in visuals and brand language...  
 ..Yes, but not touching..  
 ..Bar is set high, difficult to be even higher..  
 ..Brand less imaginative, products are high ..

**SURPRISING**

..Getting more and more difficult to be surprised..  
 ..Less now because we expect more ...  
 ..New family introduction, extension no..  
 ..New Products high, low score for in house designs..  
 ..Surprising goes through marketing..

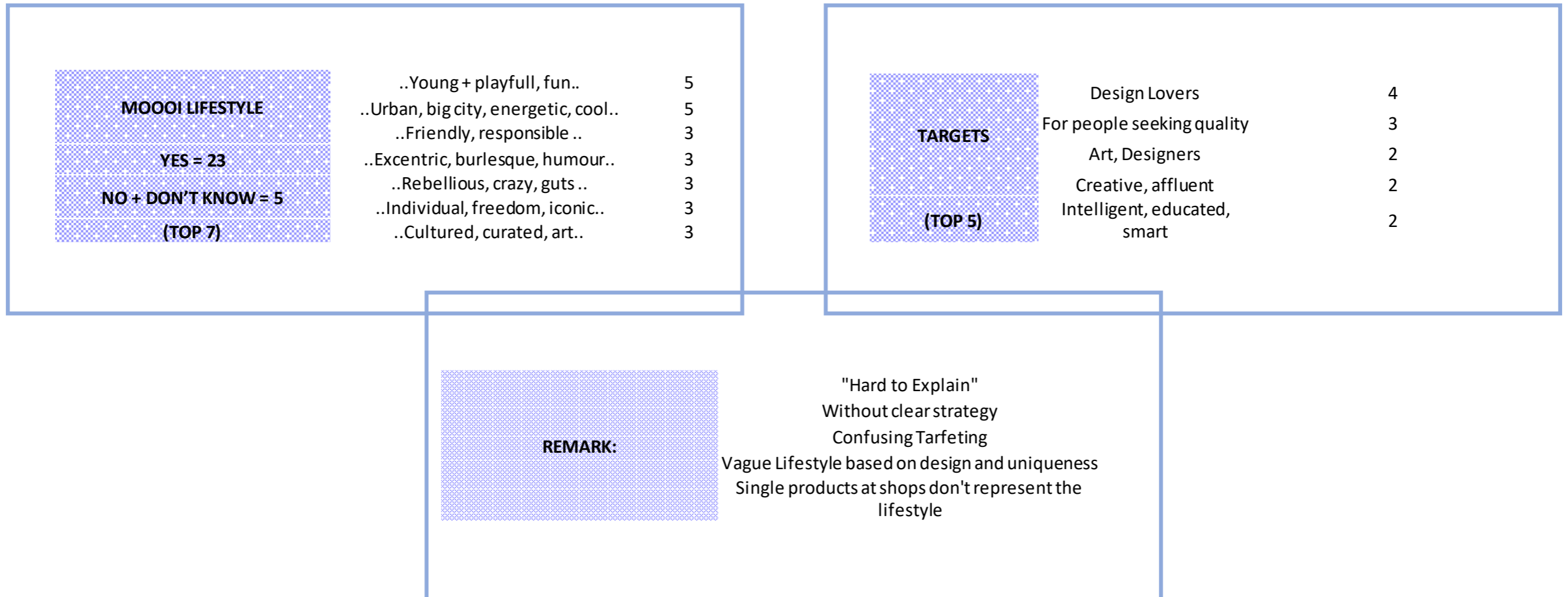
**REBELLIOUS**

..Can be more rebellious..  
 ..More rebellious in the past..  
 ..Feeling that it's becoming less and less rebellious..  
 ..Wants to be, punkers became boring at one point..

Source: Brand research sept/oct 2018  
 Sample: EV = 25; USA = 8; ROW = 4



# BRAND LIFESTYLE



## MARKETING INVESTMENTS

2015			
ROW LABELS	GRAND TOTAL	%	NET SALES %
A&D	€ 460.000	23%	
CONSUMERS	€ 360.000	18%	
SALESFORCE	€ 240.000	12%	
SALONE	€ 640.000	32%	5,14%
SHOWROOM	€ 300.000	15%	
<b>TOTAL</b>	<b>€ 2 MIO</b>	<b>100%</b>	

2016			
ROW LABELS	GRAND TOTAL	%	NET SALES %
A&D	€ 494.000	19 %	
CONSUMERS	€ 598.000	23%	
SALESFORCE	€ 364.000	14%	
SALONE	€ 780.000	30%	5,64%
SHOWROOM	€ 364.000	14%	
<b>TOTAL</b>	<b>€ 2.6 MIO</b>	<b>100%</b>	

2017			
ROW LABELS	GRAND TOTAL	%	NET SALES %
A&D	€ 690.000	23%	
CONSUMERS	€ 540.000	18%	
SALESFORCE	€ 360.000	12%	
SALONE	€ 960.000	32%	6,28%
SHOWROOM	€ 450.000	15%	
<b>TOTAL</b>	<b>€ 3 MIO</b>	<b>100%</b>	

