

# MDS MASTER IN STRATEGIC DESIGN

DESIGN OF THE VALUE OFFERING



# Master in Strategic Design

## Design of the value offering

**XIV edition 2013-2014**

The Master in Strategic Design. Design of the Value Offering, is a Master of 1st Level of **Politecnico di Milano**, designed by **POLI.design**, the Politecnico di Milano Consortium and managed in collaboration with **MIP**, the Politecnico di Milano School of Management.

Strategic Design is a design activity that concerns the **product-system** i.e. the integrated body of products, services and communication strategies that either an actor or a network of actors (companies, institutions, non-profit organizations, etc.) generate and develop to achieve a set of specific strategic results.

It is often claimed that technological innovation, cultural and economical globalization, and the transition to environmental sustainability generate problems and opportunities. It is also repeatedly stated that the possibility to avoid the former and to exploit the latter requires the development of three core skills by companies and other types of institutions and/or social actors: vision, sensitivity towards signs of innovation, and the ability to create solutions. It calls for the ability to design products and services whose success today anticipates what will be, or may have to be, the norm of tomorrow.

The **social demand** for a new generation of products and services, coherent with current socio-cultural transformations, and their sustainable development becomes an opportunity for companies able to operate in the context of this new design mentality. This unique meeting of design and company strategy: strategic design.

### TARGET PARTICIPANTS

The Master in Strategic Design is aimed at young graduates who wish to start or re-direct their professional careers at the **frontier between design and management**.

It is particularly intended for young designers who wish to work on the problems of innovation management and business administration, as well as young technicians and managers who are interested in understanding the culture and work practices of design.

In both cases, the ideal course participants are open-minded and curious, creative and cosmopolitan, have a competence in languages, and are interested in new product, service and communication technologies.

### TRAINING OBJECTIVES

The educational objective of the Master is to build a specific competence and qualified professionalism in strategic design issues and in the innovation and design of the product-system. Its particular purpose is to train professionals in the integration of product, service and communication components. It will do so by developing specialized skills directed towards enhancing those qualities (real and perceived) of the overall process that will determine the

cultural identity, the sensory aspects and the sustainability of the designed solutions. Such solutions will distinguish themselves for their capability to combine the quality of products with the quality of their environment and the social forms they are generated.

The Master program offers an in-the-field training experience, where research and innovation focus on real cases and contexts. It is orientated towards a high degree of professional competence, since it aims to provide conceptual and practical tools applicable in the social and economic reality of the world today.

The Master program seeks to:

- \_ develop strategic planning skills in problem-setting and problem-solving terms;
- \_ develop personal entrepreneurship;
- \_ develop aptitude for complexity management;
- \_ develop the competencies to generate corporate vision;
- \_ acquire the skills to understand complexity;
- \_ acquire management skills for strategic design projects;
- \_ acquire the necessary tools to communicate strategic design projects.

### DIDACTIC SPIRIT

The program seeks to equip students with the skills and abilities that will allow them to identify and interpret company values and product offerings, orientating them according to **new models of innovation and development**. It also seeks to generate the managerial skills necessary for the development of product systems that will support these companies in developing sustainable competitive advantages that will make the difference in tomorrow's market.

These key concepts, defined as the 4S of strategic design, are System, Society, Sustainability and Seduction:

\_ **System**, the program offers methods and tools that foster the ability to identify, decipher and re-interpret factors determining the structure of business models and their underlying value chains, in order to offer companies innovative, systemic solutions for product-system innovation.

\_ **Society**, individual and collective quality of life can only be improved through an offer system that pays attention not only to the needs and expectations of the end-user, but also to the needs of the socio-economic context in which individuals live. The master program therefore follows a user-centred, context-based approach to product-system innovation.

\_ **Sustainability**, we believe no form of innovation is truly strategic unless it is sustainable. The program draws on our consolidated expertise in

developing sustainable solutions.

\_ **Seduction**, the ability to seduce through communication, distribution and sales is a fundamental component in the successful launch and management of a product system. The Master program offers the necessary tools and methods to work on the aesthetic and experiential appeal of the product-system so as to develop innovative, captivating communication strategies able to express its underlying values.

