

# Design Continuum: Boston-Milan- Seoul

Gianfranco ZACCAI, US  
President and CEO, Design Continuum

&

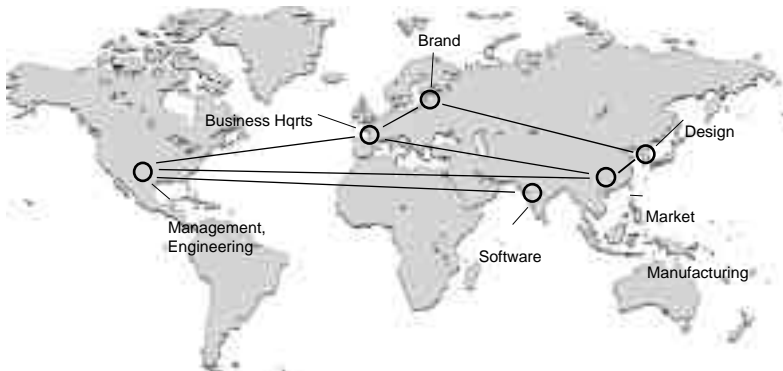
“ 가 가  
.”  
G.E. F  
( ; 2003. 12. 8)

## Speed & Innovation

“The game here really isn't about saving costs but to speed innovations and generate growth for the company”

*Gulliermo Wille, Managing Director,  
G.E.'s John F. Welch Technology Center, Bangalore India.  
(The Rise of India, Business Week December 8, 2003)*

## Business Trend



“ 가 .”  
( ; , 2003. 12. 8)

## Quality as Experience

“Quality no longer means what it used to”

*When Flawless isn't Enough, Business Week Dec. 8, 2003*

“ 가 .”  
( ; , 2003. 12. 8)

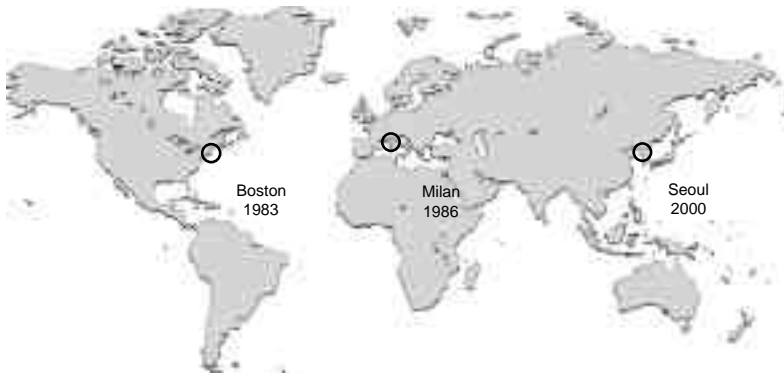
“Quality previously was freedom from defects...It has expanded to embrace a raft of subtleties”

*Nicholas Scheele, President Ford Motor Company  
When Flawless isn't Enough, Business Week Dec. 8, 2003*

1. = + +
2. :
3. ( + + )
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

### Continuum Philosophy

1. Design Innovation = Humanism + Technology + Economics
2. Understand the Opportunities: The Design before the Design
3. Design of the Experience (Brand + Product + Service)
4. Design of Business
5. Exploit Global
6. Accentuate Local
7. Design for Dreams
8. Be Seamless
9. Apply Rigor
10. Inform and Empower Talent



:

## China: The waking giant

- 1) 가
- 2)
- 3)

### Business views of China

- 1) Low Cost Manufacturing for Export
- 2) China as a Rapidly Growing Target Market of Consumers
- 3) China as a Source of New Multi-national Companies

### China's Design Landscape

- International firms wanting to expand their brand and new local Asian brands want to move beyond China's borders.
- 1998 - Approximately 25 design consultancy firms
- 2003 - Estimate more than 100 design consultancy firms

- 1998 - 25
- 2003 - 100

가

**The market and the Consulting environment are very different from US, Europe and Japan.**

- China's 'design' history is short. It lacks experience and tradition.
- Many companies know that design is important. They simply do not know how to leverage or manage it as a tool to drive business success.
- For Chinese based companies, cost of the design service is a key driver.
- Design is a necessary expense but not an investment because you can't measure the success up front.
- They are not ready for a more value-added approach
- They don't appreciate the value of a collaborative process.
- They are risk averse, preferring to follow proven leaders