NUMBERS DISGUISED





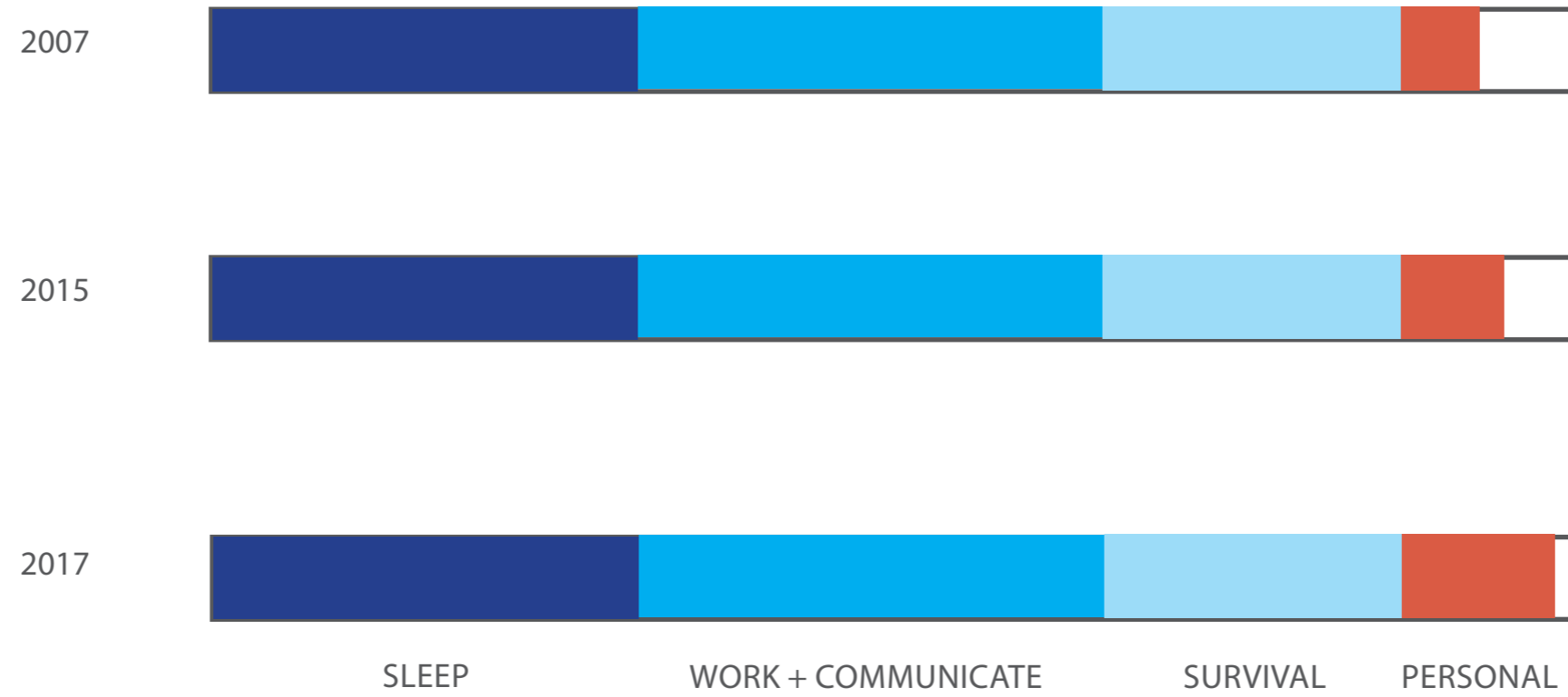
METRICA  
DESIGN AND ADVISORY

---

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Lesson 7  
Brand and Web strategy

HOW MUCH TIME SCREENS TAKE FROM US?

THE AVERAGE 24 HOURS WORKDAY



RELAXATION  
EXERCISE  
WEATHER  
READING  
EDUCATION  
HEALTH  
9 MINUTES PER DAY

DATING  
SOCIAL NETWORKING  
GAMING  
ENTERTAINMENT  
NEWS  
WEB BROADCASTING  
27 MINUTES PER DAY



TARGET



**BOOMERS**

Born 1946-1964

- Vietnam, Moon Landing
- Civil/Women's Rights
- Experimental
- Innovators
- Hard Working
- Personal Computer



**GEN X**

Born 1965-1976

- Fall of Berlin Wall
- Gulf War
- Independent
- Free Agents
- Internet, MTV, AIDS
- Mobile Phone



**MILLENNIAL**

Born 1977-1997

- 9/11 Attacks
- Community Service
- Immediacy
- Confident, Diversity
- Social Everything
- Google, Facebook



**GEN 2020**

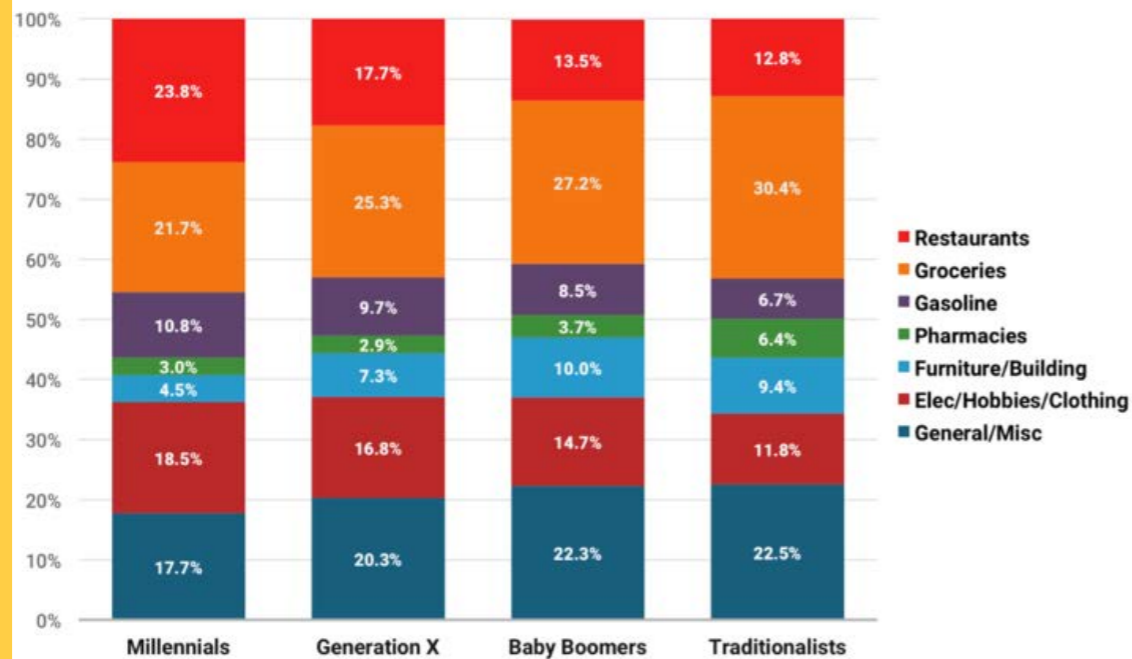
After 1997

- Age 15 and Younger
- Optimistic
- High Expectations
- Apps
- Social Games
- Tablet Devices

