



Innovating Through Design.

The Design Cluster Advantage

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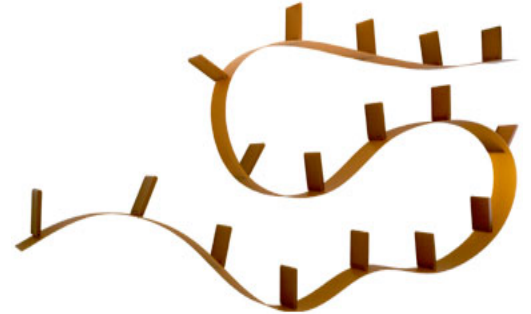
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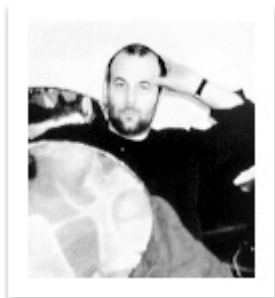
The importance of design in global competition



A success rooted in managerial practices



...Northern Italy, is the centre of the design world.
Not just because of the design that comes from Italy, but,
above all, because of its manufacturing culture;
there is no other place in the world where you can find such a
vast array of manufacturers who know the value of design



Ron Arad

Empirical basis



“Italian Design System”

- First study on the Italian Design *System*
- 74 case studies in several industries
- Awarded the “Compasso d’oro”

Agenda

Design and innovation strategies

The design cluster

Managing Design Driven Innovation

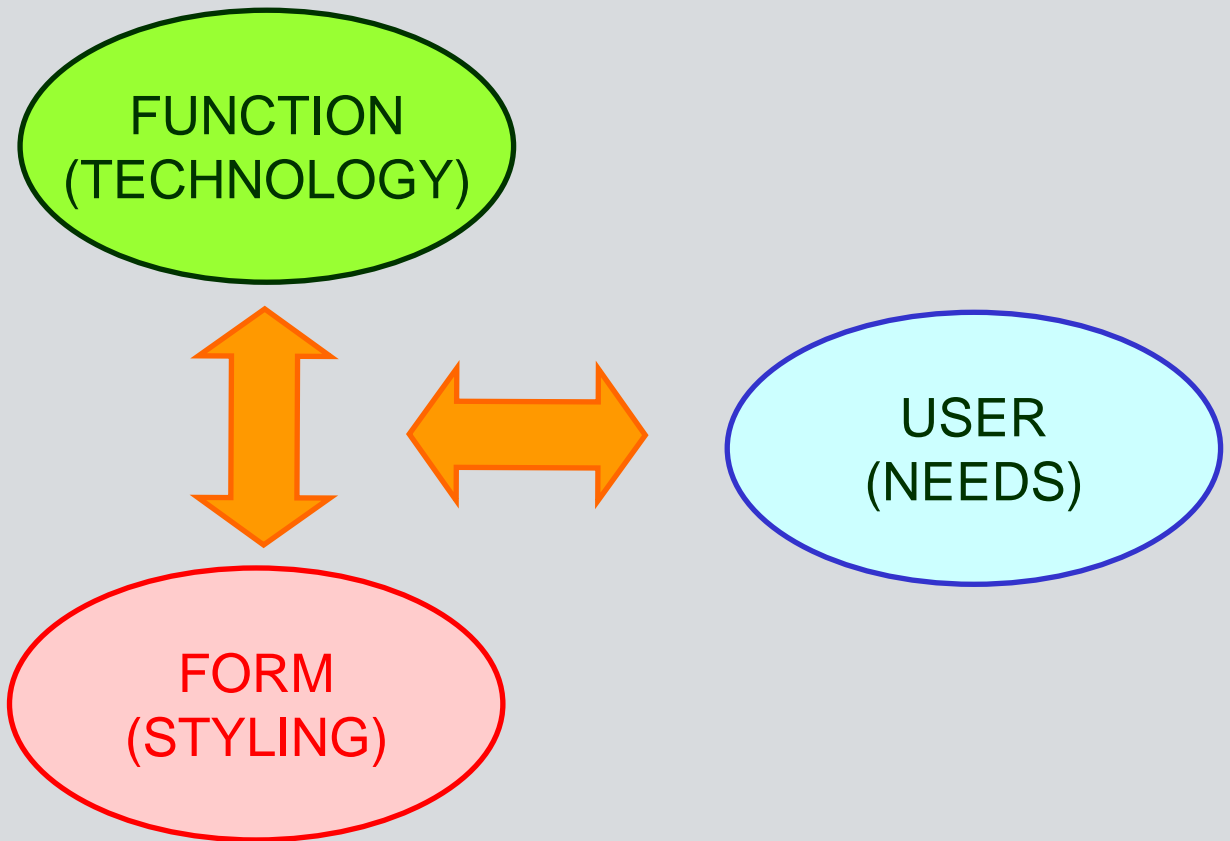
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Design





Artemide Metamorfosi: The Human Light

“Every market-oriented company has understood that design is an advantage. As a result all companies can use it. Design must not only be the instrument that gives a nice form. Rather it must anticipate a need, proposing a vision”

Carlotta De Bevilacqua, Vision Group, Artemide

“In a moment of total disarray in the world of design, we decided to work not only on the object, but more so on light, in particular its color”