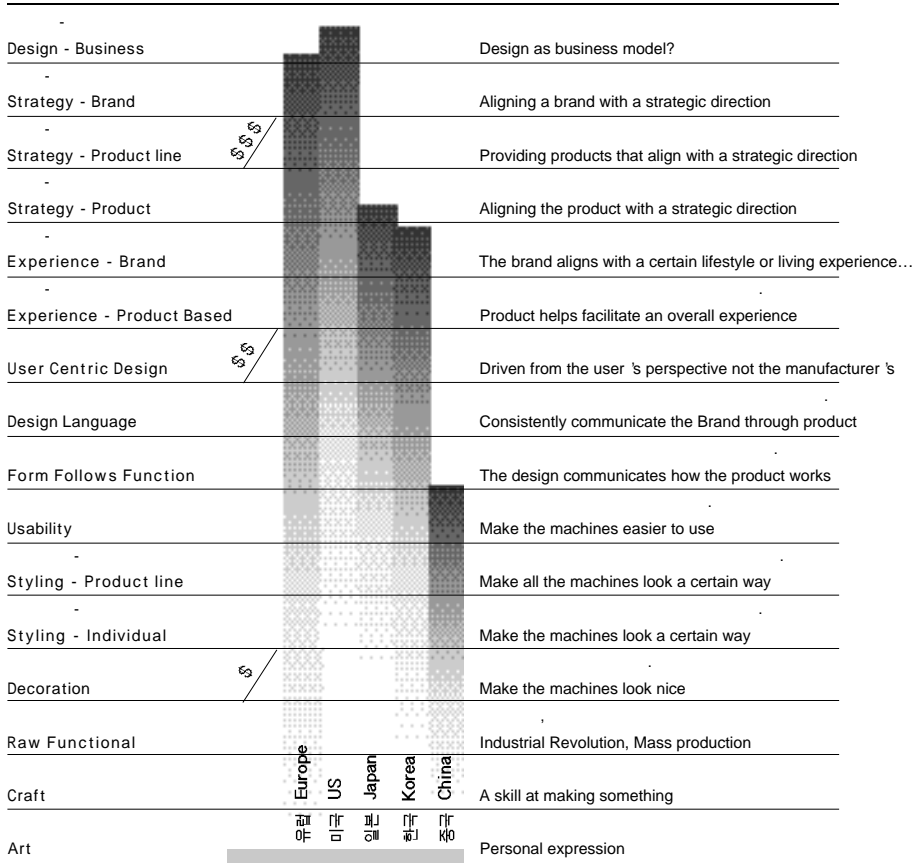
**To be successful with Chinese firm you require a different approach and a lot of patience.**

- Relationship management is very different; it takes a lot of time and effort to build.
- Contracts are seen as a lack of trust.
- Use a local staff to maintain relationships.
- Talk to the right levels.
- Need to educate the basic design approach constantly.
- Recognize there is little appreciation for effective brand management because of the cost focus.
- Asians expect training of internal team.

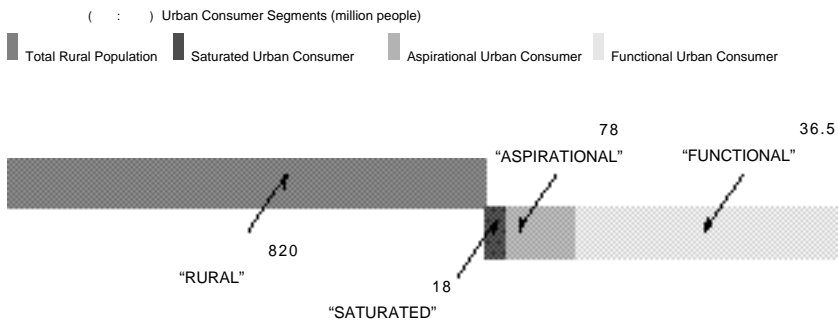


## Design Ladder : Capability per Region

Under Development!



## Consumer Market Understanding of China



vs.

### Consumer Markets vs. Categories

	RURAL	FUNCTIONAL	ASPIRATIONAL	SATURATED
	Market Size			
General Prod. Category	820,000,000	365,000,000	78,000,000	18,000,000
Clothing	Minimum	가/ Low Cost / Basic	, , 가 , Newer, Quality, Value, Choices	, Latest, Premium
FMCG: Fast Moving Consumer Goods	Minimum	가/ Low Cost / Basic	, , 가 , Newer, Quality, Value, Choices	, Latest, Premium
가 Home Appliances		가/ Low Cost / Basic	, , 가 , Newer, Quality, Value, Choices	, Latest, Premium
High Investment Purchases				, Latest, Premium