		<p>GLOCAL: GLOBAL WITH A PASSION FOR THE LOCAL</p> <p>REALLY KEEN ON SUSTAINABILITY</p>	
		<p><u>7.5 mio</u> ARE INTERNET USERS:</p> <p><u>76 %</u> USE INTERNET MOBILE</p> <p><u>71 %</u> USE INTERNET TO SOLVE PROBLEMS AND KEEP UPDATED</p> <p><u>66 %</u> WANT A DIALOGUE WITH THE BRAND ON SOCIAL NETWORKS</p> <p>33% USE BLOGS, BOOKS, NEWS, FORUMS..</p>	

# GENERATIONS TRENDS

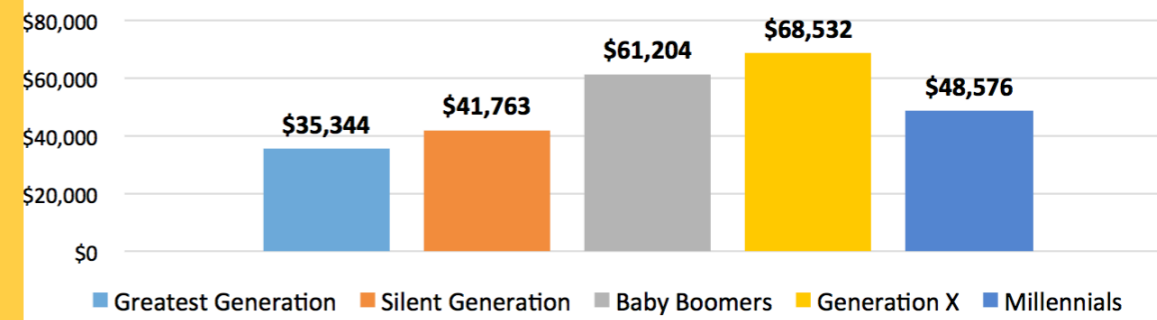
## CONSUMER SPENDING BY GENERATION



SOURCE: Bank of America Merrill Lynch

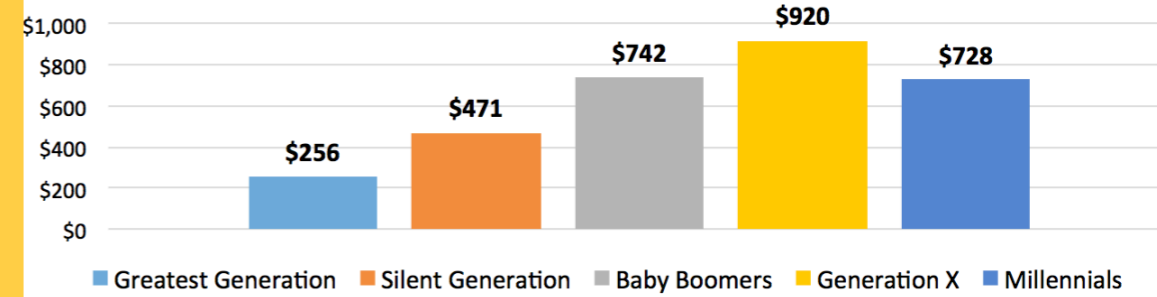
BUSINESS INSIDER

## Average Annual Household Expenditures by Generation

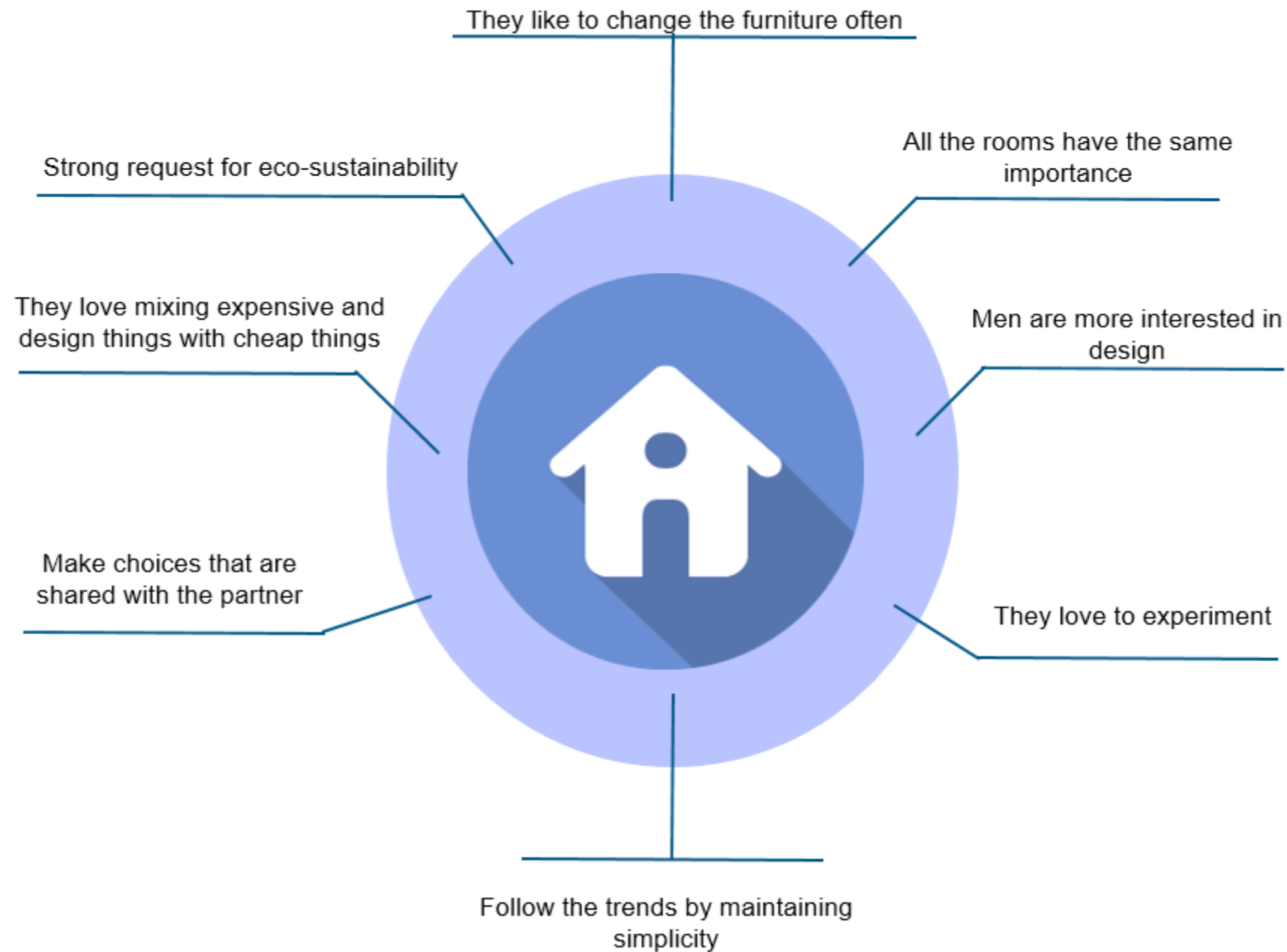


## Household Furniture Spending by Generation

Average Annual Furniture Expenditures\*



## HOW MILLENNIALS DO



E-commerce: source of information and orientation for the purchase of accessories