Ernesto Gismondi, President, Artemide



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Design

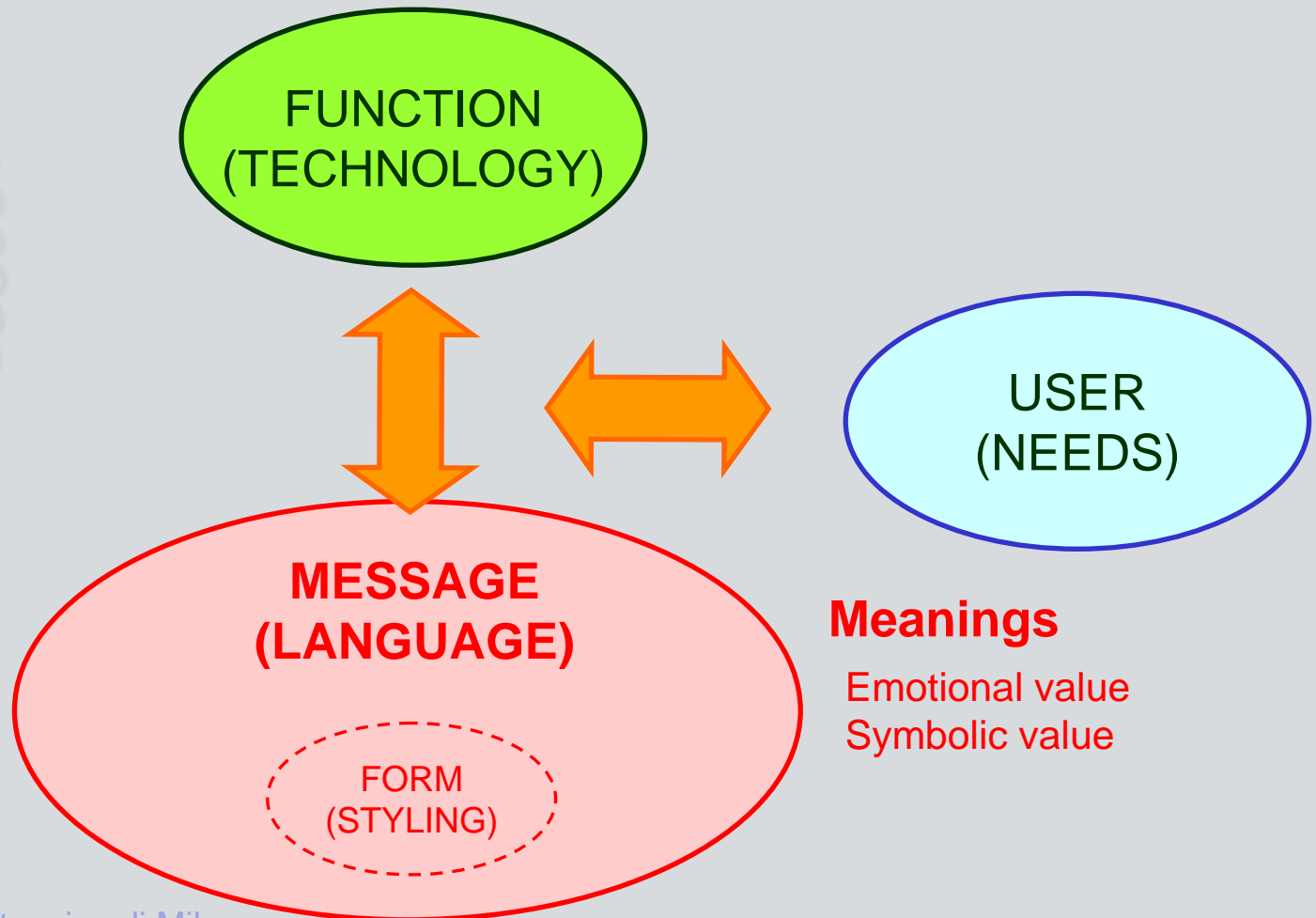
“The etymology of design goes back to the latin *de + signare* and means making something, distinguishing it by a sign, giving it significance, designating its relation to other things, owners, users or gods.

Based on this original meaning, one could say:

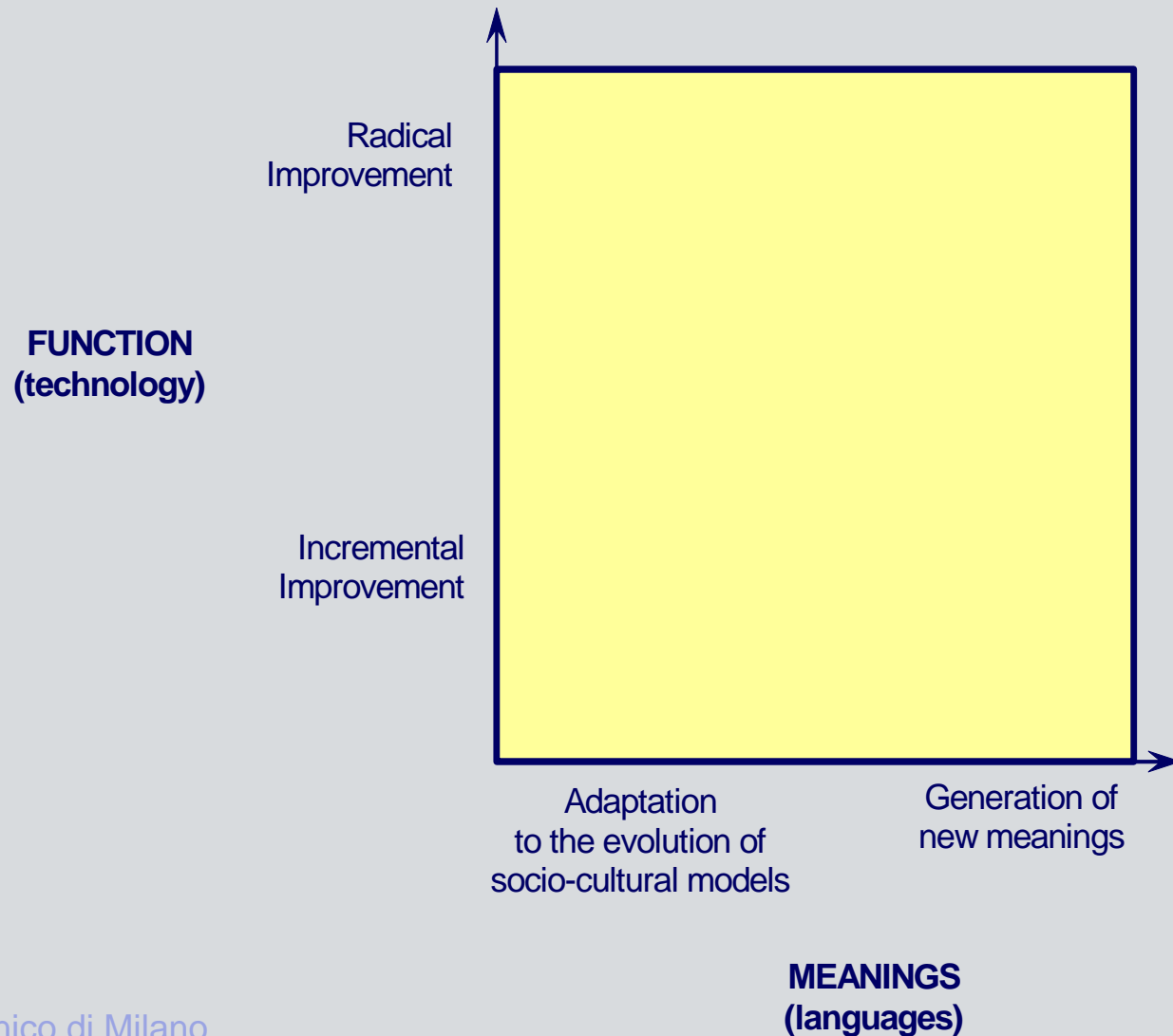
design is making sense (of things).”

