

STRATEGIC DESIGN MASTER

DESCRIPTION

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.

The Master is completely in English.

Strategic Design is a design activity concerning the **product-system**; the integrated body of products, services and communication strategies that business and social actors conceive and develop to obtain a set of specific strategic results.

It is often claimed that technological innovation, cultural and economic globalization, and the transition to environmental sustainability generate problems and opportunities. It is also stated repeatedly that the possibility to avoid the former and exploit the latter necessitates three main skills on behalf of companies (and society): vision, sensitivity to signs of innovation and the ability to formulate solutions. In other words, it is the ability to design products and services, the success of which is the anticipation of what will be, or should be, the norm 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 that are able to operate in context of this new design mentality, this unique meeting of design and company strategy: **strategic design**.

The university Master in "Strategic Design. Design of the value offering" is addressed to the international contexts and primes experts and consultants to cover a project and managerial role in the product- system innovation process. It is a professional experience that maintains a narrow contact with the working reality.

With these methods, tools and approaches the masters program offers a post-graduate degree that will see their application in three fields of investigation

_Experience development: projects oriented towards elaborating, innovating and optimising the quality of the functional, symbolic, aesthetic, experiential and use characteristics of the product system.

_Sustainable innovations: projects oriented on the generation and development of product systems able to generate satisfying and desirable results for its various stakeholders (the user, the firm, the environment and the society)

_Local development: Projects oriented on creating and developing the local context in order to take advantage of, and enhance the existing socio-economic and cultural conditions of the context.

GOALS

The objectives aim to provide participants the expertise in the innovation and strategic design of the product-system.

The Master forms experts and consultants able to carry out design and management activities in the process of innovation of the product system.

In particular, its main aim is training for the integration of products components, service and communication by developing specific competences aiming at the development of the global process qualities (that's to say productive procedures and contexts) and of result (that is of the real or perceived quality) that define the characteristics of cultural identity, sensoriality and sustainability of the solutions designed. Solutions that, in this way, distinguish themselves for the capacity to combine the quality of products with the quality of their environment and of the social entity that generate them.

Through its innovative didactic mix of theory, design and application, the program is able to generate the conditions that allow its students to look at the current business landscape from a systemic and 360° viewpoint that is necessary for the development of radical innovations in product, services and communication strategies.

The objective is to develop in its participants those skills:

- _ **Develop strategic planning skills:** the ability in problem-setting and problem-solving terms: to draft and generate ideas, and to produce and communicate images;
- _ **Develop personal entrepreneurship:** to integrate the resources and partners needed to reach a given strategic objective;
- _ **Develop the necessary attitude to manage complexity:** to integrate resources and actors in an innovative design process and, in turn, to motivate and work with them;
- _ **Develop the competencies to generate corporate vision:** to select information, to identify trends, to set up a personal point of view and produce scenarios;
- _ **Acquire the skills to understand complexity:** to recognize the “range of possibilities” within which to work and the relevant innovative factors for the development of innovative product-systems;
- _ **Acquire the skills to manage strategic design projects of means of working:** to design and manage innovation in the various components of the product system;
- _ **Acquire the tools necessary to communicate strategic design projects:** to present ideas and projects through various techniques and medias;
- _ **Develop and improve the skills to catch and innovate the intrinsic and extrinsic characteristics of the cultural**

DIDACTIC ORGANIZATION

Timing

Starting date: 29th of October 2008

Ending date: January 2010

The MDS is a 15-month program that starts at the end of October and ends in November of the following year. Student presence is mandatory during the 3 full days per week of didactic lessons and exercises. To take full advantage of this didactic experience, the faculty further suggests that students dedicate the remaining days to study and to living the Milanese Design experience through the events, seminars and performances offered within the city.

Didactic hours

1511

Language

The Master is bilingual. It is held in English.

Credits / CFU

Master of 1st Level.

Provides 60 university credits.

CONTENTS

The program is structured on a tried, tested and consolidated methodology articulated in design activities and didactic modules that alternate throughout the entire duration of the master.

The **didactic modules** consist of lectures, seminars and exercises focusing on the areas of design, strategic design, management, technology and empowerment, and are supplemented and integrated with a series of conferences discussing a multitude of relative themes.

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

It ends with a 3 month project activity during which each student, according to the judgment of the managing board of the Master, will be oriented towards the development of a strategic design project within a specific company as an **MDS Project Work**.