Instagram: to learn about trends from you or the world

The network: to learn about brands, products, where to find them, compare prices

Showrooms: to touch materials but considered unrealistic

The research is mostly carried out by product categories and / or on multi-brand sites

Customization

Home automation, to varying degrees, is already present in the life of you respondents. For adults it's something not very friendly

Impulse purchase is more common in millennials for furnishing accessories, above or if they have a relatively low cost and is not generally planned.

HOUSES TEST

CASA NIRAU  
PAUL CREMOUX STUDIO  
MEXICO CITY  
2015



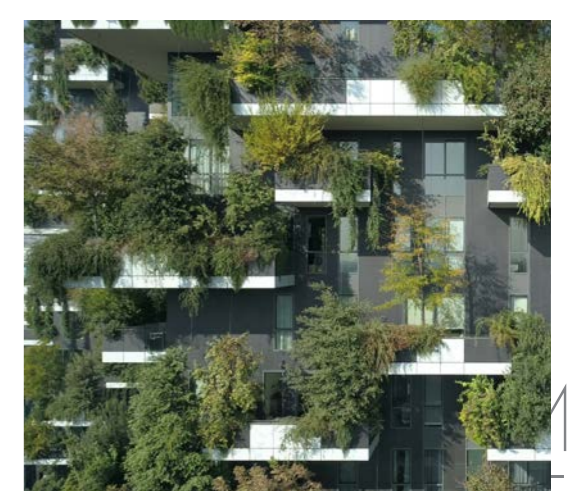
VILLA BORSANI  
OSVALDO BORSANI  
VAREDO  
1943



VILLA NECCHI - CAMPIGLIO  
PIERO PORTALUPPI  
MILANO  
1935



BOSCO VERTICALE  
STEFANO BOERI ARCHITETTI  
MILANO  
2014



INTERIOR DESIGN TEST

MAISONS DU MONDE



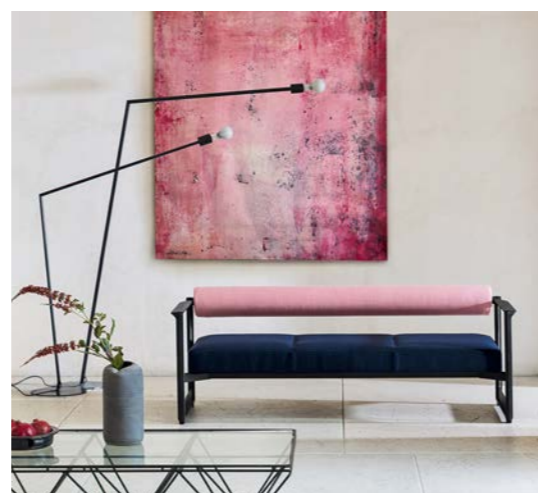
IKEA



CASSINA



MAGIS

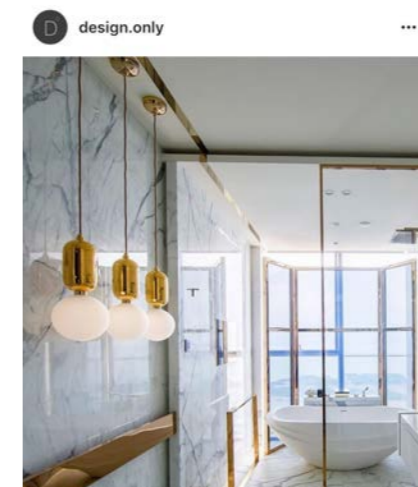
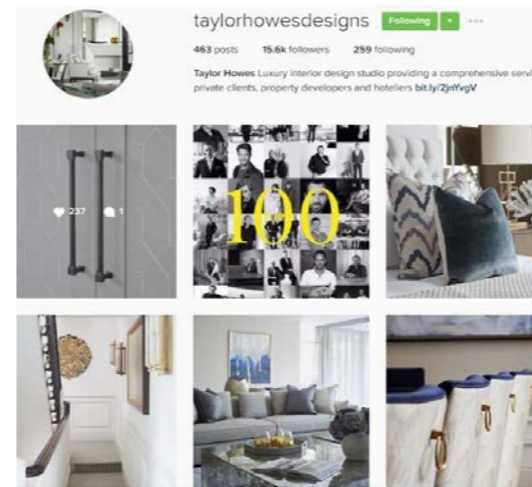
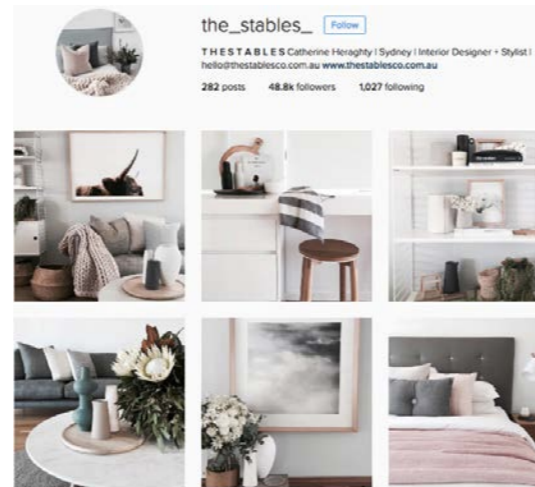


INFORMATION TEST

SHOWROOM



INTERNET



MAGAZINES



SHOPS





## SOCIAL ANALYTICS

MEANS THE ACTIVITY OF MEASURING PERFORMANCE OF COMPANY PROFILES ON SOCIAL NETWORKS, IE A MAINLY QUANTITATIVE ANALYSIS OF THE INTERACTIONS THAT A PROFILE IS ABLE TO GENERATE BETWEEN USERS

