



# Area Play

Revista de investigación  
en diseño para el ocio.

Nº 11. Mayo de 2013

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Nº 12. Mayo 2013  
Ejemplar gratuito.  
Edición semestral.  
www.areaplay.upv.es  
ISSN: 1888-427X  
D.L.V-528-2008

**Grupo de Investigación y  
Gestión del Diseño**  
Camino de vera, s/n.  
46022 VALENCIA, ESPAÑA  
Tel: 0034 963 877 464

**Editor:**

Gabriel Songel González, Catedrático de  
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**Concepto Gráfico:** *Innoarea*.

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**Maquetación:**

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**Revisión de estilo y corrección de  
textos:**

Elena Ambrosio / *Innoarea*.

La fundación Cotec participa en  
la difusión de Area Play.

**Editorial.**

**Gestión de la información y competitividad.**

El primer semestre de 2013 ha estado caracterizado por las presentaciones de las primeras aplicaciones de la tecnología TrendMatrix, tanto en las aplicaciones sectoriales como en la investigación de oportunidades para nuevos productos utilizado por los alumnos del Máster en Ingeniería del Diseño en la Escuela Técnica Superior de Ingeniería del Diseño de nuestra universidad.

La tecnología Trend Matrix ha sido desarrollada por Innoarea Design Consulting en base a metodologías creadas por el IGD Grupo de Investigación y Gestión del Diseño, y se oferta en la Enterprise Europe Network desde 2012. Una de las primeras aplicaciones sectoriales ha sido Spora tendencias de juguetes, desarrollado para AEFJ Asociación Española de Fabricantes de Juguetes.

La presentación de Spora, en la reunión del ICTI International Council of Toy Industries en la Feria de Nuremberg de Febrero de 2013 en la que están representados todos los países del mundo que tienen su asociación de fabricantes, representa un hito en la demostración de la utilidad de esta tecnología. La acogida internacional fue muy buena por la iniciativa tomada, por la innovación que supone, el salto cualitativo hacia las tecnologías de la información y la oportunidad de compartir un conocimiento experto con el resto de países líderes en el sector.

El sector juguetero, representado por AEFJ, entiende que, para mejorar la competitividad del sector juguetero ha sido necesario el desarrollo de aplicaciones web que permiten gestionar de forma ágil y actualizada la información necesaria para generar, fabricar y comercializar nuevos productos.

# spora

tendencias de juguete

Con esta herramienta de vigilancia tecnológica e inteligencia competitiva se ofrece un observatorio de tendencias que se actualiza periódicamente y que informa de manera estructurada sobre todos los ámbitos que atañen al diseño de juguetes: desde los lugares donde se generan las tendencias, los creativos, y hasta los canales y los medios donde se difunden. Más de 800 fuentes de información son rastreadas para ofrecer la última actualidad en diseño de juguetes y productos infantiles.

Convencidos de que la gestión de la información es, hoy en día, un valor de competitividad, presentamos este número 11. Los artículos que incluimos son los resultados de los trabajos de investigación del Bloque de investigación de nuevos productos del Máster en Ingeniería del Diseño de la ETSID / UPV. El uso de la tecnología Trend Matrix para el análisis de diferentes sectores nos va a permitir explorar muy distintas realidades que nos llevarán desde la tradición artesanal del pan mexicano, las empresas de turismo social en Brasil, los sectores del yogurt o el chocolate, o el mercado del mobiliario infantil. Es un ejemplo de globalidad en el conocimiento.

*Gabriel Songel*  
Editor



Feria del juguete de Nuremberg.



## El pan como juguete.

Alejandra Antón Honorato

El pan en México tiene una apasionante historia de tradición y de mestizaje cultural; se caracteriza por tener una variedad amplísima de panes y recetas, incluso, más que Francia, un país con gran tradición panadera. Sin embargo, de los cerca de 1,200 estilos de pan dulce y los 400 tipos de pan blanco o de sal, sobreviven sólo unas cuantas variedades, que son las que se ofertan principalmente hoy en día.

Esto se debe, en gran medida, a la complejidad que tienen algunas recetas, a la pérdida de panaderos de oficio que conozcan los procedimientos artesanales, y sobretudo a la industrialización de varios de los procesos de panificación.

Quizá esta ruptura se dió a mediados del siglo pasado, con la industrialización y la introducción del autoservicio en las panaderías, pues anteriormente, el pan era vendido desde el mostrador. Por ello era necesario conocer los nombres de cada pan, los cuales solían tener nombres muy recurrentes. Los panaderos le daban a sus creaciones nombres como "besos" o "pellizcos" e intercambiaban zalamerías con las muchachas que iban a comprar el pan. Una vez se dió vuelta al mostrador, se logró dinamizar procesos y agilizarlos, pero también hizo que el servicio enmudeciera.