Klaus Krippendorff, *Design Issues*, 1989

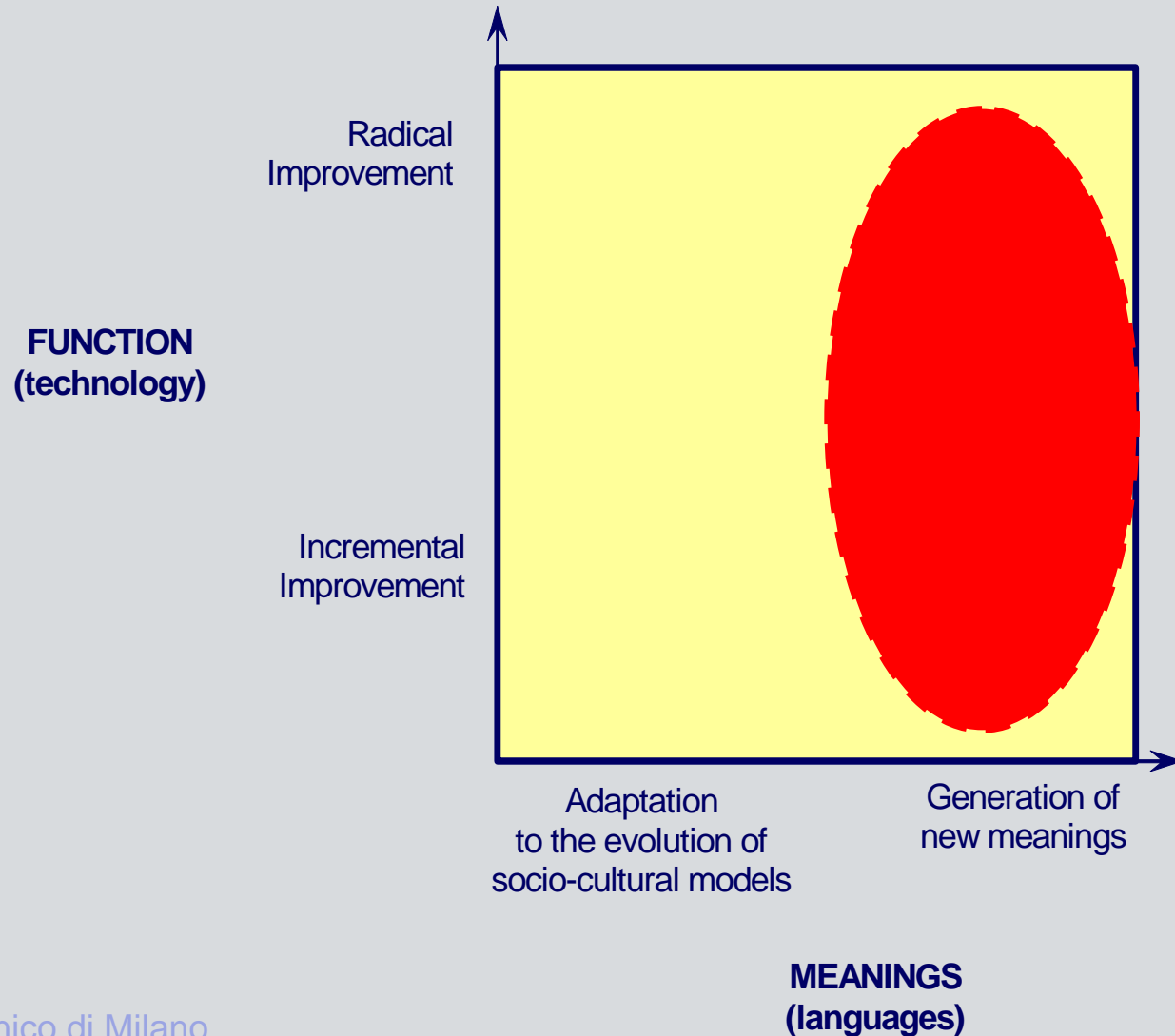
Design



Innovation strategy



Innovation strategy



Alessi: Family Follows Fiction

“We were aware of ... having come to the end of the world of design as it had been used up till then
We felt the need to shake off our parameters, to think futurably, released from style”

“At last the route to be followed for the new workshop - that of "the object-toy" - became clear.
And it would be conceived **beyond aesthetics or style**.
‘In a room full of objects a child chooses one to relieve his boredom and solitude;
why that object in particular?’ ”

Alberto Alessi

ALESSI



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Understanding user needs



“Market? What Market? We do not look at market needs.
We make **proposals** to People”
Ernesto Gismondi, President, Artemide

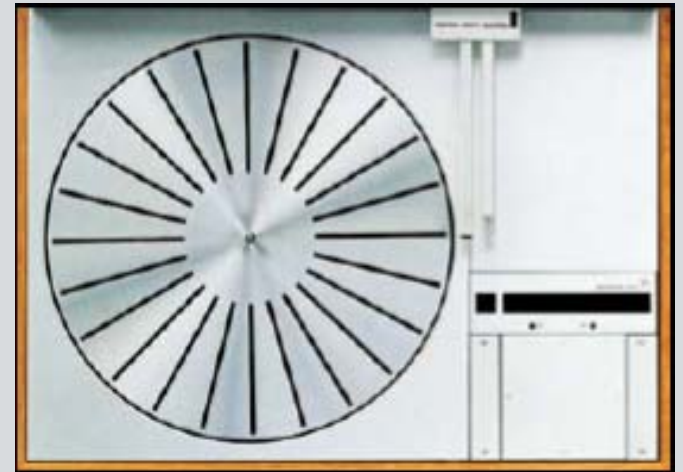
“Working within the metaproject **transcends the creation of an object purely to satisfy a function and necessity.**

Each object represents a tendency,
a **proposal** and an indication of progress
which has a more cultural resonance”