vs. /

### Consumer Markets vs. Companies / Brands

	RURAL	FUNCTIONAL	ASPIRATIONAL	SATURATED
	Market Size			
General Prod. Category	820,000,000	365,000,000	78,000,000	18,000,000
Clothing	Hand Made	Generic	Levis	Gucci, Armani,
FMCG: Fast Moving Consumer Goods	Nice Group, NaFine, P&G, Unilever, Coke	Dencare Chong Qing Oral Care company, P&G, J&J, Unilever,	Avon, Coke	P&G, L'Orial, Coke
가 Home Appliances		Haier, Chinese	Sony, Phillips, Samsung, Motorola Ellectrolux, Haire, TCL, Legend	Sony, Phillips, Mobicom, Samsung, Ellectrolux, Haire, TCL
High Investment Purchases			GM, (Toyota), VW, Ford, Honda, First Auto Works, Beijing Automotive Industry Group, China Brilliance	BMW, Mercedes, Audi

## Product development for the Asian market

### Procter & Gamble

**Client location:** Cincinnati, OH

**Market:** Mainland China, Tier 3 cities

**Design location:** Continuum Boston

**Team:** Mark Bates, Kenneth Jewell, Heather Reavey, Gaurav Rohatgi

**When:** 2003

**Background:** P&G has been selling baby care products in China for several years but have little market penetration. The assumption is that if the cost can be reduced to a low price threshold they would have a 'market-exploding' product.

**Objective:** To design a very low cost product to gain significant market share.

**Process:** Understand the target user through indirect and direct research. Develop low cost solutions unconstrained by the high volume manufacturing methods currently used.

**Results/Learnings:** It is not necessarily about cost. There are cultural barriers beyond cost that need to be addressed in order to achieve high market penetration. P&G has learned that they will need to invest much more than they thought in changing the cultural mindset about this product category.

### Mobicom: Multimedia Mobile Communicator

**Client location:** China

**Market:** China

**Design location:** Continuum Seoul

**Team:** Youngmihn Kim, Seunghee Oh, Daeyup Park, Sangmin Lee, Yoonjeun Kim

**Objective:** To develop a mobile communications product targeted towards younger users in China

**Process:** In-depth user research in China to identify market opportunities; with Mobicom, created a design guideline to and intelligence plan geared toward "Gen Y" users.

**Results:** Full keypad that supports fast and easy text input; simple, iconic and jewel-like design that appeals to younger users. Unique architectural solution.