Además de propiciar los coqueteos entre clientas y dependientes, los nombres del pan generaban en sí mismos una interacción de historias que recordaban en muchos casos la morfología en la cual estaba inspirada cada pieza, formas que incluso se podían convertir en un juguete.

Durante las celebraciones del día de muertos en México, se recuerda a los "muertos chiquitos" a los niños; con ofrendas que incluyen en muchas ocasiones figuras hechas de pan representando a sus juguetes. Las ofrendas para las niñas llevan muñecas, y para los niños caballos. A pesar de lo lúgubre que podría parecer esto, en realidad es una fiesta muy colorida y original que podría trasladarse a un contexto más cotidiano y de juego, aprovechando la enorme tradición de pan figurativo existente. Muchas veces el pan en México ha sido comparado con la alfarería indígena, la cual comparte un proceso similar en su elaboración y técnica, incluso de su finalidad como ofrenda.

Sin embargo, como mencionaba al principio de este artículo, se han ido perdiendo estos oficios, y cada

vez es más difícil encontrar estas figuras de pan. Actualmente el contexto del pan en México podría clasificarse en cuatro principales estilos: el pan gourmet o de autor, el pan industrial (leáse Bimbo), el pan de panaderías y el pan de supermercado, -los cuales cada vez tienen menor diferencia entre sí-

Es un mercado que puede parecer muy saturado, pero en realidad no existe diferenciación ni valor agregado, existen nichos de oportunidad en cuanto a la innovación, rescate de recetas y, sobre todo, en materia de servicio y experiencia del cliente/usuario.

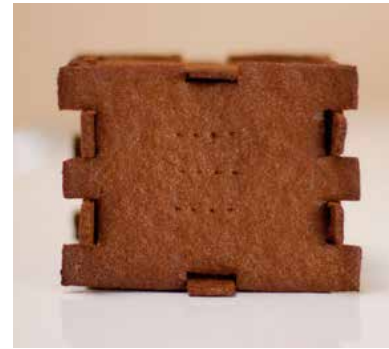
Existen algunas interpretaciones de este concepto lúdico y figurativo, sobre todo en el mundo de la repostería, y considero que su integración en cierta medida podría aportar una nueva forma de ver el pan, y de revalorizarlo.

Otra de las variables en esta ecuación panadera: es la formación, en vez de panaderos se crean operarios, pareciera hacerse todo de manera industrial y automatizada. Pero no en todos lados es así, en Francia, por ejemplo, se ha intentado regular y dignificar el oficio.

En México también hay varias asociaciones que promueven el pan, la más importante es sin duda la Cámara Nacional de la Industria Panificadora (CANAINPA) -fundada en 1945- que, además de ser un organismo de representación y consulta, da formación y difusión al sector panadero, incluso edita su propia publicación: la revista "Pan". Esta institución puede ser de gran ayuda como aliado para la difusión y establecimiento de nuevas líneas de negocio.

Por otro lado, la Secretaría de Economía SEDECO, y en especial su subdivisión: PROMÉXICO, la cual es responsable de fortalecer la participación de México en la economía internacional, da asistencias a PyMES, y busca principalmente promover al país por medio de la cultura e innovación. En especial me interesaría colaborar con esta dependencia, pues en el pasado me he visto beneficiada de programas en los que PROMÉXICO ha estado involucrado; como el proyecto Destination México en el MoMA Store en Nueva York, y la exposición "Pop Up Mexican Design" en San Francisco, además de financiar Directorio de Diseñadores en 2012.

Al integrar el diseño como vehículo de innovación en el sector de la panadería mexicana, podría ser candidata a encontrar financiación y apoyo por parte de estas



dependencias. Incluso otros museos como el Museo de Arte Popular MAP, el Museo de Culturas Populares, el Museo del Diseño MUMEDI, o el Museo del Juguete MUJAM, podrían en un futuro apoyar al proyecto del pan como juguete.

Entre otros eventos que dan difusión al pan se encuentra, por ejemplo, el Día Mundial del Pan, promovido por la Federación Internacional de Panaderos (UIB) celebrado cada 16 de octubre (coincidiendo el día mundial de la alimentación). También existen ferias, como La Feria anual del Pan en Puebla, en la que se construye un horno en la plaza principal donde panaderos de Cholula y pueblos circunvecinos hacen demostraciones de la forma tradicional de hacer el pan, y en cuanto a ferias de la industria panificadora se organiza la feria MexiPan en Guadalajara y ExpoPan en el DF.

El proyecto del pan como juguete para mí es muy interesante, pues une dos de mis pasiones: el pan, y el diseño. Yo vengo de una familia de panaderos, y desde pequeña he estado en contacto con el mundo del pan, he podido ver desde dentro como funciona, y por otro lado, lo he investigado desde la perspectiva del diseño, analizando tendencias, e implementando nuevas formas de interpretarlo y experimentarlo para poder comprenderlo dentro de otros escenarios, en especial desde la experiencia lúdica y narrativa.