Alberto Alessi



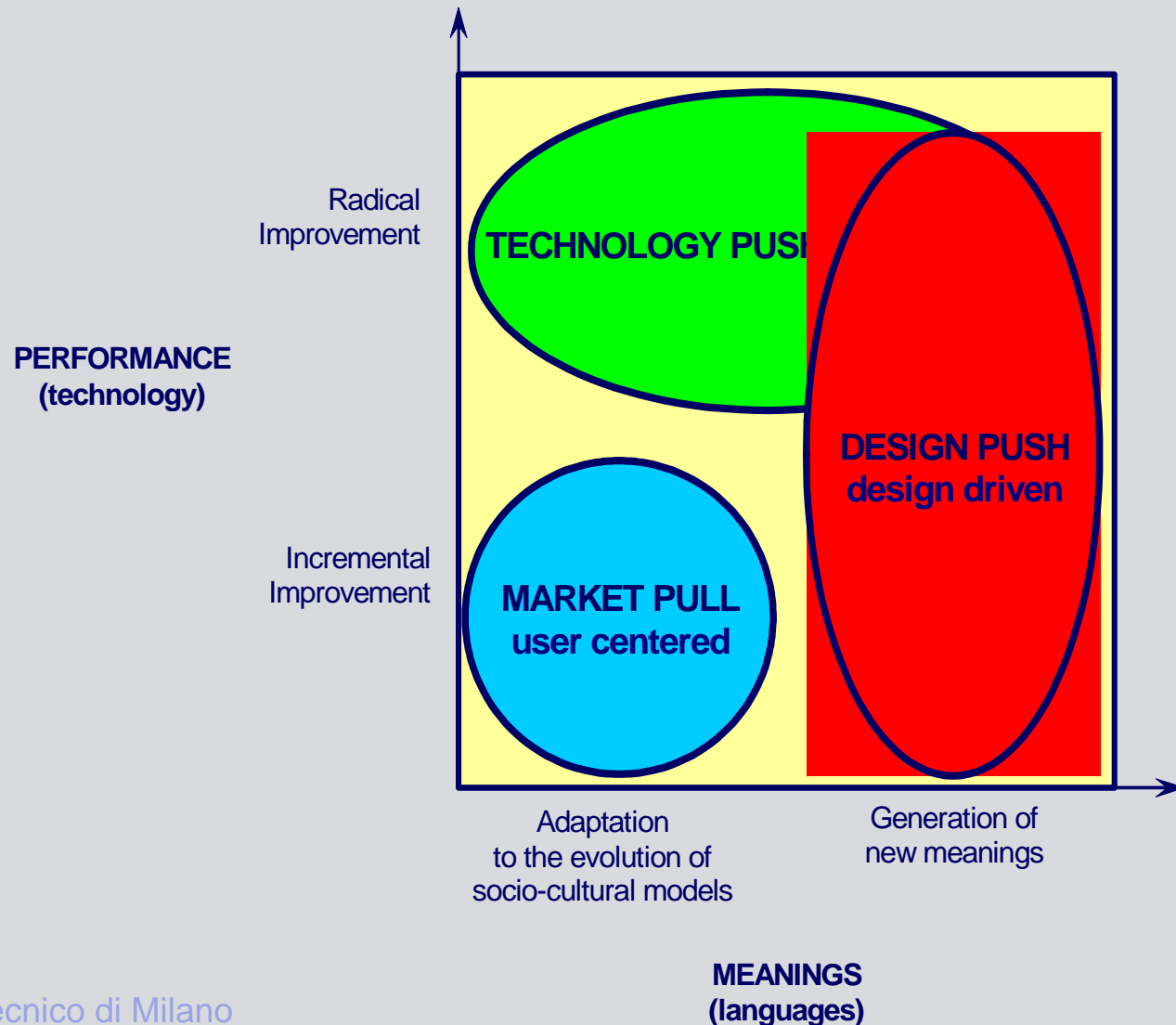
Understanding user needs



The only time we did market research was with Beogram 4000 (in 1972). Marketing people said it would sold 15 units in Denmark and 50 in the world. It turned out of being one of our most successful products