# Global Competitiveness of Asian Design:

*Gianfranco Zaccai IDSA/ADI*

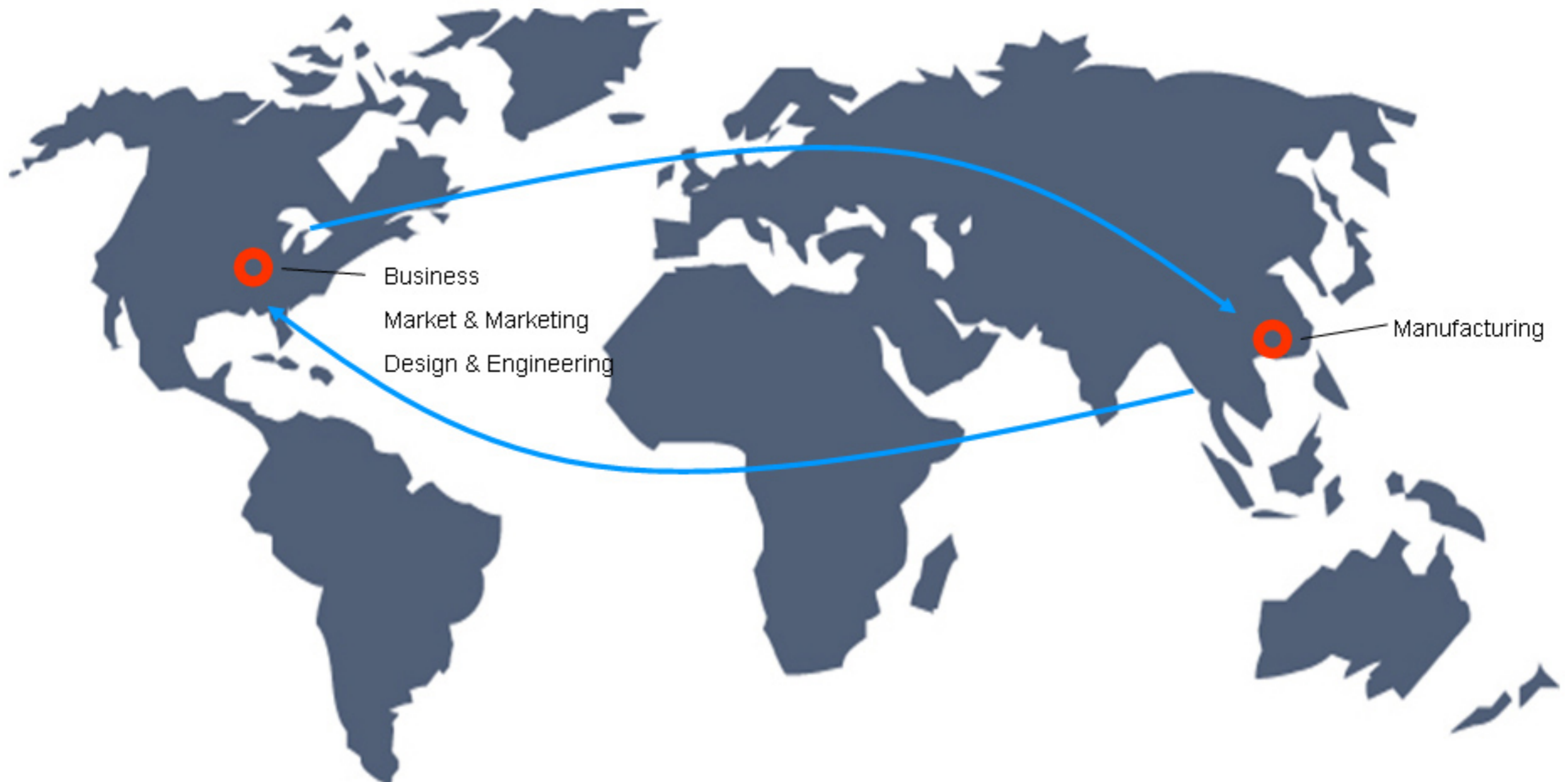
*CONTINUUM*





# Business Trend

Central Focus to Global: Partially Decentralized Model



Business  
Market & Marketing  
Design & Engineering

Manufacturing