#### El caso Designa pan.

El fenómeno de la venta ambulante en México es ampliamente conocido y "aceptado" en la mayoría de los casos, en parte porque es una forma accesible para que las personas de bajos recursos se hagan con un empleo. Sin embargo, existe una tendencia importante hacia el mundo de la bici, no sólo por su economía, sino también desde el punto de vista ecológico y trendy.

La creciente penetración de la bicicleta como medio de transporte en las grandes ciudades, sumada al impulso del ciclismo por parte de diversas organizaciones públicas y privadas, ha detonado el surgimiento de nuevas oportunidades de negocio que vale la pena explorar. Tiendas boutique, restaurantes, paseos urbanos, publicidad en dos ruedas, servicios de mensajería o Apps, son sólo algunos de los negocios asociados a la práctica del ciclismo.



Ofrendas de pan y distintas figuras comestibles.



Actualmente, el pan en algunos lugares se sigue vendiendo sobre ruedas sobre todo para reparto en otros locales de comida, pero quizá con un tinte menos romántico. Es más común encontrar a vendedores de pan en triciclos, cubriendo el pan de las inclemencias del tiempo y la contaminación con poco higiénicas bolsas de plástico que dan un aspecto descuidado y sucio.

También ambulante es el pan de feria, o de fiesta, un tipo de pan tradicional que se prepara casi exclusivamente para estas ocasiones, volviéndose un souvenir de las ferias, por lo que no se encuentra fácilmente en una panadería.

Cabe mencionar que estos puestos de pan, sufren en gran medida del ataque de bichos, moscas y abejas que son atraídos por el dulce pan, por lo que en muchas ocasiones, da mala percepción del producto.

En términos generales, la comida ambulante en México no tiene buena fama, por un lado porque es un comercio informal: no paga impuestos, ni servicios públicos de agua o electricidad, y aunque por esta razón pueden dar precios más bajos, son una competencia desleal, afectan gravemente al fisco y a la economía del país. Y por otro lado está la insalubridad. Tras una inspección de la Secretaría de Salud capitalina realizada en 2011, se encontró que de 3000 puestos en la Ciudad de México, 300 no contaban con las mínimas medidas higiénicas.

En contraste, en otras partes del mundo empiezan a haber algunos casos de comida móviles con tintes más legales y de calidad, basándose en la tendencia del food truck. La cual acerca una propuesta completamente diferente: menús de buena calidad, estilo gourmet, por un precio menor que si se consumieran en un restaurante. La revista Time calificó esta tendencia como la democratización del movimiento slow-food, ya que si bien son rápidos, cómodos y baratos, son decididamente anti-fast food. Incluso, muchos de ellos se autodenominan como "gourmets on the go", y entre sus propietarios figuran cocineros capacitados y restauradores reconocidos.

He recolectado cuatro casos de estudio que analizaré con una matriz de tendencias: Del Popolo en San Francisco, Chasing Kitsune en Australia, Public Pie en Amsterdam, The Sweetery en Nueva York y la Casa de l'Orxata en Valencia. Cada uno de ellos, aporta un elemento interesante a la experiencia móvil, pero

en general todos se preocupan por proyectar su autenticidad mostrando su proceso, y actitud.

Para comparar estos casos de forma más sintética, he aplicado la Metodología de la matriz de Tendencias o Trend Matrix, la cual es una herramienta de tecnología de comunicación usada para analizar sectores industriales.

La matriz de tendencias surge de 20 años de observación y análisis en la industria del juguete y del mueble, y ha probado ser muy útil para sintetizar la cadena de valor, al identificar valores clave en cada sector industrial o país. Fue elaborada por el IDG, Grupo de investigación y administración de Diseño de la Universidad de Valencia. (Ver tabla 1 en página siguiente)

### Conclusión

En conclusión, puedo decir que cada una de estas empresas aporta algo interesante para mi investigación:

- Del Popolo: Con la creación de un food truck diseñado de forma diferente y con personalidad. Venden lo que probablemente es una de las comidas más universales: La pizza.
- Chasing Kitsune: Delimitación y creación del área de restaurante con el mobiliario de cajas como sillas y mesas. También tiene un valor en la historia mítica y la aplicación de la misma en el concepto del proyecto.
- Public Pie: Presentación de un alimento sencillo como una tarta de forma atractiva y original, casi como un performance artístico.
- The Sweetery: Me parece muy interesante el concepto "haga su propio croissant", también es muy inteligente el poder adaptarse a las necesidades de mercadeo de empresas que los contratan para promocionarse.
- La casa de l'orxata: Promoción de un producto local de una manera artesanal y ecológica. Los bici-carritos tienen un gran diseño funcional y estético.