Paul Ulrik Skifter, Former CFO Bang & Olufsen

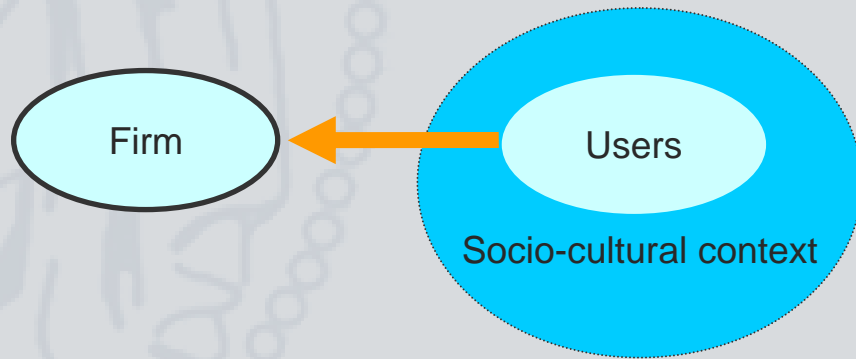
Innovation strategies



Understanding user needs

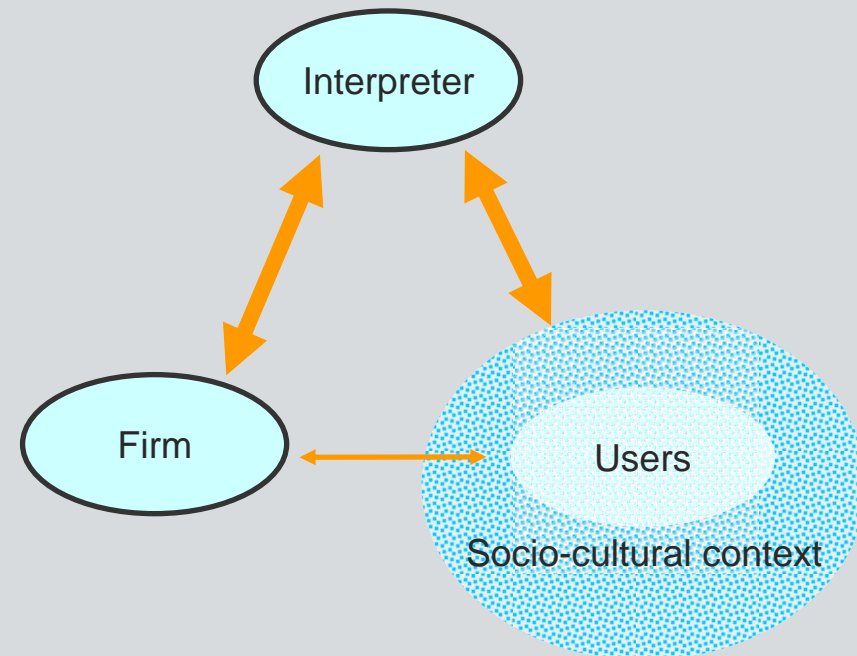


User centered



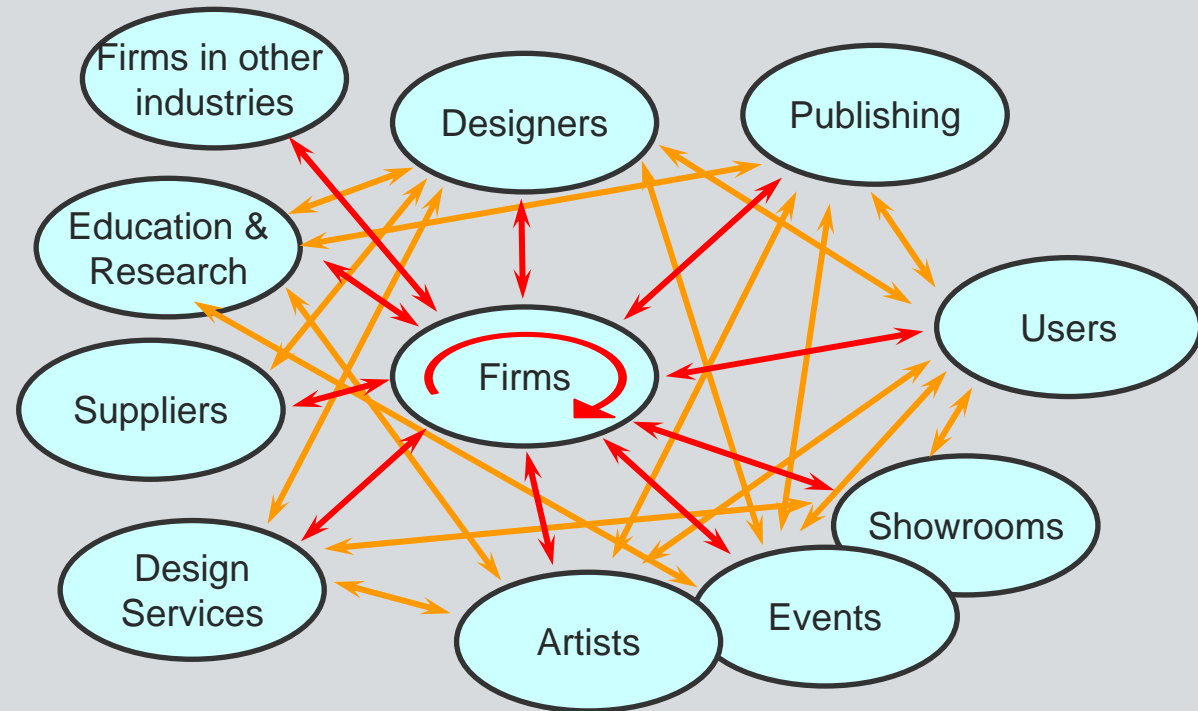
Now

Design driven

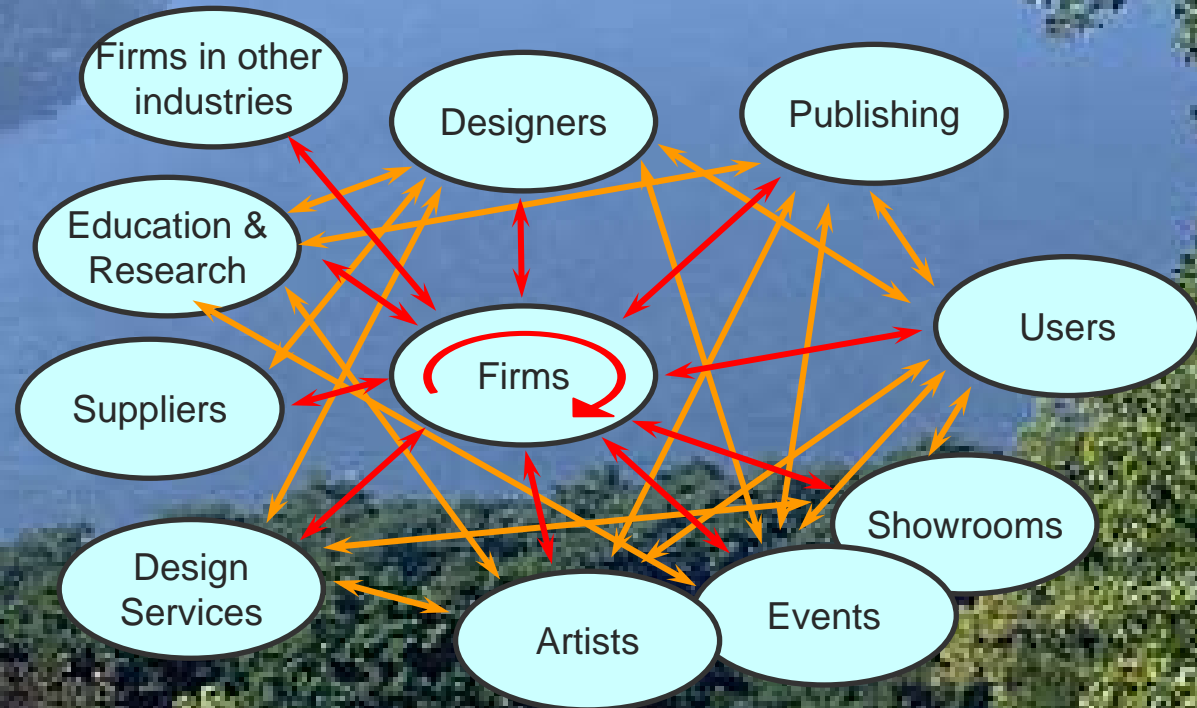


Future

The interpreters and the design discourse



Can it happen here?



Kodak



Steuben Glass



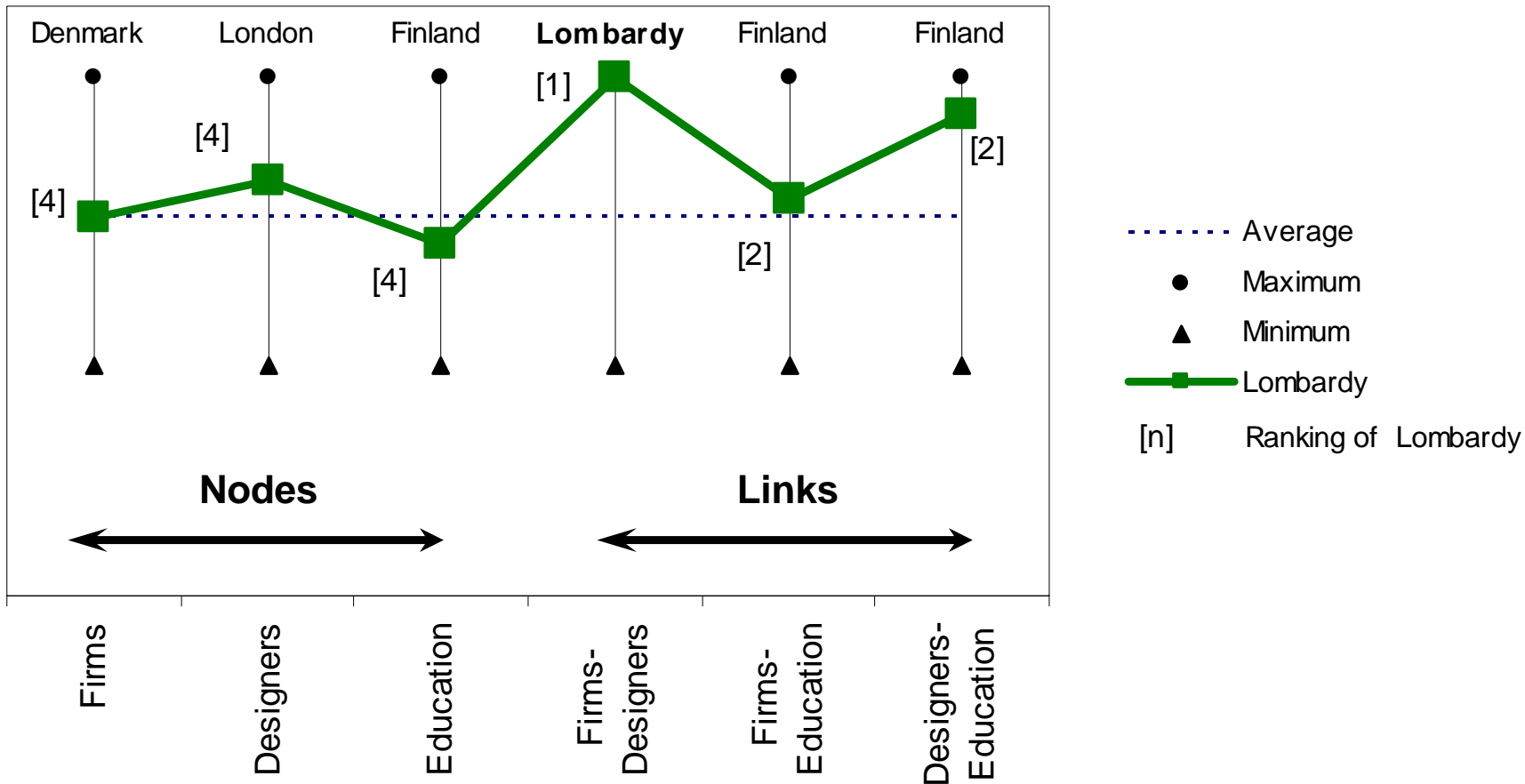
CGR NSF Industry-University Center for Glass Research