### FIELDS OF INVESTIGATION

Rooting its approach in the 4S of strategic design, the Master program is particularly relevant to three fields of investigation:

\_ **Experience development through Strategic Design**: projects oriented towards elaborating, innovating and optimizing the functional, symbolic, aesthetic, experiential and use characteristics of the product system.

\_ **Sustainable innovations through Strategic Design**: projects oriented to the generation and development of product systems able to generate satisfying and desirable results for their various stakeholders (end-users, firms, the environment and society).

\_ **Local development through Strategic Design**: Projects oriented to creating and developing the local context in order to enhance and draw benefit from its socio-economic and cultural conditions.

### CONTENTS

The program is structured on a tried, tested and consolidated methodology articulated in design activities and taught modules that alternate throughout the whole duration of the master. It ends with **MDS Project Work**, a 475-hour project activity during which the managing board of the Master will orient each student towards the development of a strategic design project within a specific company.

The **design activities** are the pillars of the master. During the year, students will be fully immersed in three or four thematic workshops and a product-system development laboratory.

\_ the **Workshops** are formal, distinctive design activities oriented towards conceiving innovative product-systems, in response to design briefs.

\_ the **Product-system development laboratory** (LSP) takes the ideas visualised in the workshop one step further. It focuses on applying management principles by working on their business models to develop business plan related to the generated product-systems.

Each design activity is conducted in cooperation with innovative companies, who provide real

world business problems to be solved through the strategic design approach. The companies that participated in the last three years are: Kidsonroof ([www.kidsonroof.com](http://www.kidsonroof.com)), illycaffè S.p.A. ([www.illy.com](http://www.illy.com)), Trend Group S.p.A. ([www.trend-vi.com](http://www.trend-vi.com)), Fondazione Housing Sociale ([www.fhs.it](http://www.fhs.it)), itsme (<http://itsme.it>), Dergano Officine Creative ([www.derganofficinacreativa.it](http://www.derganofficinacreativa.it)), Panasonic Italia S.p.A. ([www.panasonic.it](http://www.panasonic.it)), OneCare ([www.esseplast.com](http://www.esseplast.com)), Barilla ([www.barillagroup.com](http://www.barillagroup.com)), Novacart S.p.a ([www.novacart.com](http://www.novacart.com)), KIS ([www.kis.it](http://www.kis.it)), Nordest Europa ([www.nordesteuropa.it](http://www.nordesteuropa.it)).

The **didactic modules** consist of lectures, seminars and exercises focusing on design, management, technology and empowerment. These are supplemented and integrated with a series of conferences discussing a multitude of related themes. The didactic structure is also designed to allow for the development of ad hoc elective paths for each participant. These may emerge out of independent study and research on issues of interest to individual students.

**Ex-cathedra lectures** are divided into fundamentals and advanced theory lectures, with the objective of developing the knowledge and skills required to deal with design and business issues. They are normally held in loco and organized according to design activity needs.

**Seminars, testimonials and industry specials** are organized for students in order to let them experience and discuss the most important current design and management issues.

**Exercises** are focused on applying the various tools and methods taught during the program.

Timeline:

Ex-Cathedra Lectures,  
Workshops and  
Product-System  
Development  
Laboratory;

October 2013  
till June 2014

stage

June and  
July 2014

Holidays:  
August 2014

stage

September 2014  
till  
January 2015

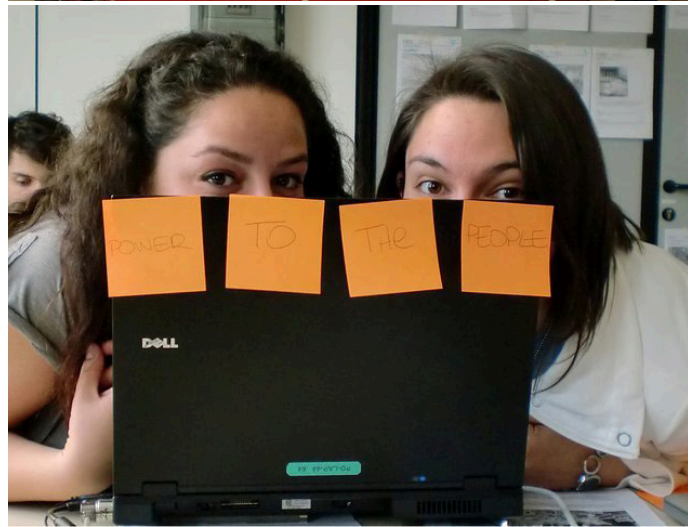
Final Exam

Between  
February 2015  
and  
September 2015

Credits:

	hours	credits
Lectures	177	7,08
Exercises/Workshop	433	17,32
Internship	475	19
Individual study	459	18,32
<b>TOTAL</b>	<b>1544</b>	<b>61,76</b>