# Business Trend

Central Focus to Global: Global Model





# Business Trend

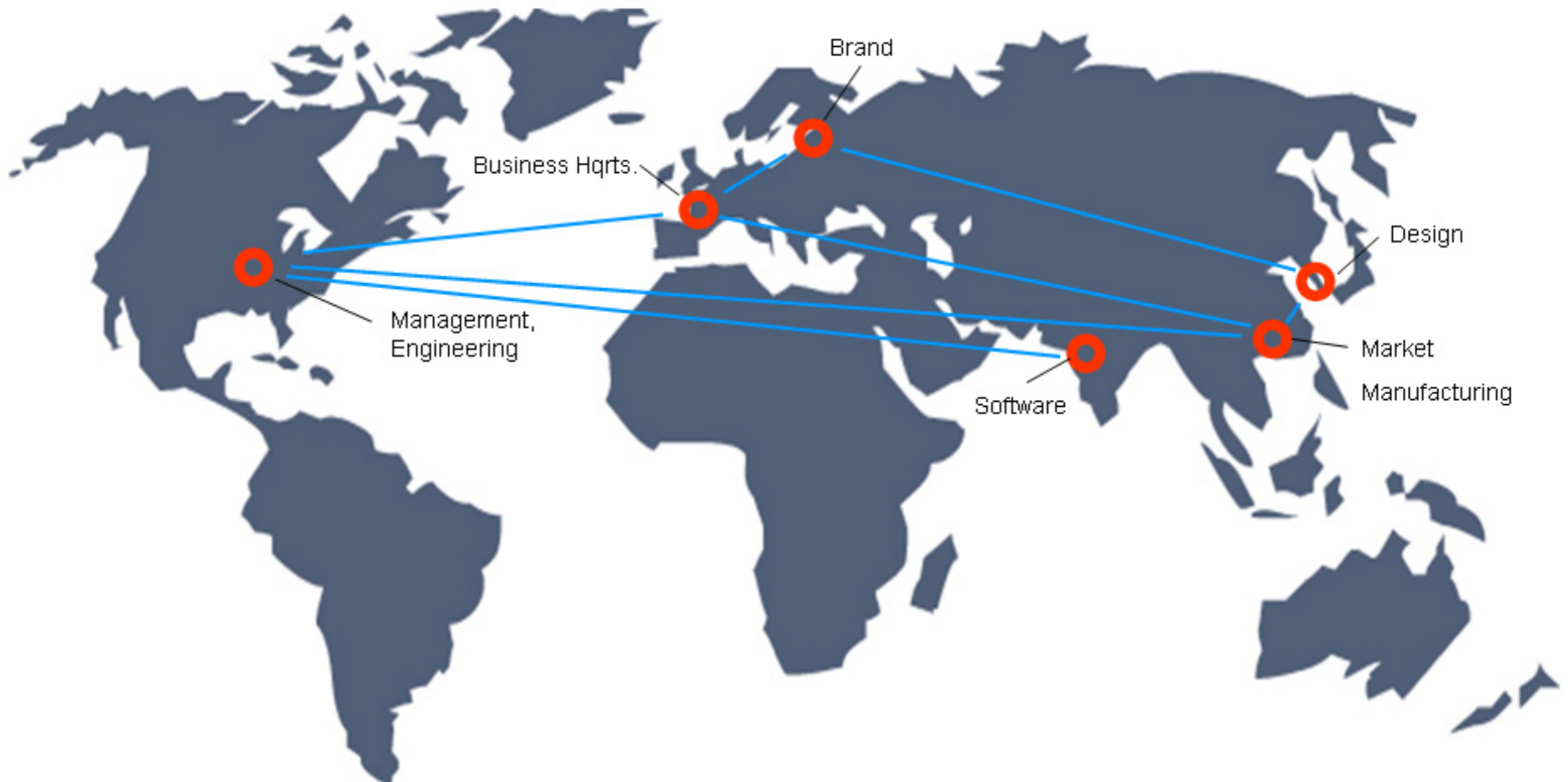
Central Focus to Global: Global Model





# Business Trend

Central Focus to Global: Global Model



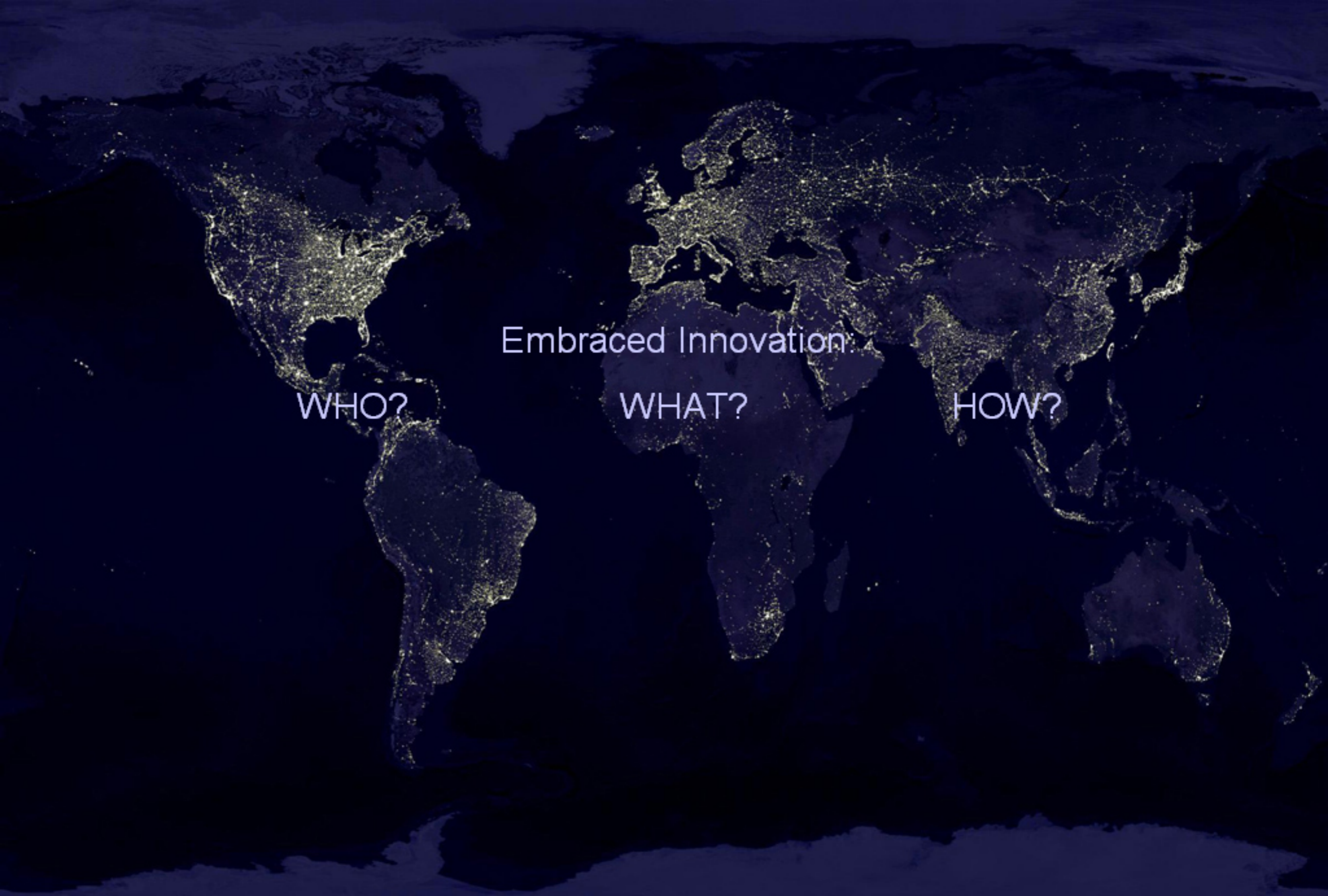


Niche?  
Local?  
Innovative?  
Visionary?  
Viable?  
Cool?  
Forced?