R·I·T



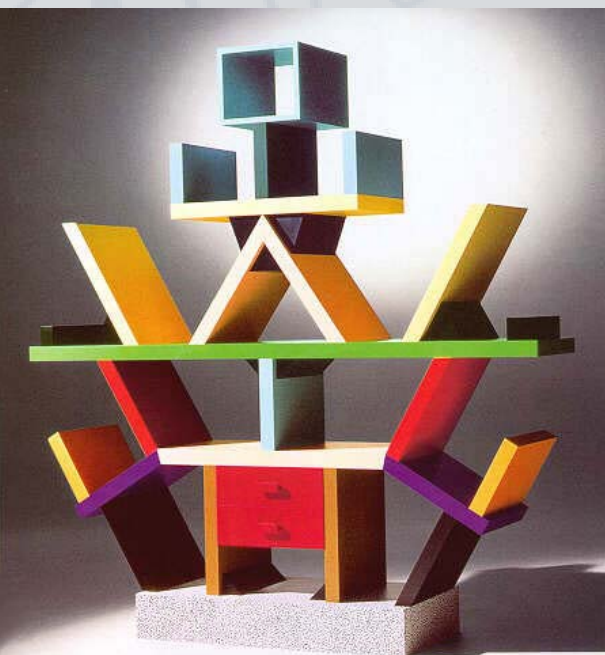
The strength of the Lombardy design cluster



Nurturing the environment

“Ettore Sottsass needed some funding for Memphis.
I gave them money and
let them free to do what they wanted.
To me this was a laboratory”

Ernesto Gismondi, Chairman, Artemide



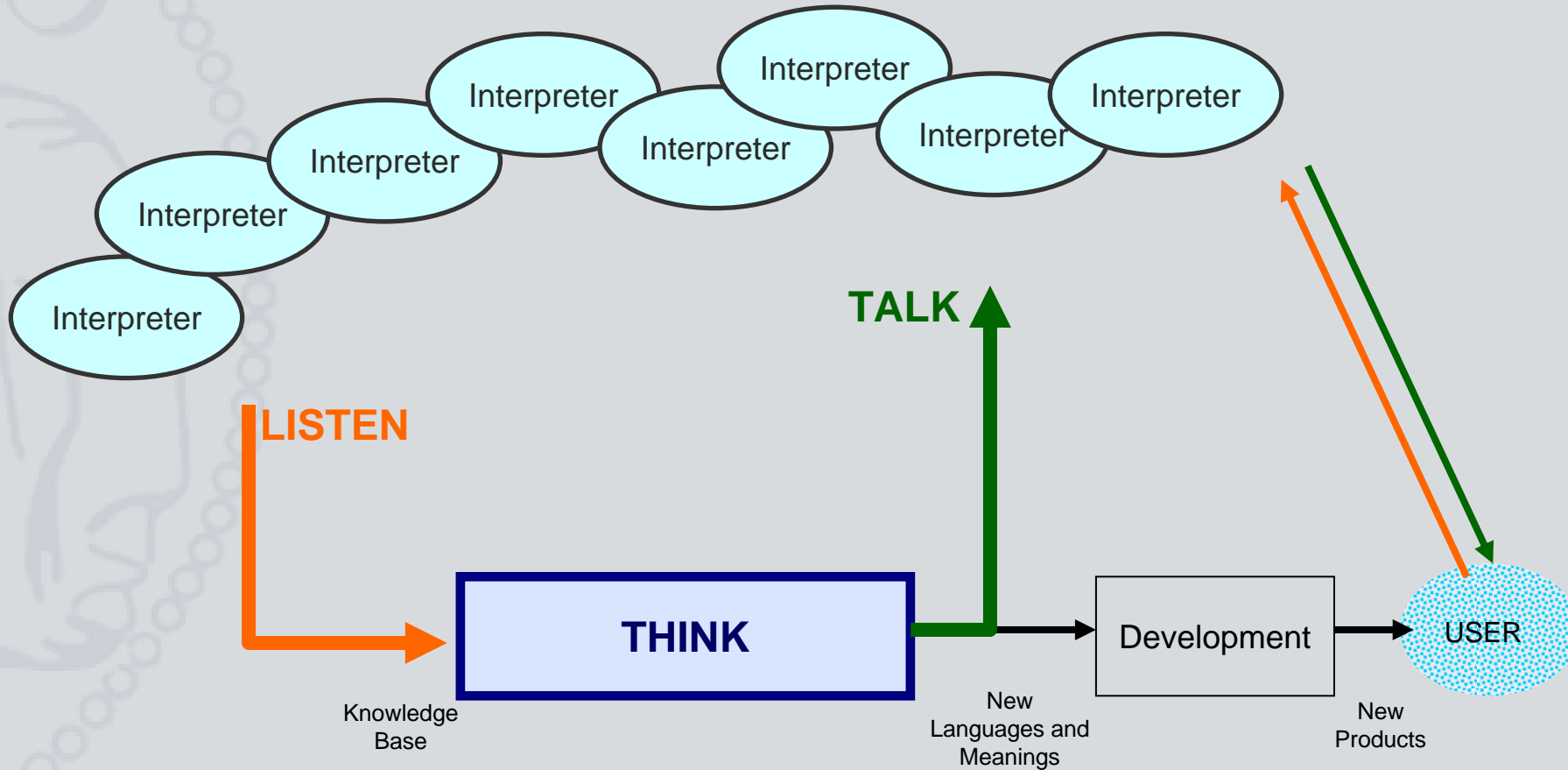
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Design and innovation strategies