## Design Themes:

### PRODUCT SERVICE SYSTEM

<b>Service Design</b>	Nature and characteristics of services; services and interface design; service-driven interior design; interaction design.
<b>Design for Experience</b>	Affordance and the quality of use of the product-service system; design for experience (aesthetic and sensorial) of the product-service system.
<b>Design for Sustainability</b>	Environmental, social and economic sustainability; environmental requirements of the product-service system; design guidelines for sustainability; life cycle assessment and design; corporate social responsibility.
<b>Design for Local Development</b>	Territorial added value; human and cultural heritage and resources design; context analysis.
<b>Scenario Building</b>	Scenario design and visualisation; co-design techniques and tools; strategic conversation; sense-making; value definition; strategic stakeholder alliance identification.
<b>Cultural stimulus: Design Culture</b>	Design views, perspectives and experiences.
<b>Communication Design</b>	Theory of communication: case histories and examples; tools and approaches for communicating the project; company communication and brand management; brand strategies.

### STRATEGY

<b>Strategic Design</b>	Basics and definitions of strategic design; general critical framework of the discipline; tools and methods of strategic design.
<b>Design Thinking</b>	The cognitive model of design, the capabilities and tools, the system vision, the role in the organization and in models of value generation.
<b>Design Leadership</b>	Design in the organization and the adoption of a vision of design, design mindfulness, tools and methods to spread design in the organization.

### INNOVATION

<b>PSS Definition</b>	Product-service system conception; functional thinking; strategies and methodologies for product-service system development; solution oriented partnership methodologies.
<b>PSS Innovation</b>	Design driven Innovation, Sustainable Innovation, Social Innovation.
<b>Design Management</b>	Design management is concerned with the integration of design and management. It is an approach whereby companies and institutions make design decisions related to the conceptualization, development and implementation of products, services and communication elements that define an organization's overall business strategy. It is hence a business activity that acts as a dynamic link between technology, design, strategic thinking, corporate management, brand management, marketing and operations that can have an impact at all levels of business performance.



## Management Themes:

### PRODUCT SERVICE SYSTEM

#### Service Management

This course is complimentary to service design and seeks to teach the basics of how to manage a service from a managerial perspective. In particular, it looks at (1) defining and collocating services into their correct classifications, (2) the main managerial theories relating to managing services throughout their entire life cycle (from concept development to service launch and maintenance) and (3) the main operational tools and methods used in developing and evaluating the effectiveness of services.

#### Marketing

Basic knowledge of marketing principles and tools with a particular emphasis on strategic marketing and operational marketing. Cases of how companies have leveraged marketing to their advantage in order to compete in different sectors. This second part will be based on the testimonials from different companies in different sectors.

#### Brand Management

This course intends to teach the basics of what it means to conceptualize, build, measure and manage brand equity. Based on the most consolidated theories related to brand management. The intention is to give participants the right tools to understand the fundamental workings of branding.

#### Organisational Management

The course on organization theory will focus on giving the student a basic understanding of organization theory. It will start off by defining what an organization is and how the concept of organization has evolved in history. It will then concentrate on understanding how to measure the effectiveness of an organization, before moving towards the identification and analysis of the more traditional organization structures found within industry. The course will then continue by illustrating how organization theory has changed in recent years, emphasizing the effectiveness of new organization models that have been found to be more effective and efficient in turbulent business environments, through the use of case studies and real business examples.

#### Supply Chain Management

This course introduces the field of supply chain management to the strategic designer as it relates to the design and luxury market. Emphasis is given to defining what supply chain management is and how it relates to strategic design. It then focuses on explaining the importance of SCM to the overall success of a product-system and its underlying business model.

### STRATEGY

#### Corporate Strategy

Basic elements of the process of strategy formation; the basic drivers of a company's competitive position within the market; methods and tools associated with strategy formation with a prime focus on Porter's strategic analysis (5 competitive forces & value chain analysis). Principles of strategic analysis looking at an example of how to use these tools within a specific sector (e-business strategy development).