Mass?  
Global?  
Appropriate?  
Quixotic?  
Thoughtful?  
Weird?  
Embraced?





Embraced Innovation:

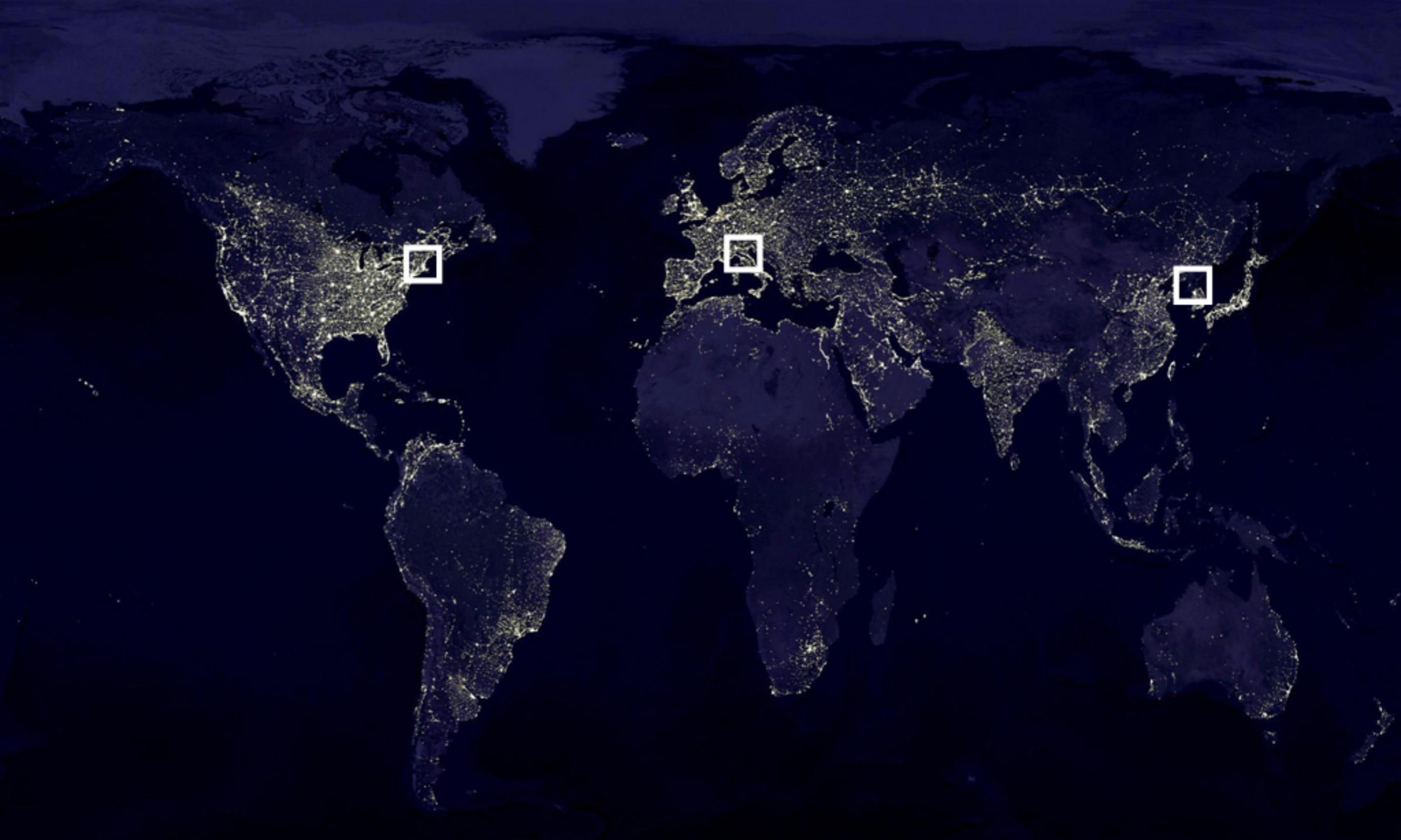
WHO?

WHAT?

HOW?