THERE ARE A VARIETY OF WAYS TO MEASURE SOCIAL CUSTOMERS FEEDBACK.  
HERE ARE SIX OF THE BEST METHODS:

ANALYZE THE COMPETITORS AND IDENTIFY INDUSTRY BEST PRACTICE

EVALUATE THE PERFORMANCE OF YOUR SOCIAL MEDIA PROFILES OVER TIME

COMPARE THE PERFORMANCES OF THE OWN PROFILE WITH A REFERENCE BENCHMARK

IDENTIFY THE MOST ACTIVE USERS AND INFLUENCERS

IDENTIFY THE MOST ENGAGING CONTENTS

HAVE A SINGLE PLATFORM FOR EVALUATING THE PERFORMANCES OF MULTIPLE PROFILES



Social  
Analytics

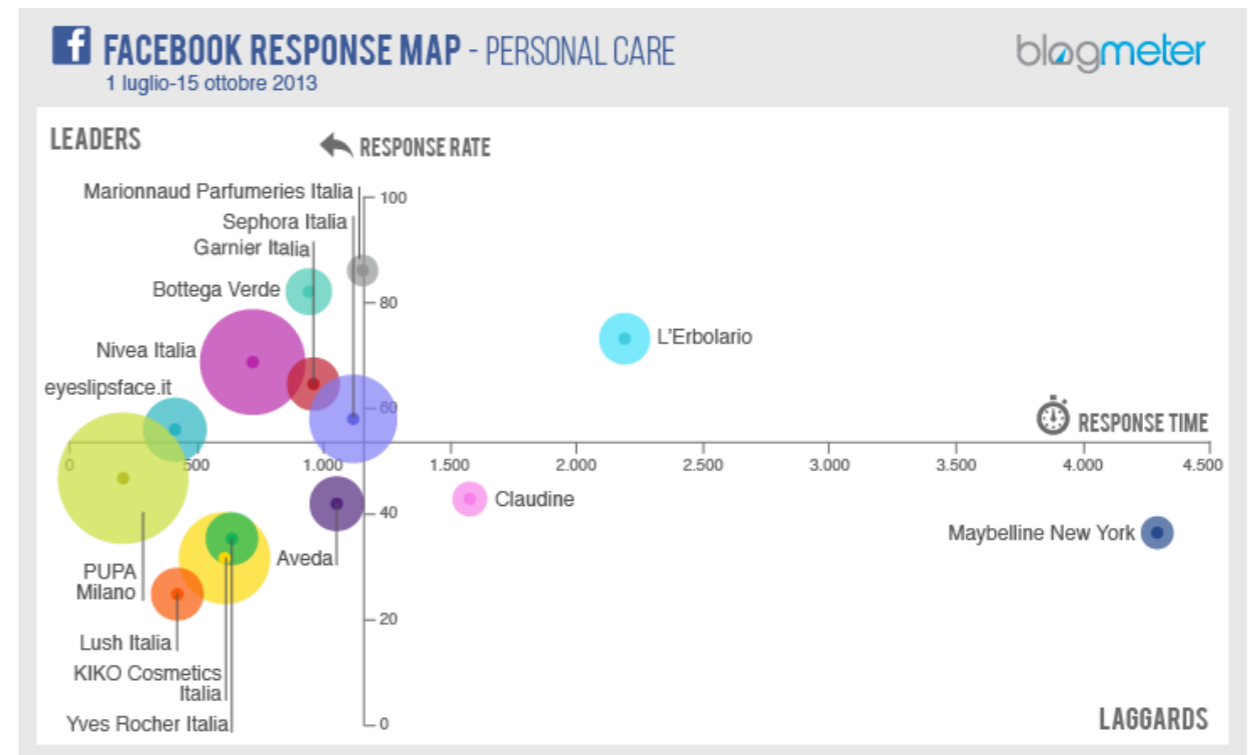
## FACEBOOK ANALYTICS

### REFERENCE METRICS TO EVALUATE YOUR FACEBOOK STRATEGY

**LIKE OR FAN:** THIS IS THE FIRST METRIC THAT IS TAKE INTO CONSIDERATION. IT INDICATES THE NUMBER OF POTENTIAL READERS OF THE CONTENT PUBLISHED ON THE PAGE.  
THE NUMBER OF NEW FANS CAN DETERMINE THE SUCCESS OF A PROMOTION CAMPAIGN.  
FOR THE INTERNATIONAL PAGES IT IS INTERESTING TO ANALYZE THE GEOGRAPHIC DISTRIBUTION OF YOUR FAN BASE

**TOTAL ENGAGEMENT:** REPRESENTS THE AMOUNT OF ALL INTERACTIONS THAT ALL THE PAGE'S ACTIVITIES HAVE PRODUCED

**MAP POSITIONING:** RELATES THE OPERATION OF THE FACEBOOK PAGES ON THE BASIS OF THE "RESPONSE TIME" (IT IS INDICATED ON THE AXIS OF THE ABSCISSA AND INDICATES HOW LONG A PAGE TAKES TO RESPOND TO POSTS PUBLISHED BY USERS), "RESPONSE RATE" (IT IS INDICATED ON THE AXIS OF THE ORDINATES AND THE HIGHER IT IS THE GREATER THE ATTENTION OF THE USERS) AND THE "FAN POST ADDRESSED" (THE WIDTH OF THE BUBBLES)



## INSTAGRAM ANALYTICS

### REFERENCE METRICS TO EVALUATE YOUR INSTAGRAM STRATEGY

POST: NUMBER OF PHOTOS AND VIDEOS PUBLISHED IN A SPECIFIC PERIOD OF TIME



TOTAL FOLLOWERS: TOTAL NUMBER OF FOLLOWERS AND NUMBER OF NEW FOLLOWERS IN A SPECIFIC PERIOD OF TIME



ENGAGEMENT: AMOUNT OF LIKES AND COMMENTS AND HOW TO ATTRACT PEOPLE

FILTERS: FILTER TO MODIFY PHOTOS

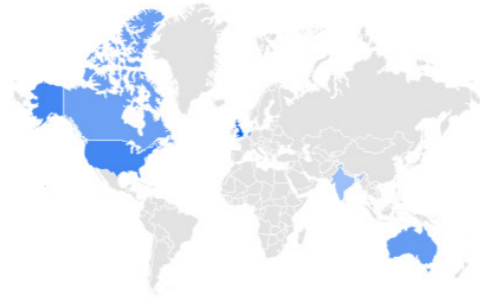


GOOGLE TRENDS ANALYTICS



Interessi per area geografica ?