Posteriormente situé estas empresas junto a otras propuestas móviles dentro de un mapa estratégico: un tipo de mapa de producto, propuesto por Urban and Hauser. Se trata de una herramienta para visualizar los productos existentes en el mercado y establecer un análisis de criterios, con el fin de visualizar en qué áreas se mueven los proyectos e identificar oportunidades



Venta ambulante de pan.

de negocio. En este caso, no pretendo hacer una identificación de competidores, pues muchos de ellos son de otros países e incluso otros sectores.

Éste gráfico más bien funciona como un esquema aspiracional y de ubicación para un nuevo rediseño de una bicicleta panadera. (Ver gráfico 1 y 2 en página siguiente)

Para terminar, en éste gráfico podemos ver los elementos que comprenderán el rediseño de la bicicleta panadera "designapan":

Comprenderá elementos de diseño y concepto como los observados en empresas como La Casa de La Orxata, Cielito Querido Café- una propuesta cafetería de diseño inspirada en la gráfica y estilo mexicano de principios del siglo XIX-, Chasing Kitsune, Del Popolo.

También seguirá la línea de buen pan artesano y de calidad. Como el que Boudin Bakery en San Francisco - famoso por su pan de masa madre desde 1849- y de iniciativas como La Ruta de la Seda en Mexico, una eco-pastisería que oferta recetas orgánicas.

También de México es la joven propuesta de Masa Madre, quienes crean pan de fermentos naturales, al igual de Migas en Valencia, y The Loaf en San Sebastián, -la cual, a pesar de sólo haber funcionado como una panadería pop-up durante el verano del año pasado, consiguió reconocimiento internacional como una de las 6 mejores panaderías del 2012-

En cuanto al movimiento ciclista, retomará iniciativas que habían fallado por su falta de diseño, pero, que proponían nuevos acercamientos al pan: la Ruta del Pan en la Ciudad de México o la tricicleta panadera en Yucatán, la cual a pesar de ser una propuesta interesante como concepto, no tuvo un buen desarrollo en el diseño (era bicicleta con una caja de fibra de vidrio que impedía ver el producto). También intentará remontarse a la antigua tradición del pan en bicicleta, y a la nueva ola ecológica.



Del Popolo. Chasing Kitsune. Public Pie. The Sweetery. La casa de l'orxata.

Tabla 1

	Popolo (San Francisco)	Chasing Kitsune (Australia)	Public Pie (Amsterdam)	Sweetery (New York)	La casa de la Orxata (Valencia)
<b>Expresión (filosofía)</b> <b>Esencia cultural.</b>	Pizzería móvil de inspiración napolitana.	Un food truck inspirado en la cultura japonesa.	Restaurant móvil con mesa para dos. <b>Pays frescos + café y trasero calentito.</b>	El camión de postres gourmet favorito de Nueva York- y servicio completo de marketing experimental.	Negocio familiar comprometido con los valores sociales y ambientales.
<b>Agente</b> <b>Gurú. Los generadores de tendencias. Crean opinión y en muchos casos representan al país.</b>	Jon Darsky, neoyorkino, scout de béisbol y abogado- Trabajó en un ingeniero, y un diseñador (Fresno)	Diseño de Ingrid Bakker y el estudio de arquitectura HASSELL	Maaik Bertens (diseñadora) and Jadidja Monteban	Grant Di Mille and Samira Mahboubian. Ambos profesionales del marketing	Antón Buitrón y Nerea Monforte, Ingenieros agrónomos especializados en cultivo ecológico.
<b>Medios. Formato usado para difusión y promoción de productos y servicios.</b>	Se definen como una intervención arquitectónica. El camión es un contenedor modificado con un horno tradicional de leña en su interior.	Las locaciones eran reveladas por redes sociales y por la app del evento Aparecía cerca de museos y galerías culturales.	Ferias de diseño y festivales culturales. También hacen catering para fiestas privadas.	Comparten su ubicación por redes sociales. Funcionan como herramienta de mercadeo al poder ser contratados por empresas para sus eventos.	Ellos mismos diseñaron y fabricaron los triciclos, que usan energía solar.
<b>El producto estrella. Factores comunes en los productos para sintetizar la filosofía de la empresa.</b>	Su especialidad son las pizzas napolitanas a la leña.	Comida del sur de Yarra.	Sobre todo pays de manzana, pero también elaboran otros tipos de pays y empanadas.	Postres en general.	Especialidades móviles: Orxata y bio-gelato.
<b>Tendencias. Cómo se genera la visión y tendencias de la empresa. Descripción de escenarios, storyboards o conceptos.</b>	Mostrar el proceso. Transmitir tradición. Espectáculo.	Sorprende Pop-up Restaurante al aire libre. Limita su espacio con mobiliario	Experiencia del proceso e interacción con el stand Performance.	Modelo de negocios, alianzas con otras empresas. Catering.  DIY: Crea tu propio croissant.	Tradición Eco-friendly Natural Comercio justo.
<b>Canal de distribución, formatos de distribución.</b>	Horno móvil. Camión	Sólo funcionó durante los días de la feria, aparecía "disfrazado" durante el día.	Horno móvil Carreta.	Camión. Customizable para empresas o eventos (Pegatina cubre el vehículo)	Base: Emblemático Mercado de Colón.  Recorre las calles céntricas de la ciudad.