The World: NASA Photograph from Space





**Boston**  
1983

**Milan**  
1986

**Seoul**  
2000

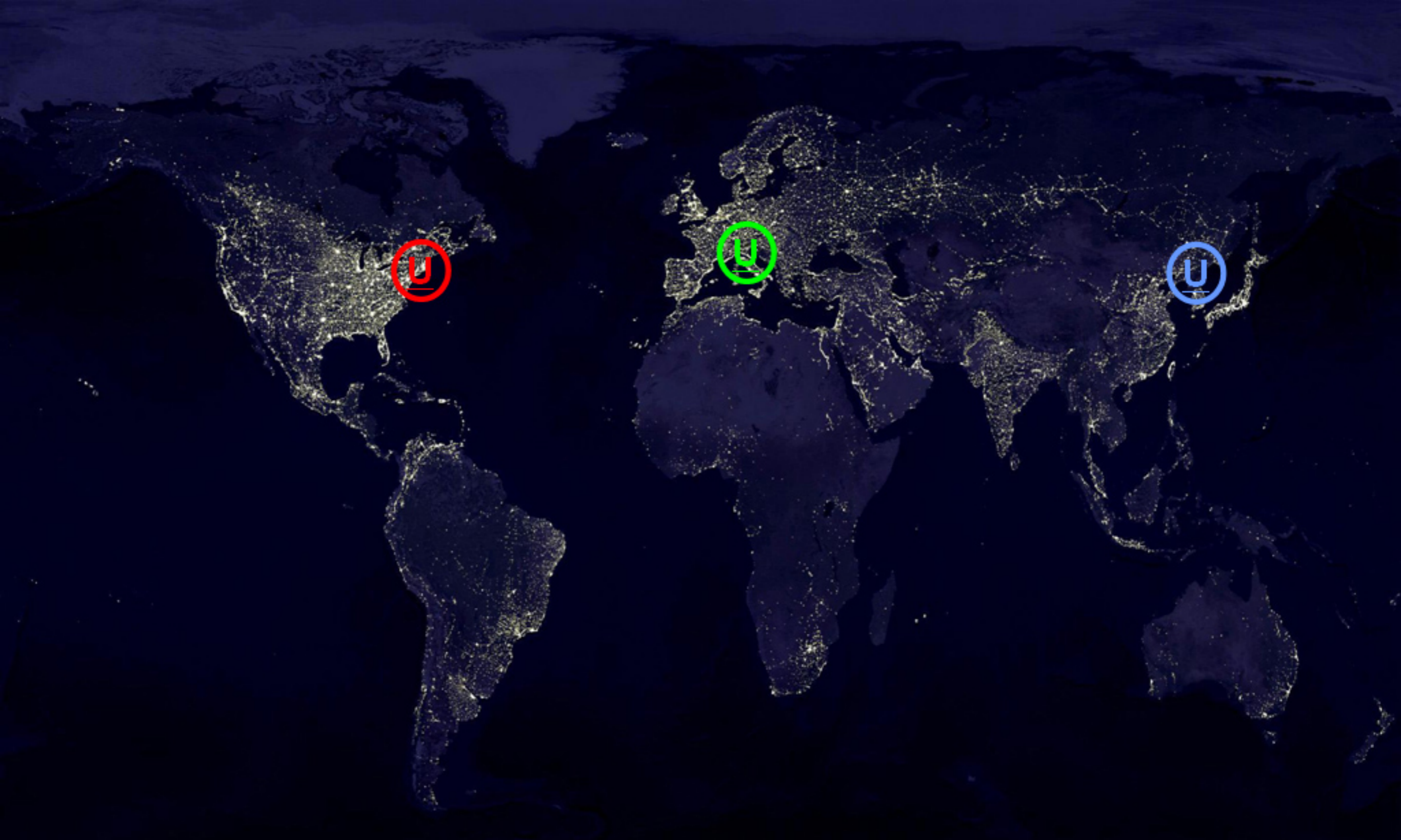












Boston

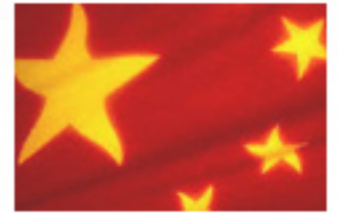
Milan

Seoul





# China: The waking giant





# ⓪ China: Selling to the World







# Design Overview

What does all this mean for Design?