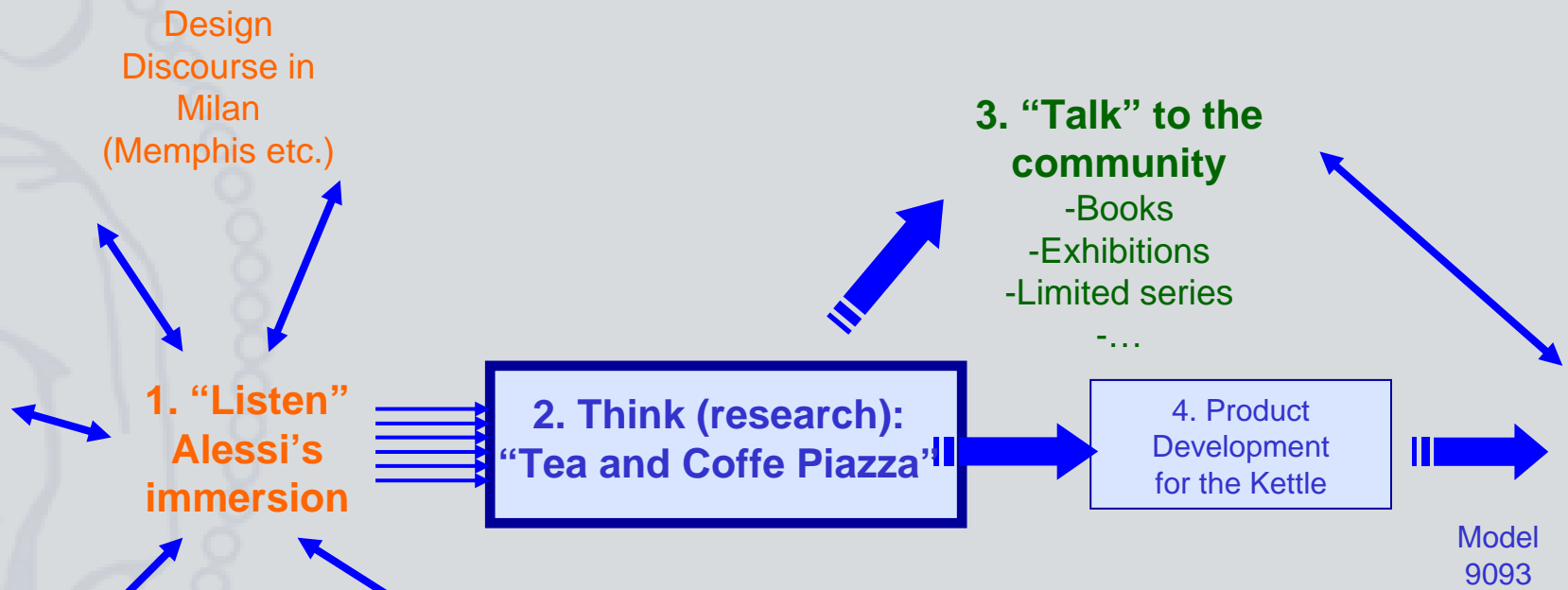
The design cluster

Managing Design Driven Innovation

The process



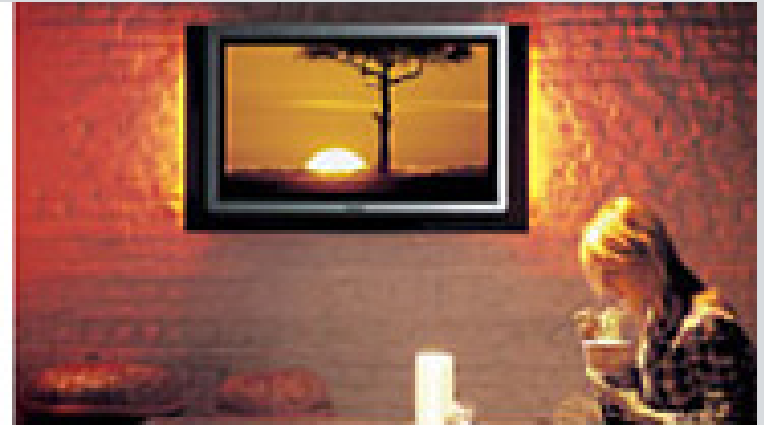
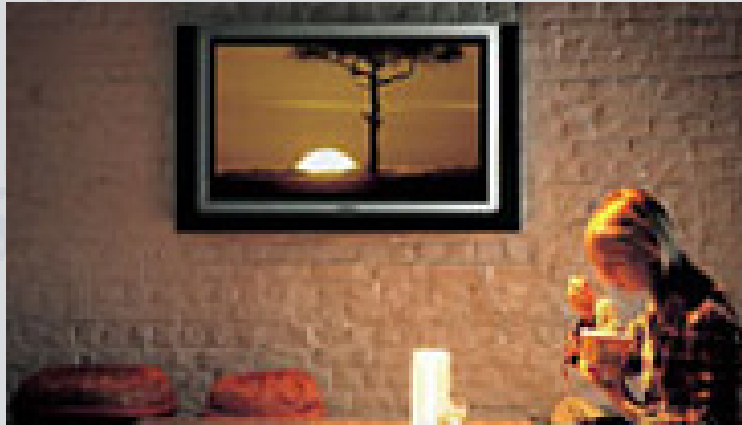
Alessi Kettle model 9093