Regione ▾ ⌵ ⌵ ⌵



1	Regno Unito	100
2	Stati Uniti	68
3	Paesi Bassi	64
4	Australia	49
5	Canada	45

Query associate ?

In aumento ▾ ⌵ ⌵ ⌵

1	bell lamp shades	+90%
2	normann copenhagen bell lamp	+80%
3	lamp shades	+70%

Interesse nel tempo ?

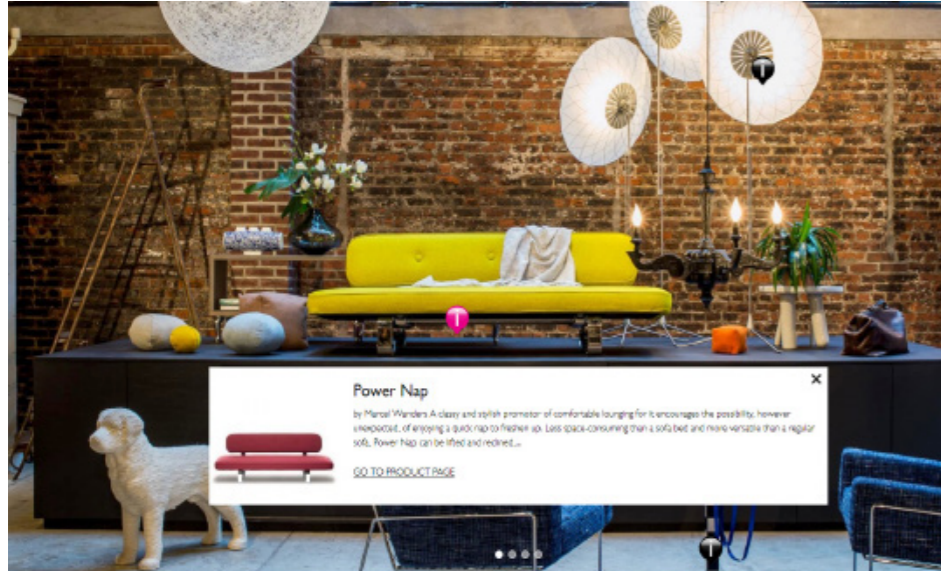
⌵ ⌵ ⌵



- PARTICIPATE IN YOUR RELEVANT ONLINE COMMUNITY (CREATE TOOLS FOR EXPRESSION AND CONNECTION OF YOUR CUSTOMERS)
  - PARTICIPATE IN INDUSTRY BLOGS (BE A PARTICIPANT)
  - PARTICIPATE IN BLOGS IN YOUR TARGET MARKETS (CREATE BUSINESS CONTRACTS)
  - CREATE YOUR COMPANY BLOG (ESTABLISH YOUR VOICE)
- 
- ADD VALUE FOR CUSTOMER REGISTRATION (COMMUNICATE DIRECTLY AND PROFILE)
- 
- CREATE VALUABLE CONCEPTS AND SET IT FREE (MOTIVATE)
- 
- ENHANCE YOUR BRANDING AND SECURITY MESSAGES
- 
- SEGMENT YOUR LOCAL E-MAIL PROGRAM
- 
- PUSH CHANNEL INTEGRATION
- 
- DESIGN YOUR PERSONAL APP



## ENGAGEMENT



ALIGN YOUR BRAND WITH YOUR CUSTOMERS



ENGAGE WITH TRANSMEDIA STORYTELLING.

[HTTPS://WWW.MOOOI.COM/INSPIRATIONS/DESIGN-DREAMS-LUCA-NICHETTO](https://www.moooi.com/inspirations/design-dreams-luca-nichetto)



MARKET YOUR CUSTOMERS

[HTTPS://WWW.MOOOI.COM/INSPIRATIONS/360-PANORAMA-MOOOI-SALONE-DEL-](https://www.moooi.com/inspirations/360-panorama-moooi-salone-del-)



TAPE VIDEO TESTIMONIALS.

[HTTPS://WWW.MOOOI.COM/INSPIRATIONS/DEZEEN-RUNNING-DESIGN-BRAND-ABOUT-EMBRACING-CHAOS-SAYS-NEW-MOOOI-CEO](https://www.moooi.com/inspirations/dezeen-running-design-brand-about-embracing-chaos-says-new-moooi-ceo)