# Chinese Design Firms

## Chinese Design Firm: Designnext



**designnext**

who we are

DesignNext formed in 1991 and expanded rapidly to become one of the most successful design consultants in Hong Kong. Our design team consists one of the most creative design forces of Hong Kong to serve our clients from 'up-stream' project planning, users & markets research to the 'down-stream' product-launch promotion.

design for the next generation

about us services portfolio news contact

main

COPYRIGHT © 2001 BY DESIGNNEXT INTERNATIONAL LIMITED. ALL RIGHTS RESERVED

Kenwood Food mixer for European market

audios videos telecom computer appliances child's equipment

design for the

main



# Chinese Design Firms

Chinese Design Firm: Weile Design

“Were looking for partners.”



WEILE  
DESIGN





# Chinese Design Firms

Chinese Design Firm: Formstudio



WELCOME TO OUR WEBSITE



**formstudio**  
造型坊

Copyright 2000 GuangZhou Formstudio CO.LTD.

点击 ▶ 流 业 作 合 联 导





# Chinese Design Firms

## Chinese Design Firm: S.Point Design

The screenshot shows the homepage of S.Point Design. At the top, there are two orange bars. The left bar contains the Chinese characters '指南設計' and 'S-POINT DESIGN'. The right bar contains the logo 'design affairs'. Below the bars, there is a navigation menu with 'Home' selected. The main content area is divided into several sections: a 'News' section with four items, a 'Recent work' section with three items, and a 'New topic about design' section. On the right side, there is a vertical menu with 'About us', 'Our work', 'Locations', 'Careers', and 'Contact us'. At the bottom right, there is a copyright notice: 'Copyright 2003 S.POINT'.



In Jul, JDF(Japan Design Foundation) visited S.POINT and communicated with each other about industrial design in China.

Jul.2003,famous design company IDEO visits SPOINT, and some universities in Shanghai China.





# Chinese Design Firms

## Chinese Consulting Firm: China Bridge

Building bridges between China and international design resources, and related businesses is at the core of CBI services.

The screenshot shows the website for China Bridge International (CBI). At the top left, there are navigation links for 'Home', 'Sitemap', and '中文版'. The main header features the CBI logo and the text 'China Bridge International 桥中(上海)设计咨询管理'. Below this is a red navigation bar with 'About Us', 'Position', and 'News' links. The main content area is divided into several sections:

- China Bridge International**: The main title of the site.
- News**: A section with a list of recent news items:
  - 2003 Design Leadership Summit
  - China Business for Designers Manual
  - The 1st iF Design Award China
 A 'more ...' link is located at the bottom right of this section.
- Founder Profile**: A section featuring a portrait of Cathy Huang, General manager and Founder of CBI. The text describes her role and her extensive experience in design management, project coordination, and university education programs.
- Earl N. Powell Profile**: A section featuring a portrait of Earl N. Powell, President of Design Management Institute and Founding Advisor of CBI. The text details his long tenure at DMI and his contributions to design management research and education.
- Interactive International Design Management Consulting Firm**: A central text block with the Chinese characters '互动式的国际设计管理顾问机构' and the English translation 'An International Consulting Collaborative for Design Leadership'.
- Footer**: Includes the Design Management Institute (DMI) logo and three image-based navigation buttons for 'About Us', 'Position', and 'News'.



# Design Research

## Chinese Research Agencies

**HYPERLINK RESEARCH**

Hyperlink Research | Home | About Us | Mission Statement | Business Unit | Contact Us

- CHINA FIELD SERVICES
- AD-HOC RESEARCH SERVICES
- HYCON DATA: HYPERLINK CHINA DATA REPORT
- DATA PROCESSING SERVICES

**WHY HYPERLINK**

**Quatech**

安旭市场调研服务有限公司

安旭公司介绍 < | 安旭精英团队 | 安旭实战案例

Build Solutions | 安旭市场调研服务有限公司 | 主页 | 组织网络 | 服务网络

welcome to anxu

- 加入书签
- ◆关于我们
- ◆组织网络
- ◆理论天地
- ◆成功案例
- ◆资料中心
- ◆联系交流

**专业提供**

- 市场定位
- 品牌策略
- 产品策略
- 定价策略
- 通路策略
- 广告策略
- 促销策略
- 营销分析与诊断
- 新产品上市策略

**定性研究**

- 小组座谈
- 深度访谈
- 神秘顾客调查
- 公司专业人士专访

**synovate**  
Research reinvented

Careers | Contact us | Sitemap | Search

Who we are • Where we are • What we offer • Publications • News • Events

Home >  
Where we are >

- Americas >
- Europe, Middle East and Africa >
- Asia Pacific >

**Synovate-Asia Pacific**

Head Office (Hong Kong)

**news**

- LONDON @ October 2003) - Synovate acquires healthcare research specialist ISIS





# Design Research for Designed Experiences

Mind-Mining





# Design Research for Designed Experiences

Mind-Melding