Each design activity is lead in cooperation with design-oriented companies that provide real world business problems that must be solved through the strategic design approach. Design-oriented companies that actively participated in the Master is Strategic Design in the past were: 3M, Alessi, Artemide, Artsana, Benetton, Bticino, Domino, DUNI, Gemeaz-Ticket Restaurant, Gewiss, Illy Caffè, Italtel, L'Oreal, Luceplan, MH-Way, Ocean, Philips, Piaggio, Pirelli. And in particular, the companies that cooperated with MDS during the last edition of the Master and the current one are: Qfree ASA (www.q-free.com), Lorenz S.p.A (www.lorenz.it), Plastitex S.p.A. (www.plastitex.com), Nardi S.p.A. (www.nardispa.com), Sofar Sonear (www.sofarsonear.com), Trend Group S.p.A. (www.trend-vi.com), Panasonic Italia S.p.A. (www.panasonic.it).

Didactic modules

Ex-cathedra lectures

Fundamentals and advanced theory lectures on design and management

Seminars, testimonials and industry specials: encounters to experience the state of the art and the management issues

Exercises

Focussed on learning and applying, and the "tools of the job"

Design activities

Workshops

Formal and distinctive design activities oriented towards the development of innovative product-system concepts based on design briefs.

From November to May, 4 main workshops will be held in collaboration with 4 different companies/actors. A workshop takes about three weeks. Two additional short workshops (3 days) will be focussed on specific topics.

Product-system development laboratory (LSP)

The design activity that takes the workshop concept one step further. Its focuses on applying feasibility evaluation (through QFD tool) and management principles for economical evaluation (through the development of business plan) that support the product-system concepts developed during the concept development phase of the LSP.

MDS Project work / MDS RoadShow

A 3/4 month project activity during which each student, according to the judgment of the managing board of the Master, will be oriented towards the development of a strategic design project within a specific company as an MDS Project Work, or alternatively within the Poli.design consortium as part of a MDS Road show that focuses on presenting and selling the projects to a panel of companies and/or social actors.

The Ex-cathedra lectures consist in seminars, testimonials and industry specials focusing on the following areas:

DESIGN

Culture of Design

Strategic design	Basics and definitions of strategic design; the general critical framework of the discipline.
Basics of design	Design criticism; design methodologies and approaches; case histories; testimonials from the contemporary

	design panorama.
Cultural stimulus:	Stimulus from design complementary disciplines, such as: sociology, ethnography, art, anthropology, scenario building.
Creativity methods and approaches	Creativity for innovation; approaches to innovation; design-oriented creativity.
Strategic Design Tools	
Strategies and innovation of the product-service-system	Product-service system concept; functional thinking; strategies and methodologies of product-service system innovation; partner-based solutions; foundation of sustainable innovation; scenario building.
Design of communication	Basics of theory of communication: case histories and examples; tools and approaches for the communication of the project; basics of company communication and brand management; brand strategies
Design of services	Nature and characteristics of services; services and interfaces design; service-oriented interior design; interaction design.
Fields of investigation	
Design for sustainable innovation	Concept of social and economic sustainability; environmental requirements of the product-service system; methods for environmental orientation and assessment; methods for development of sustainable solutions; design guidelines
Design for local development	Analysis and development of the local identity and resources; place marketing; concept of cultural, social and economic valorisation of the territorial heritage; territorial events. Co-design strategies.
Design for the (product-service system) quality of experience	Design of the "affordance" and quality of use of the product-service system; concept of design for experience; interaction design; aesthetic and sensory of the product-service system; tacit and explicit values of the product system
Empowerment	

MANAGEMENT

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 management	Models and methods for managing innovation. Innovation as a source of competitive advantage, innovation strategies. Management of innovation: principles and tools of project management. Service innovation: models and methods for managing the product-service development process.
Organization Theory	Basics of organization theory; organization structure of companies.
Strategic Marketing	Basic knowledge about 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.
Management Accounting	Basic knowledge of cost and management accounting: in particular, the goals of this course program are (1) To introduce the basic elements of management control systems (2) To presents available accounting techniques, their use within organizations, their advantages and weaknesses and finally (3) To give an overall understanding of how to analyze investments from a financial, a non-financial monetary, and non-monetary perspective.