New Vision and Language



Not only designers



PHILIPS

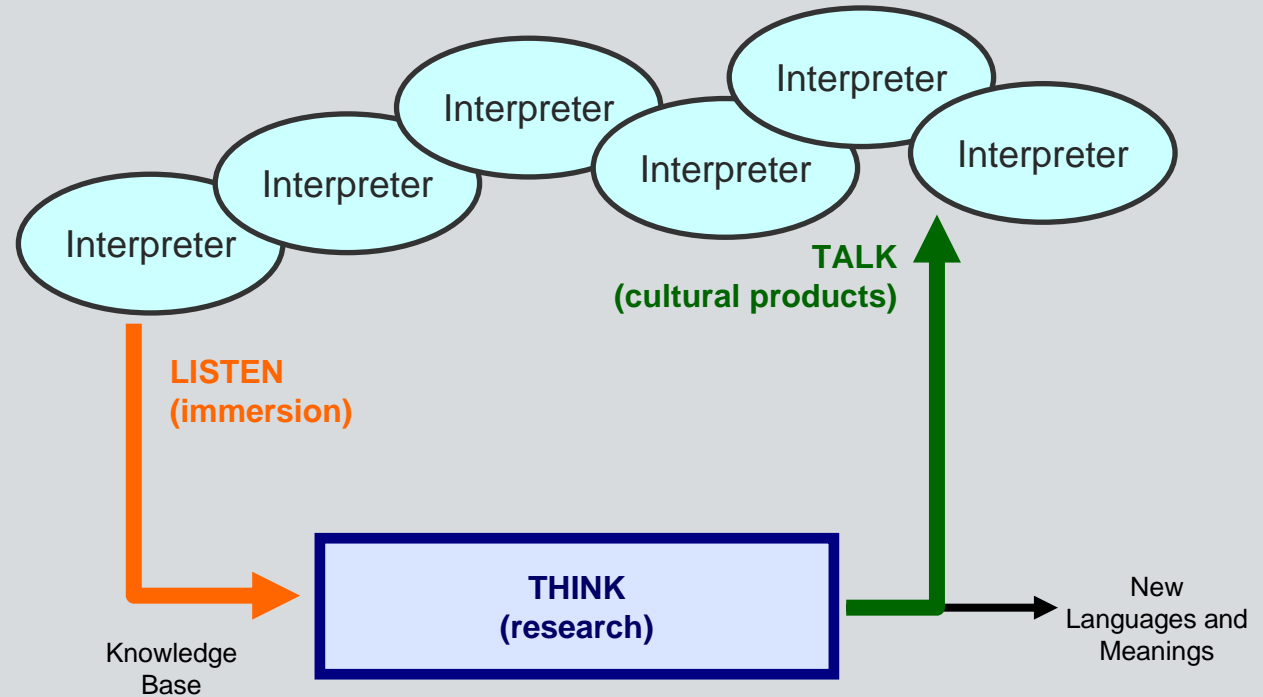
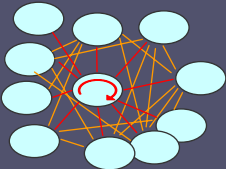
Flat TV with Ambilight, 2004

Tools


LANGUAGE MINING



SEMINAR SERIES



KNOWLEDGE REPOSITORY PROCESS

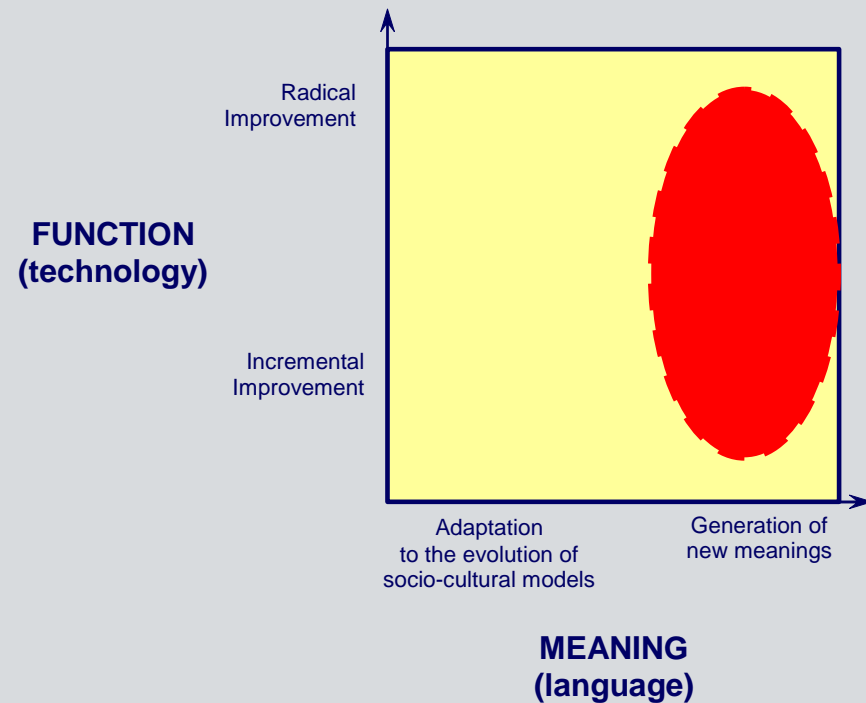


DESIGN DIRECTION WORKSHOP



Conclusions

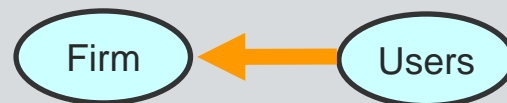
- Every product has a meaning.



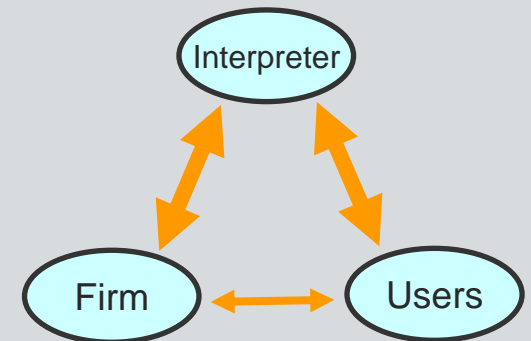
Conclusions

- Every product has a meaning
- **Design does not necessarily imply getting closer to users**

User centered

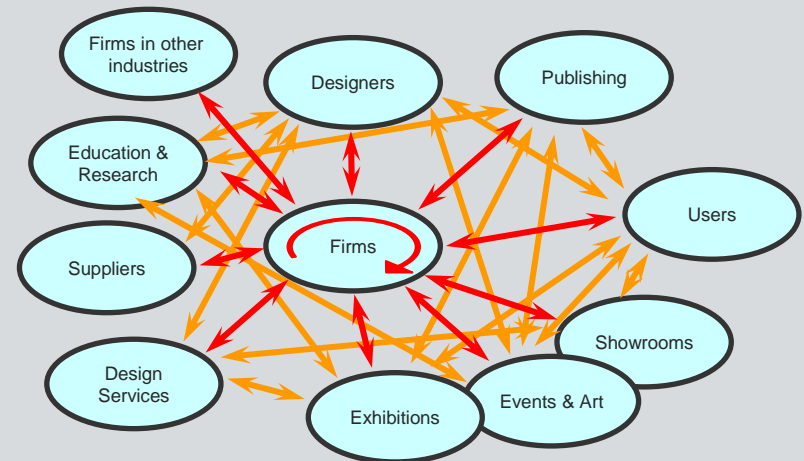


Design driven



Conclusions

- Every product has a meaning
- Design does not necessarily imply getting closer to users
- **A networked research process**



Conclusions

- Every product has a meaning
- Design does not necessarily imply getting closer to users
- A networked research process
- The **design discourse is everywhere**





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