Gráfico 1



Gráfico 2





## Discovering a niche in the frozen yogurt business.

Vania C. Bazúa Nazar

### Discovering a niche in the frozen yogurt business.

The more healthy and functional products are the ones that wakes most interest in Italic consumers. This is particularly noticeable in the yogurt segment, where products with bifidus are the undisputed stars. The skimmed occupy third place, signaling the consumer interest in products that help you care for and maintain health online.

*The bifidus are almost always associated with milk foods, but it is important to know that bifidus are not a trend that has been invented now, it is a bacterium, lactobacillus bifidus which belongs to the family of the lactobacillus found in milk. So it is a type of component that has always existed, but it has been now when its benefits had been discovered!*

'...the concept of Yumorama is "Make your frogurt",...'

This innovative product in the U.S. broke the hand of chains like *Red Mango* and *Pinkberry*. The first is a network from South Korea, which since 2007 opened its first store in the United States and it has managed to consolidate its network with more than 200 units in 70 cities worldwide<sup>2</sup>. Both companies made the frozen yogurt fashionable a few years ago, so that have paved the way for this natural product to be immersed successfully in the Spanish market. With the added value of offering a product low in fat and rich in calcium born companies whose business is about frozen yogurt, a pioneering concept in the United States that in Spain just landed.

The franchise has not been outside this fashionable product, willing to add to this sector to explode the advantages attendant upon being a natural product. The demand for those ice cream lovers has traditionally been monopolized by the traditional ice cream parlors. However, at present burst other business concepts that come to remove the hegemony of these ice cream parlors that feature the competition of the innovative frozen yogurt. Success derived from consumer demand. Since frozen yogurt satisfies the needs of those ice cream lovers without sacrificing health.

<sup>1</sup> <http://www.vitonica.com/alimentos-funcionales/bifidus-algo-mas-que-una-moda>

<sup>2</sup> <http://www.exhibitioncoordinator.com/uploads>

As well giving the beginning of the search for a new service proposal for this almost new niche, that recess in the large sector "foods and beverages", which it is seen in a constantly and powerful demand from part of the consumer. Thus making a series of market analysis using three research analysis design trend tools in the frozen yogurt sector that show in the research with detail, the paramaters in which the new service proposal is going to be positioned, and the impact it would have on the sector. Starting with the 10 types of innovation, analysis technique based on the analysis of 10 key points that a company must have to detect trends that indicate innovation in a certain industry/ market and thus detect if the company falls into that trend. *Yumorama* company was chosen, a frozen yogurt shop that began with its first yogurt shop in the high class sector in the state of Nuevo León, Mexico.

Being the first of its kind in the country, the concept of *Yumorama* is "Make your frogurt", wanting to communicate the consumer that he is free to choose and to create his own ice cream combinations. Making the consumer independent as in a self-service, with the availability of more than 20 different toppings and sauces to add to its frozen yogurt. After serving, the consumer weighs his very own creation and depending on the weight, depends the final cost of the product. Having also the availability to sit and relax in the shop, as well as the free availability of the use of iPads and recliners. With this modern concept, colorful and trendy inside, suitable for the whole family.

### The 10 points to consider were:

- Business Model: You choose, you serve, your weight and then you pay. The client has the freedom to choose and create its own combinations of frozen yogurt.
- Network: Posters, manual and character design by renowned Mexican graphic designer "El Grand Chamaco." *Yumorama* wanted to emphasize their advertising graphic image collaborating with Mexican graphic designer of famous nickname "The Grand Chamaco," giving life and color to their corporate image and publicity, making it striking and cheerful to fully capture the consumer's attention.
- Structure: *Yumorama's* quality ingredients of frozen yogurt offer the best taste ever. Including the trendy experience in the store while eating it, this made the customer pay the price it takes to eat a *Yumorama*.



Frozen yogurt stores

- Process: Yumorama was founded by a group of young entrepreneurs that wished to innovate the experience of eating ice cream.
- Product Performance: Yumorama's Natural frozen yogurt is made from the best natural quality ingredients, including the treats and toppings, making Yumorama healthy, delicious, tasty and unique.
- Product System: The experience & taste of the own frozen yogurt creation by the customer.
- Service: Self-service, giving the freedom to the customer to put his own creation and thoughts in a frozen yogurt. Having 10 flavors of frozen yogurt and more than 25 kinds of different toppings from where to choose.
- Channel: Principal consumers are mostly middle and high class young aged people.
- Brand: The logo is Iconographic and Typographic. Combining a frozen yogurt cup icon with text, the name of "Yumorama." In CMYK colors.
- Consumer experience: At the time of consuming, the customer has the opportunity to interact, play and chill out by the free disposition of trendy coaches, comfy chairs and Ipads.