TURN CUSTOMERS INTO BRAND ADVOCATS



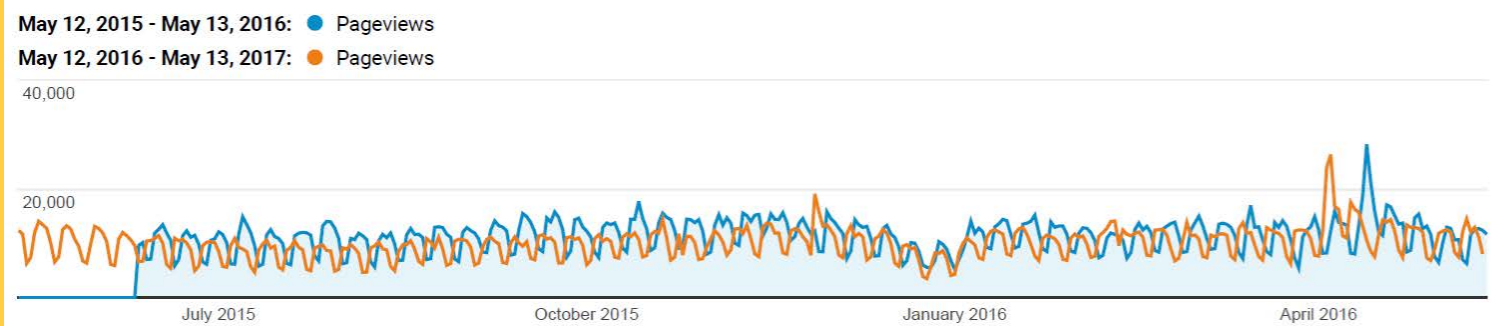
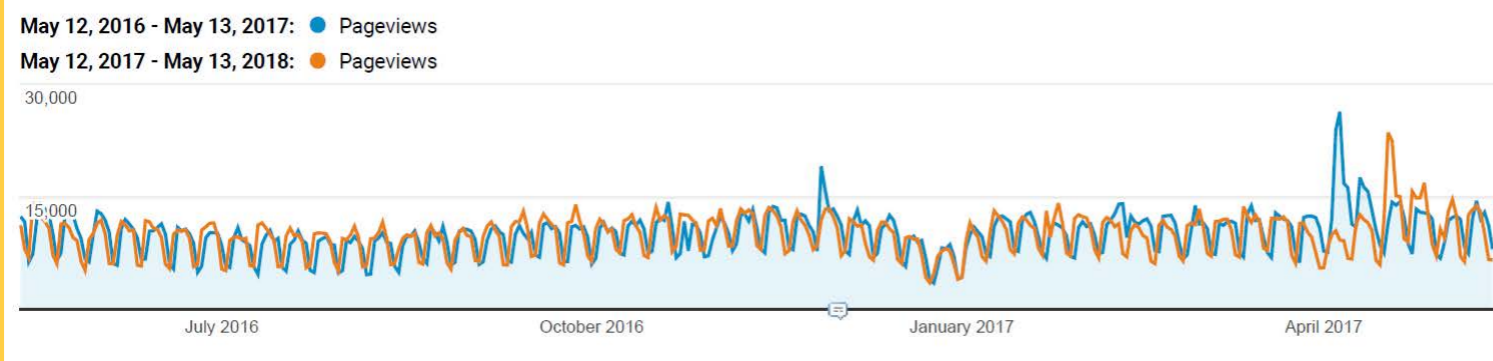
CROWDSOURCE YOUR MATERIAL

EXERCISE 2 : MARKETING STRATEGY

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- Enclosed you find a set of information about Mooodi web presence: social media and brand awareness.
- Analyze data and information, describe the efficiency of Mooodi web strategy
- Compare Mooodi versus Muuto, Hay and Normann Copenhagen web strategies, (check website, facebook, instagram, pinterest,...)
- Design a potential Mooodi product web strategy and define your strategy of consumer engagement

BRAND AWARENESS: WEB STORY



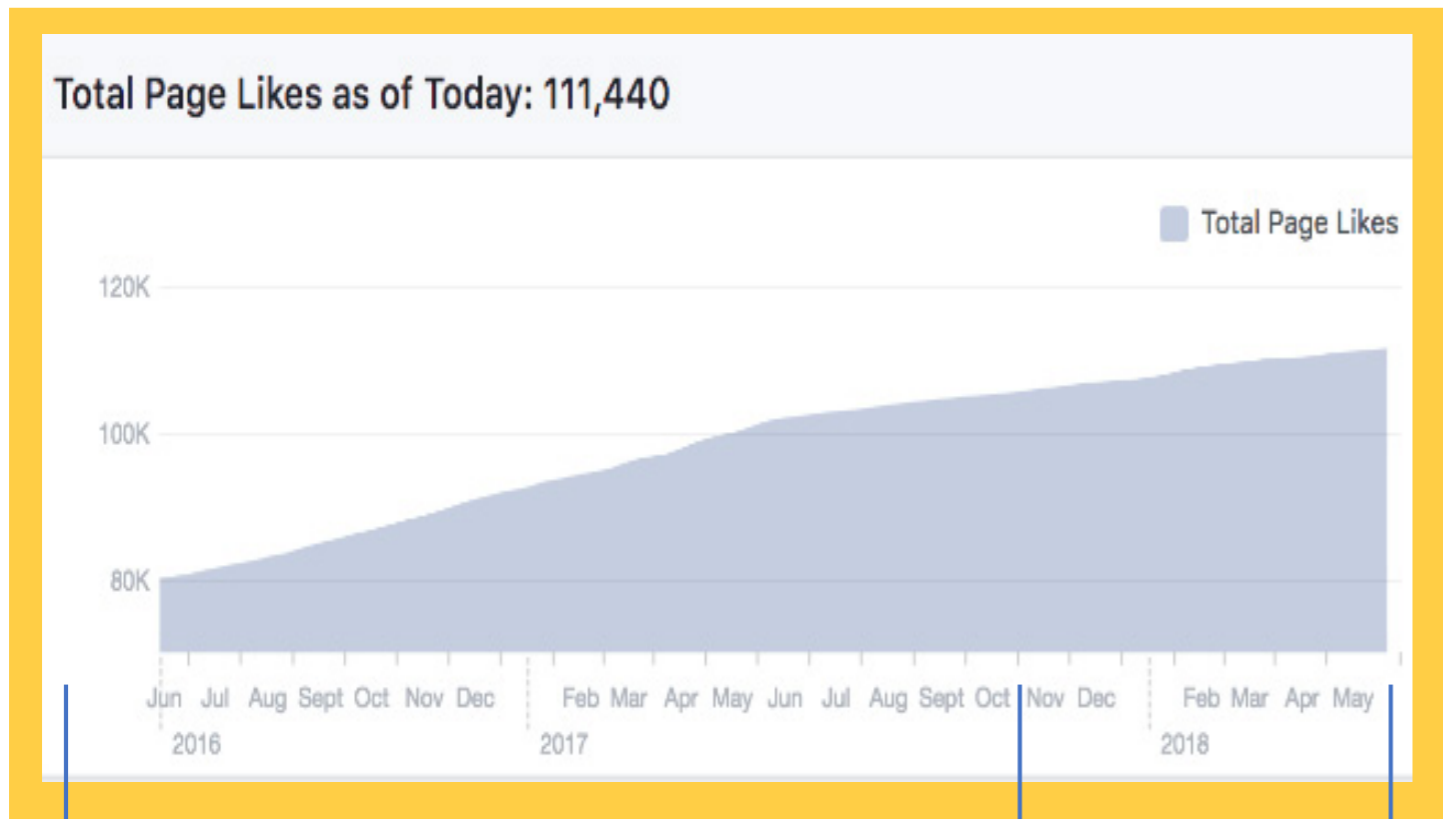
	2016	2017	2018
Pageviews	3.855,09	3.681,77	3.642,59
Unique Pageviews	2.734,01	2.658,24	2.618,08
Avg. Time on Page	00:01:05	00:01:08	00:01:01
Bounce rate	35,38%	36,73%	33,28%
%Exit	23,89%	25,87%	24,78%