EXERCISE

Software	<ul style="list-style-type: none"> - Power Point - Illustrator - Photoshop - Flash
Negotiation	Transactional analysis
Presentation	Guidelines for self-presentation and for presentation of projects.
Mini workshop	Generation of ideas about MDS communication and presentation

FACULTY

Director

FRANCESCO ZURLO

Co-director

ANNA MERONI

Project Manager

ALESSIO MARCHESI

Scientific Directors

EZIO MANZINI

GIULIANO SIMONELLI

ROBERTO VERGANTI

Didactic Coordinator:

MARIA ROSARIA SCELSI

MDS board

Francesco Zurlo, Francesco Bergonzi, Cabirio Cautela, Alessandro Deserti, Stefano Maffei, Ezio Manzini, Alessio Marchesi, Anna Meroni, Venanzio Arquilla, Giuliano Simonelli, Tullio Tolio

Venanzio Arquilla - Research professor - Design Faculty - Politecnico di Milano

Guido Arrigoni - Contract professor – Politecnico di Milano

Karim Azzabi - Designer

Raffaello Balocco - Researcher - Management Engineering – Politecnico di Milano

Laura Bartolini - Company consultant

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

Paola Bertola - Contract professor - Design Faculty - Politecnico di Milano

Andrea Branzi - Associate professor - Design Faculty - Politecnico di Milano

Richard Brault – Studio innova inc.- Designer

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

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

Marco Ferreri - Designer

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

Makio Hasuike - Designer

Francois Jégou - Designer

Paolo Maccarrone - Associate professor - Manag. Engineering - Politecnico di Milano

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Alessio Marchesi - Contract professor - Management Engineering – Politecnico di Milano

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Clara Pepe - Company consultant
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Giorgio Tartaro - Director of BOX review
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Clino Trini Castelli – Designer
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Elisabeth Vidal - Designer
Paolo Villa – Designer
Paolo Zanenga - TWG Consultino -
Francesco Zurlo - Associate professor - Design Faculty - Politecnico di Milano

PROFESSIONAL CAREER OPPORTUNITIES

Placement in past editions of the Master in Strategic Design has identified two macro profiles of its alumni: **Specialists of design and Innovation**, which find roles as Marketing Directors, R&D Managers, Industrial Designers, Product/Service and Brand Developers). **Managers of Innovation** (Design Managers, Design Directors, Project Managers, Product Managers, Retail Managers, Brand Managers and Product-System Innovation consultants)

ADMISSION REQUIREMENTS

1) Academic requirements

To be admitted to the program, a candidate must have at least a Bachelor's 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.

2) Admission process

Selection will be based on the assessment of a candidate's skills, attitudes and experiences, as well as on their overall future objectives, expectations and aims.

Elements that will be used for admission evaluation are:

- academic curricula evaluation
- professional curricula evaluation
- written admissions test results

To supplement the cv's evaluations and the admission test the academy board could ask also for a personal interview.

The evaluation board is composed of Master's Committee members

3) Admitted students limit: 35

DEADLINE FOR ADMISSION: 24th October 2008

FINAL ASSESSMENT

At the end of the Master, participants that will have passed the program will receive the **MDS Certificate from the Poli.design consortium**.

Those candidates who also possess the necessary academic background, that is a Bachelor Degree achieved in a University recognized by the Italian Ministry of University and Research will also receive a **Certificate from the Politecnico di Milano**.

STUDENT OBLIGATIONS

Attendance: a maximum of 20% absenteeism is consented. Anything above this adversely affects the quality of the work developed during that master given that the majority of the work will be carried out in teams, and therefore will be dealt with accordingly by the Faculty board of the Master in Strategic Design.

STUDENT EVALUATIONS

During the program, the Master's Faculty staff, through written examinations and project reviews and presentations held throughout the program, will assess the progress of each student.

A final individual exam will also be held, and will consist in the discussion of a Master thesis developed during the project work, and is finalized to ascertain the analytical, theoretical and practical competencies gained throughout the program by each student. These exams and evaluations will be presided by the Faculty of the program

APPLICATION

The documentation required for admission to the Master in Strategic Design is:

- Application form
- Curriculum vitae with: photograph of the candidate, title of dissertation and name of the supervisor, work experiences of the candidate.

For graduated foreigners and resident abroad, the application form should also include:

_ A Bachelor's degree certificate showing individual exam results translated in Italian, and certified by the Italian Consulate or Embassy of your company of origin.

The application form should be sent to the Admissions office of the Master in Strategic Design.

Consorzio Poli.design – Politecnico di Milano

Master universitario "Design Strategico – Innovazione e progettazione del sistema-prodotto" - Alla Dott.ssa Elisa Piccini, via Durando 38/a, 20158 Milano - Tel. 02-2399.7206, Fax 02-2399.5970, e-mail: mds@polidesign.net

FEES AND GRANTS

The University Master costs Euro 12.000,00. The total amount will be paid in 4 installments. Scholarships are available, and will be awarded on the basis of the merit (admission-ranking list), income and availability.

PLACE

Administrative Head office of the Master:
Poli.design_ via Durando 38/A, 20158 Milano
5th Floor

Designed and managed in collaboration with:
MIP _ The Politecnico di Milano School of Management

FOR FURTHER INFORMATION

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