Concluding by this that *Yumorama*, because of being a brand new frozen yogurt company, and having from this an innovative revolutionary concept in the start of the explosion of frozen yogurt business in Mexico, it is indeed an *Innovative company* and useful to use it as an example and reference for the innovative development of our new service.

In the graph of Trend Matrix we observed five companies of the ice cream sector, in which each one was analyzed in expression, agent, media, products, trends and points of sale. Companies in Mexico, Spain and the United States. These three countries are where the consumption of ice cream is in great demand compared to other countries, according to market statistics<sup>3</sup>. Three companies of frozen yogurt (Including Yumorama which was discussed above, Llao Llao and Red Mango) and 2 companies of traditional ice cream (Sweet Lucie's and ColdStone) Companies that their concept is considered as innovative and therefore different from other ice cream companies.

'The idea is to spark creativity to each customer.'

From the image, the way they serve ice cream, its diversity of products to the interior design of the store. This is to compare and detect spot trends in both markets, and that despite the product being sold is of different composition (one of yogurt and the other one of cream) the market and the concept of selling a delicious and fast dessert, is the same. Since ice cream companies are also competition for frozen yogurt companies.

The trend of these companies is to be come international and to offer a unique product with special features that are not found in any other store of the sector. Each counting with franchises worldwide. These franchises offer the entrepreneur an alternative for the self-employment.

One accesible possibility is given since most establishments engaged in the sale of frozen yogurt are often characterized as a small shop located in an area with heavy pedestrian traffic. A pedestrian becomes a consumer in a suddenly way, since these products are linked to the impulse-type purchase. The purpose of these companies is to sell the concept "You create your own combination", "You make it original." This idea has exploded into the market attraction and impulse buying by the ice and thus making it increasingly popular and to grow the consumption figures. The purpose of these companies is to sell the concept "You create your own combination", "You do it original." This idea has exploded into the market attraction and impulse purchasing by the consumers and thus making it increasingly popular and growing in consumption figures.

Being Spain the nest where this growing market is positioned, thereby detecting a great opportunity for Spanish companies emerging yogurt ice cream, to take the innovative idea of a new service that has not been yet seen in the other countries compared (Mexico and US.) Incorporating this idea to our project goal.

<sup>3</sup> <http://www.tecnifood.com/content/110692/269/8711/Yogures-postres-y-helados-lo-sano-se-impone.html>



Being a healthy product to the consumer's health is not the only reason that Spanish entrepreneurs committed to this business model. Despite being a niche market that has not yet explored all its possibilities, more and more Spanish companies have perceived the revolution of this fashionable product. Something that means the world of franchising, a system that is allied with frozen yogurt to promote and diversify its range. Thus, these networks are looking for investors who wish to work on the back of a brand image in this market.

In a Strategic Map, they were analyzed 16 different companies of frozen yogurt from around the world. These companies were grouped into four different fields with 4 features defined in each field. By placing the logos on the property which said company is gifted and thereby detecting the key concept where no company was placed. Generating the specific location of the used trends and to know exactly where we can integrate our service proposal so that it can enter the existing market in innovative ways.

Also it was obtained from the ways in which ice cream is consumed in Spain from the figures provided by the Spanish Association of Ice Cream Manufacturers highlights especially the increased consumption of ice cream at home. From the home ice cream consumption of 34% of the overall in 2003, in 2011 it has reached a percentage of 41%. Obviously the remaining 59% is consumed in the food and in the hospitality channels. In addition, it was also found that the primary customers of ice-cream range from low income to upper middle class income people while for yogurt/frozen yogurt the middle to upper middle class income people are the main consumers<sup>4</sup>.

Research has shown that ice cream, and by extension yogurt, is not a product that requires the customer to research the product or do price comparison but, they will try different brands. And ice-cream is usually bought just on impulse, hence the reason why location is extremely critical. Not to mention that seasons also play a large role in the consumer's buying decision and this country generally has a warm climate all year round eliminating the need to worry about this factor. Considering the popularity of the product and the industry's history of maintaining solid business during recessions, it shouldn't come as no surprise that many entrepreneurs seek to buy a yogurt business. And with

warm weather approaching, the opportunity to sell cold refreshment is an added incentive to get involved in this industry--either with a franchise company or an independent enterprise that sells yogurt in carton, cone and cup.