BRAND AWARENESS: SOCIAL STORY

FACEBOOK

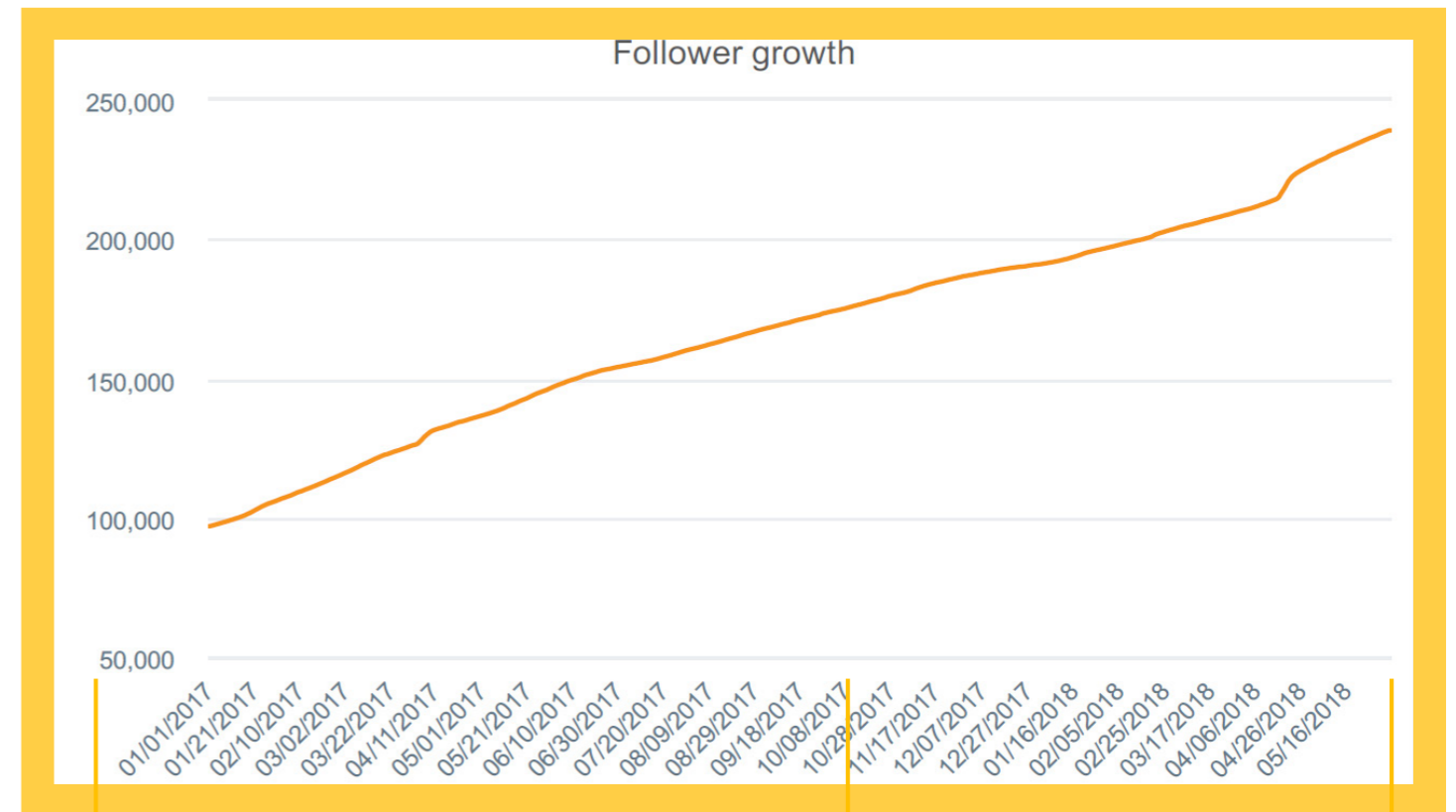


Day 0

Oct 2017: 86.000

Oct 2018: 112.000

INSTAGRAM



Day 0

Oct 2017: 100.000

Oct 2018: 243.000



BRAND AWARENESS: BENCHMARK

Over M0001

	Insta	FB	Twitter
<b>VERY FURNITURE</b>			
Vitra	<b>569000</b>	<b>262000</b>	65971
Cappellini	19500	42000	12600
Moroso	191000	<b>153000</b>	17600
<b>NEO SCANDI</b>			
Hay	<b>1000000</b>	81000	-
Muuto	<b>618000</b>	<b>119000</b>	10300
Norman Copenhagen	<b>351000</b>	81000	42700
De Padova	25000	12000	-
<b>OLD FRIENDS</b>			
Driade	45400	15100	3100
Established and sons	102000	-	792
Tom Dixon	<b>434000</b>	108000	46600
<b>VERY LIGHTING</b>			
Flos	137000	95000	1043
Foscarini	152000	<b>334800</b>	16100
Louis Poulsen	152000	65000	1400
Viabizzuno	13100	9100	-
<b>HOME SWEET HOME</b>			
Marcelwanders	75000	40000	11991
Moooi	239000	111000	14937



COMPETITORS

# HAY

FOUNDED IN 2002

CONTEMPORARY FURNITURE

DURABLE AND QUALITY PRODUCTS



## normann

C O P E N H A G E N

MUUTO, COMES FROM MUUTOS,  
MEANING NEW PERSPECTIVE IN FINNISH

ENDURING AESTHETICS,  
FUNCTIONALITY, CRAFTSMANSHIP AND  
HONEST EXPRESSION

AMBITION IS TO DELIVER NEW  
PERSPECTIVES ON SCANDINAVIAN  
DESIGN



## MUUTO

*New Nordic*

CREATE INNOVATIVE AND ORIGINAL  
PRODUCTS IN A SIMPLE AND  
CONTEMPORARY DESIGN

MAKE THE ORDINARY EXTRAORDINARY  
THROUGH GREAT DESIGN

CHALLENGE CONVENTIONAL  
THINKING