## **Innovation Strategy**

This course discusses the relationships between innovation and competitive advantage (the strategic value of innovation) and the principles of management of innovation. Special attention is dedicated to defining innovation and understanding why innovation is so important in today's ever changing social/consumer landscape and how a company can articulate and develop its innovation strategies to meet the needs of the moment.

## **Brand Strategy**

This course discusses the basics of what it means to formulate a brand strategy. It will focus on teaching the relationship that brand development can have on the ability of a company to prosper, by looking at how companies have translated their core values and principles into a brand architecture that they were then able to coherently and legitimately translate into product, service and communication elements.

## **INNOVATION**

### **Design Driven Innovation**

Design driven innovation is a particular approach towards managing innovation that puts design at the heart of the innovation process. The participants to this course will have the opportunity to analyze and experience the challenges, approaches, tools and applications of design management and design strategy, with a special focus on Italy and how its companies, managers and professionals manage the innovation process.

### **Market Pull**

This course focuses on explaining the workings of what it means to adopt a market pulled approach to managing innovation by understanding the fundamental aspects of a "user-centred" approach to developing innovative products, services and communication elements. In particular, the course will focus on explaining the main theories at the heart of the user centred approach as well as the main methods and tools used to truly take advantage of what the consumer/user can give to a company in the form of insights and stimuli for the development of new products and services.

### **Technology Push**

This course focuses on explaining the fundamental principles behind the adoption of a technology pushed approach to innovation. In particular, it will give its participants the opportunity to analyze and experience the various methods and tools used to define and develop an innovation strategy based on technological progress.

## ORGANIZATION

### Project Management

The Project Management course aims to provide concepts and frameworks that support the introduction of innovations. Project Management is a discipline that provides approaches, methodologies and tools throughout the main phases of every project: initiation, planning, execution and control, closing. More specifically the course is organized around five main blocks: 1. Definition of project (project vs process); 2. Project Organization; 3. Project phases: Initiation, Planning, Execution and control, Closing; 4. Planning techniques: Work Breakdown Structure (WBS), Responsibility Assignment Matrix (RAM), Gantt Diagram, Network Diagram, Project Evaluation and Review Technique (PERT), Critical Path Method (CPM); 5. Execution and control techniques: Earned Value Management System (EVMS).

## EXERCISES

### Negotiation

Transactional analysis

### Presentation

Guidelines for self-presentation and for presentation of projects.

### Mini workshop

Generation of ideas about MDS communication and presentation

## PROFESSIONAL CAREER OPPORTUNITIES

Graduates from previous editions of the Master in Strategic Design have found employment in two main areas: as **Specialists in Design and Innovation** (marketing directors, R&D managers, industrial designers, product/service and brand developers) and in **Innovation Management** (as design managers, design directors, project managers, product managers, retail managers, brand managers and product-system innovation consultants).

## DIDACTIC SCHEDULE

### Timing

The schedule is the following:

- From the end of October 2013 to June 2014: Ex-Cathedra Lectures, Workshops and Product-System Development Laboratory.
- August 2014: Holydays.
- From June 2014 to January 2015: 475 hours internship (in these months the internship will be organized and finalized. Since the starting and development of it depend on the company

availability, the starting and ending dates can according vary).

Students' attendance is mandatory for 3 full days of taught lessons and exercises per week (Wednesdays, Thursdays and Fridays). To take full advantage of this didactic experience, the faculty strongly advises students to dedicate the remaining days to studying, and to profit from the Milanese Design experience by taking part in the events, seminars and performances organised within the city.

### Language

The Master is conducted entirely in English.

## ADMISSION REQUIREMENTS

In order to be admitted to the program, a candidate must have achieved a Bachelor Degree in Industrial Design, Applied Arts & Science and Engineering, or Arts & Science, and must be motivated to pursue a career working on the frontier between design and management.

## APPLICATION

The following documents are required to take part in the selection: application form duly filled out in all its parts; updated CV (if possible with a photo); covering letter; two letters of reference (the letters must refer to recent work or education experience and they must clearly state the name, phone number and e-mail address of the person who is issuing them. The MDS board reserves the right to contact the references in particular cases). A portfolio is not mandatory for selection, but is useful for the MDS Board when evaluating candidates' capabilities and it is strongly recommended that one be sent together with the other application documents.