In favor of following these lines of consumer and market trends that occur, creating a new service proposal for any yogurt company in the world that would like to adopt, especially in those countries where this sector has not yet been explored proves to be a useful idea for those looking to be entrepreneurs in just a short time. (See tables on next page.)

'Considering the popularity of the product (...) ,it shouldn't come as no surprise that many entrepreneurs seek to buy a yogurt business.'

#### **Conclusion.**

At the conclusion of the conducted research with the support of the tools used, the proposed design business in the field of frozen yogurt, is the proposal of a service where the entrepreneur can install and integrate a Yogurt stall in any business. Pastry, traditional ice cream shop, toy store, bowling, cafeteria, etc.

In just one week, € 10,000 investment through, any business that has 4 square meters can commercialize the highest yogurt quality. (According to statistics.)

Also responds to the need of many entrepreneurs who do not want to give up their current business but they do not want to miss the opportunity of the sector. The service proposal includes the necessary elements to sell independently frozen yogurt: machinery and product.

<sup>4</sup><http://www.interempresas.net/Distribucion-lacteos/ Articulos/78339-Espana-se-situa-en-la-zona-media-delos-paises-consumidores-de-helado-en-Europa.html>



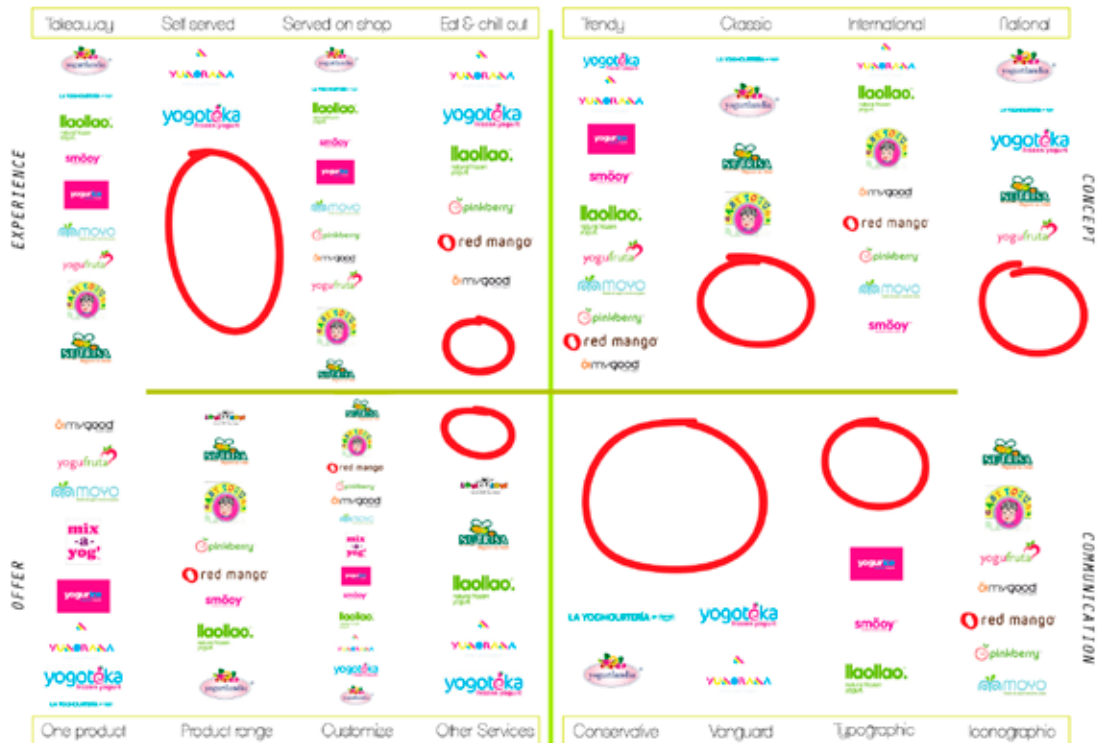
Frozen yogurts

Trend Matrix

Expression	"Make your yogurt."	"Treat yourself well." "Multifaceted frozen yogurt."	"Organic Ice Cream."	"We Will Make People Happy" "Ultimate Ice Cream Experience."	"Natural frozen yogurt." "Descubre la única diferencia."
Spin	Group of local young entrepreneurs. Renowned Mexican graphic designer "El Gráfico Chamaco". Industrial Mexican designers.	Major legal President & Chief Operating Officer. Dan Kato, Founder and Chief Concept Officer. Greg Kulevskic, Chief Development Officer. W. Lee Brown, Chief Legal Officer & Secretary. Richard Jensen, Chief Financial Officer.	Geri Czako & Mike, Founders & owners. (Wife & Husband.)	Excellent, dedicated crew members who make and serve the ice cream.	Excellent, dedicated crew members who make and serve the ice cream.
Media	See right, panoramic, fitness, magazines, newspaper, supplement, website, mobile app. PLANO - RECIPES. It consists of a cookbook with recipes recommended by YUABRANA.	See right, panoramic, fitness, magazines, newspaper, supplement, website, mobile app. Testimonial videos, Club Mango®.	Website, magazines, MTV Movie Awards Giftbox, built. Marie Dallas Celebrity Charity Golf Tournament, important special events.	Website, magazines, newspaper, partnership with Jilly Dolly Candy Company, Charity events & foundations.	Website, magazines, Franchise Expo (from 2012), Sandwich & Snack Show Academy, Euro Awards.
Product	Different frozen yogurt flavors with many options of "toppings" (options to accompany the yogurt) like granola, cereals, fresh fruit, cookies, chocolate, etc.)	Natural frozen yogurt has 8 all-natural, protein, and live active cultures that are good for the body. Fun & Fresh Toppings, Fresh Fruit Smoothies, Fruit & Yogurt Parfaits, Frozen Coffee Chaiers, Artisan Hot Chocolate.	Handmade, super premium, old-fashioned ice cream and sorbets. They make all their ice cream and sorbets in small batches with the finest USA Organic certified ingredients. Their serving cups and spoons are not only recyclable but compostable as well.	Unique ice cream creations to smoothies, cakes and shakes using the highest quality ingredients and ends with their signature process for preparing the client's custom creation on a frozen granite stone.	Frozen yogurt developed with skim milk at just the right time to serve and its combination with premium toppings from fresh cut seasonal fruits is creamy, fun and delicious. Saucy crunches, make the product even richer and healthier.
