MDS
MASTER IN
STRATEGIC DESIGN

DESIGN OF THE VALUE OFFERING
MASTER OF POLITECNICO DI MILANO
XI EDITION, 2009/2010

SYSTEM

PEOPLE

VISION

INNOVATION

VALUES

EXPERIENCE

SERVICES

1st Level University Master in Strategic Design- Design of the Value Offering, 2009/2011

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.) conceive and develop in order 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 on the part of both companies and different types of institutions and/or social actors: vision, sensitivity towards signs of innovation and the ability to create solutions. In other words, it calls for the ability to design products and services the success of which today is the anticipation of what will be, or may have to 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 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 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.

MASTER IN STRATEGIC DESIGN

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 by.

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: the ability to visualise and generate ideas, and to produce and communicate images;
_ develop personal entrepreneurship: the ability to find the necessary method, resources and partners to achieve a given objective;
_ develop aptitude for complexity management : the ability to integrate resources and actors in an innovative design process and to motivate and work with them;
_ develop the competencies to generate corporate vision: the ability to select information, to identify trends, to create a personal point of view and produce scenarios of the future and integrate them into the product -system innovation process;
_ acquire the skills to understand complexity: the ability to recognize the "range of possibilities" within which one is operating and the innovation factors at work there;_ acquire management skills for strategic design projects: the ability to design, integrate and manage strategic design innovation in the various components of the product system.
_ acquire the necessary tools to communicate strategic design projects: the ability to present individual ideas and projects through the use of various techniques and different types of media.

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.

The program's innovative didactic mix of theory, design and application, enables students to look at the current business landscape from the systemic, 360° viewpoint necessary for the development of radical innovations in product, services and communication strategies.

This approach to product-system development is based on four key concepts that lie at the heart of strategic design.

These key concepts, defined as the 4S of strategic design, are System, Society, Sustainability and Seduction. They constitute the key elements that must be mastered to be able to design, develop and manage a successful product-system innovation:

_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.

DESIGN OF THE VALUE OFFERING
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MASTER IN STRATEGIC DESIGN

_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 business plans to develop the product-systems conceived there .

Each design activity is conducted in cooperation with design-oriented companies, who provide real world business problems to be solved through the strategic design approach. The following design-oriented companies have actively participated in the Master in Strategic Design : 3M, Alessi, Artemide, Artsana, Benetton, Bticino, Domino, DUNI, Gemeaz-Ticket Restaurant, Gewiss, Illy Caffè, Italtel, L'Oreal, Luceplan, MH-Way, Ocean, Philips, Piaggio, Pirelli. Our current collaborators are:

MASTER IN STRATEGIC DESIGN

Sofar Sonear (www.sofarsonear.com), Trend Group S.p.A. (www.trend-vi.com), Panasonic Italia S.p.A. (www.panasonic.it), Accor Services (www.accor-services.it), Illycaffè S.p.A. (www.illy.com).

The **taught 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:
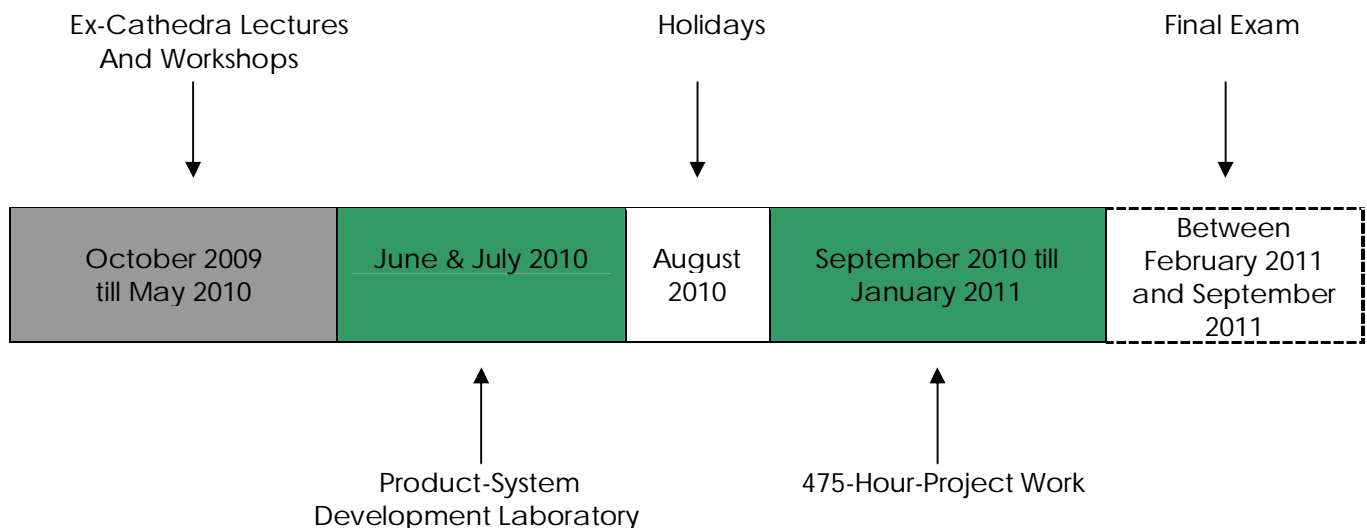
Credits:

	HOURS	CREDITS
Lectures	200	8
Exercises/Workshops	456	18
Internship	475	19
Individual study	380	15
TOTAL	**1511**	**60**

These are the areas that will be dealt with:

DESIGN	PRODUCT SERVICE SYSTEM	MANAGEMENT
Service Design		
User-Centered Design		Service Management
Design for Experience		Marketing
Design for Sustainability		Accounting
Design for Local Development		Brand Management
Scenario Building		Organisational Management
Design Culture		
Communication Design		

	STRATEGY	Corporate Strategy
Strategic Design		Innovation Strategy
		Brand Strategy

	INNOVATION	Design Driven Innovation
Product-Service System Definition		Market Pull
Product-Service System Innovation		Technology Push

Design Management	ORGANIZATION	Project Management

	CREATIVITY | EMPOWERMENT	

Design Themes:

PRODUCT SERVICE SYSTEM

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

STRATEGY

Strategic Design	Basics and definitions of strategic design; general critical framework of the discipline; tools and methods of strategic design.

INNOVATION

PSS Definition	Product-service system conception; functional thinking; strategies and methodologies for product-service system development; solution oriented partnership methodologies
PSS Innovation	Design driven Innovation, Sustainable Innovation, Social Innovation

ORGANIZATION

Design Management	---

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.
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 present 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.
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.

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.

ORGANISATION

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

Software	- 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

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 MDS is a 15-month program starting at the end of October 2009 and finishing in January 2011. 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 or by fax to the number +39.02.2399.7217.**

All the required documents must be sent by **September 29th, 2009** 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. The total amount will be divided into 4 instalments. 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.**

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ENROLLMENT

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);

The documents MUST be provided strictly within the starting date of the Master.

Further Information:
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