The portfolio is not strictly necessary but of course it may be useful for the MDS Board to evaluate your capabilities. **Candidates who wish to apply for the Master in Strategic Design, Design of the Value Offering should send all the documents by e-mail to the e-mail address [mds@polidesign.net](mailto:mds@polidesign.net) or by fax to the number +39.02.2399.7217**

All the required documents must be sent by **October 28th, 2013** but, since foreign students will have to provide some documents to be issued by the Italian Embassy/Consulate and will also have to obtain a visa, we always suggest that students send the documents and start the selection process as soon as possible.

The selection process includes a long-distance entry test: candidates are not required to take the exam in Milan. The MDS Board and candidates will together decide the date of the exam and on that date and time the exam will be sent by e-mail to the candidate who will have four hours to fill in all the answers and send back the form duly filled.

## FEES AND SCHOLARSHIPS

The University Master costs Euro 12.000,00. Some different conditions of payment are foreseen and can be detailed and explained on candidates' request. Some partial scholarships are available, and will be awarded on the basis of merit, income and availability. **Candidates who wish to apply for one of the scholarships must do so while applying to do the Master.**

## ENROLMENT

In order to enrol in the Master program candidates who are admitted will have to provide the following documents:

- Enrolment form duly filled;
- "Marca da bollo" (tax stamp) for €14,62;
- Photocopy of your "permesso di soggiorno" (residence permit) and "Codice Fiscale" (tax code);
- Curriculum Vitae containing a passport photo,

information about education and work experience, title of your degree thesis and name of the supervisor, published works;

- Original Certificate of graduation (or certified photocopy) and its translation into Italian by the Italian Embassy or Consulate in the country of the issuing university;
- Certificate containing the complete list of exams taken at the University (issued by the University) and its translation into Italian by the Italian Embassy or Consulate in the country of the issuing university;
- The "Dichiarazione di valore in loco" (i.e. a declaration about your studies containing the total number of years spent in education, at university, etc.) issued by the Italian Embassy (or Consulate) of the country in which you graduated.
- The "Certificato di Identità personale" (i.e. a declaration of your personal data) issued by the Italian Embassy (or Consulate);

Candidates will receive detailed information about this topic step by step during the selection process.

# FACULTY

Director: FRANCESCO ZURLO

Co-director: ANNA MERONI

Project Manager: ALESSIO MARCHESI

Scientific Directors

EZIO MANZINI

GIULIANO SIMONELLI

ROBERTO VERGANTI

Didactic Coordinator:

ANNA CONSOLATI

MDS Board

Francesco Zurlo, Francesco Bergonzi, Cabirio Cautela, Alessandro Deserti, Alessio Marchesi, Anna Meroni, Tullio Tolio, Matteo Ingaramo, Marisa Galbiati.

Raffaello Balocco - Researcher - Management Engineering – Politecnico di Milano

Francesco Bergonzi - Contract professor - Design Faculty - Politecnico di Milano

Carlo Branzaglia - Design expert

Sam Bucolo - Associate Professor in Industrial Design at Queensland University of Technology, Australia

Tommaso Buganza - Researcher - Management Engineering – Politecnico di Milano

Alba Cappellieri - Associate professor - Design Faculty - Politecnico di Milano

Cabirio Cautela - Contract professor - Design Faculty - Politecnico di Milano

Alberto Colorni - Associate professor - Design Faculty - Politecnico di Milano

Simona De Rosa - Director of Research and Strategy at PG Design & Brand Consulting Shanghai

Maurizio di Robilant – Robilant Associati – Brand Advisory and Strategic Design consultant

Massimo Fabbro - Owner - CREA International

Cecilia Fabiani - Contract professor - Design Faculty - Politecnico di Milano

Marisa Galbiati - Associate professor - Design Faculty - Politecnico di Milano

Francesco Galli - Contract professor - Design Faculty - Politecnico di Milano

Federico Giua - MR&D Institute - Marketing research and development consultant

Francois Jégou - Designer

Ezio Manzini - Full professor - Design Faculty - Politecnico di Milano

Alessio Marchesi - Contract professor -

Management Engineering – Politecnico di Milano

Antonio Menegatti – Marketing Manager

Iveta Merlinova - Company consultant

Anna Meroni - Research professor - Design Faculty - Politecnico di Milano

Giuliano Noci - Full professor - Management Engineering – Politecnico di Milano

Saverio Sbalchiero – Owner, Managing director in Sbalchiero & Partners

Jan Stael von Holstein - Network with a Silver Lining - Company consultant

Antonio Tollio - Architect

Tullio Tolio - Full Professor - Mechanical Technology - Politecnico di Milano

Francesco Trabucco - Full professor - Design Faculty - Politecnico di Milano

Clino Trini Castelli – Designer

Roberto Verganti - Full Professor of Management of Innovation - Politecnico di Milano

Carlo Vezzoli - Research professor - Design Faculty - Politecnico di Milano

Elisabeth Vidal - Designer

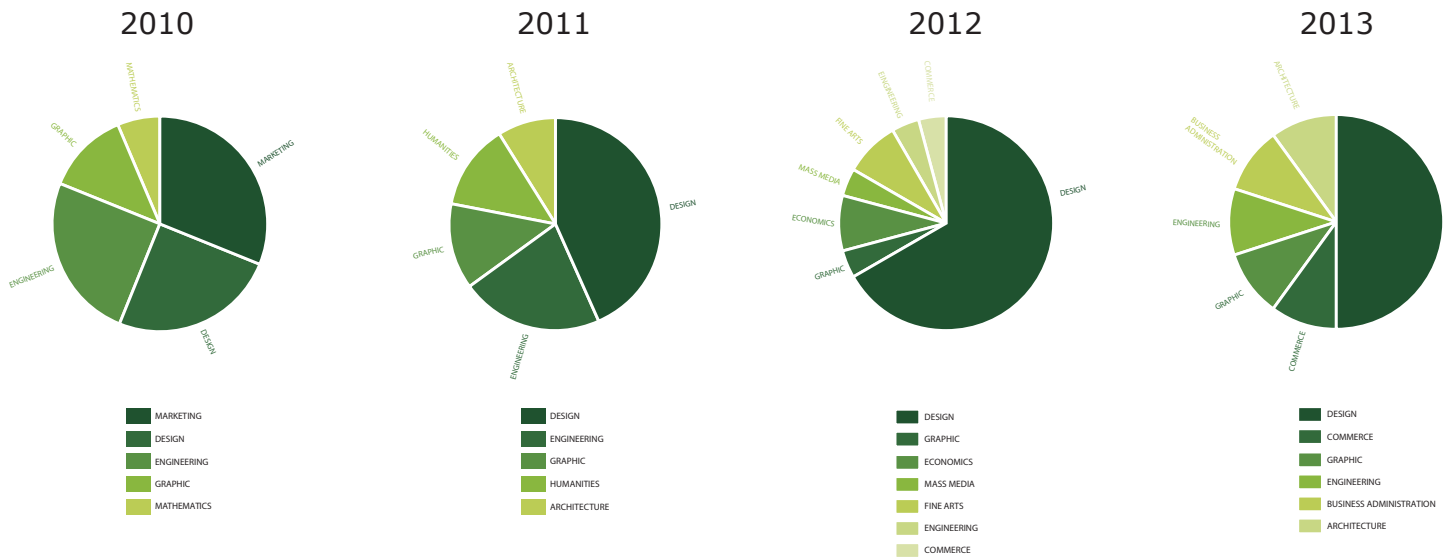
Paolo Zanenga - TWG Consulting

Francesco Zurlo - Associate professor - Design Faculty - Politecnico di Milano

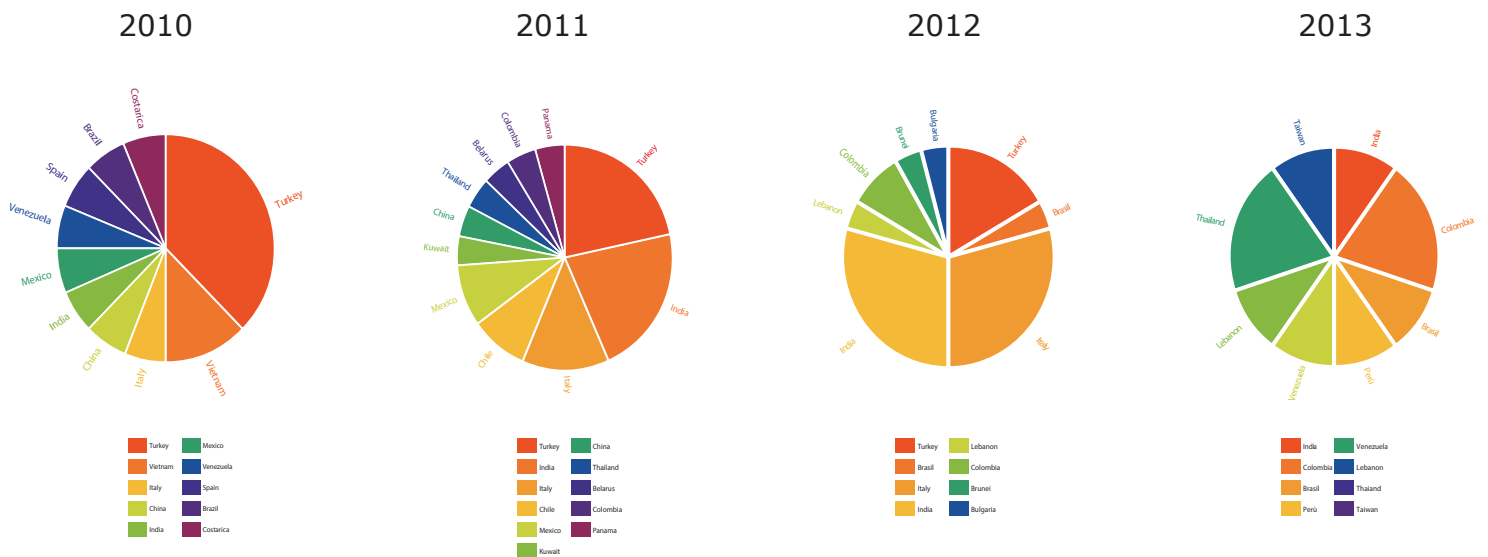


# alumni information

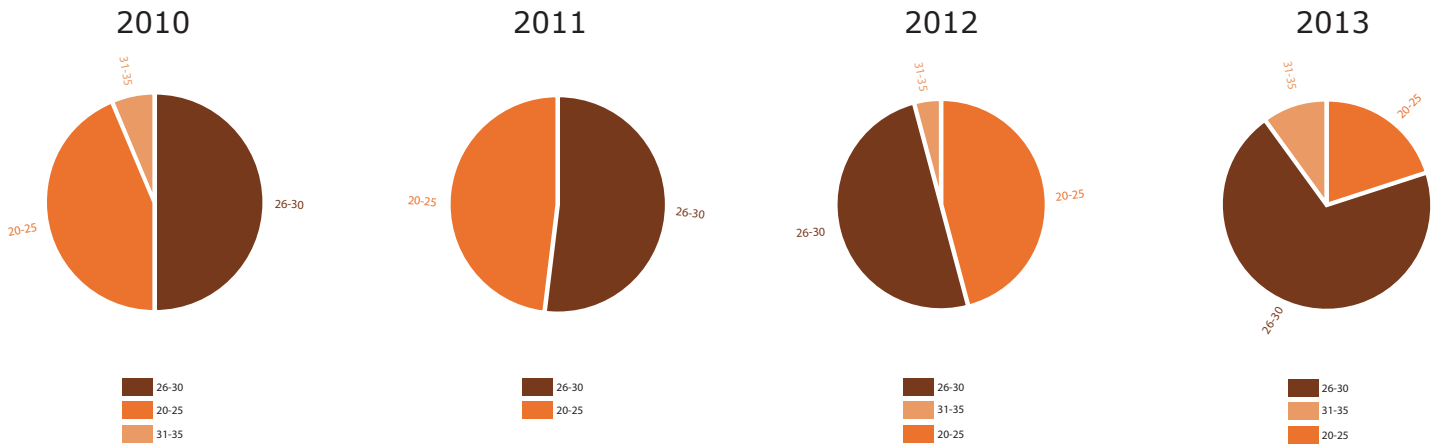
## Participants (Degrees)



## Participants (Nationality)



## Participants (Age)







**Further Information:**

Elisa Piccini

MDS Staff

Coordinamento Formazione

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