Brand	You are unique! Original. One of a kind. Full of ideas. Here you create your yogurt as you like and what you like. Here you are free. Yuma Yummies.	Both full serve stores (where you call the shots and they make the yogurt for you), and self serve stores (where you grab a cup and create your own masterpiece). Either way, you'll end up with yumminess in your tummy the way you want it!	To always deliver a sweet experience: exceptional customer service, great tasting quality products made with simple ingredients that are sweet on the environment, and ethical business practices.	If it has anything to do with ice cream, it has everything to do with Cold Stone Creamery. From unique ice cream creations to smoothies, cakes and shakes - nobody serves up the ultimate indulgence like Cold Stone.	Most natural. The constant evolution of our toppings and variations, always up to date according to the time of year, resulting in a diversity of infinite laollao and natural selections that are what you want to eat.
Area of sale	Locations in Mexico (Monterrey, Saltillo, San Pedro, Torreon, Playa del Carmen) & in Panama.	Today, there are over 200 locations nationwide. (United States & Hawaii.)	Vintage ice cream truck, delivery service & private catering, Farmers Markets and Food Truck Meet up's (L.A., California.)	Locations all over the USA. Also in Alaska, Canada, The Caribbean, Czech, Venezuela & Mexico. Mobile & online retailing.	Locations all over Spain. Also in England.

Strategic Map

FROZEN YOGURT





## A 'Mise en place' - extention

Benjamin Bracke

### The objective

As a consequence of the success that the concept of a company like 'Mise en place' has within the market of recruiting, it can be appropriate to expand their focus outside the hospitality sector.

For example, In the city of Ghent, Belgium, there is an operative office, working with more than 500 students. Furthermore there are similar offices, divided over Belgium, with a total amount of students of more than 1700. The company is still in its expansion phase, and every year the amount of students working for them is growing and more offices are being opened. As such, their focus on students as their audience has been seen to be received positively.

However, experience within the company also shows that a lot of students entering the company, are not fit to work in the hospitality sector as a consequence of the long hours, hard work and stressful situations. From that point of view it could be cost-saving to try and keep these type of students by trying to fit them into another type of sector. Also, by expanding their target market outside the hospitality sector, more students could be interested in working for the company as they were not interested before in a job within that hospitality sector. Consequently, their image as 'company for the students' could be enhanced when students get the feeling that efforts are made for them in their search for an appropriate temporary job.

Considering these aspects, a project to envision the possibilities of expanding the company's' activities is designed and described in the following essay. At first, there will be a description of the company and its position in the market. Subsequently, an attempt to visualize the market will be displayed and as such possible gaps can be found where Mise en place may focus upon regarding their expansion. Furthermore, an attempt in designing the implementation of this new project with respect of the knowledge of the student-market will be exerted.

### Company information

Mise en Place is a worldwide recruiting company with more than 5000 employees delivering quality employers in the hospitality sector. They differ themselves from other companies by only working with trained and educated students and are as such a young and energetic company.

However, there focus is not only recruiting students to work as waiters at parties or receptions, but on the whole package within the hospitality sector. The Mise en place Group is about the whole package and contains several companies, e.g. Cuise which delivers food at parties, staffable which arranges all paperwork for your hospitality company, PMG which organizes parties for a company starting from the basis, going to the utmost details,.. All clients who want to rely on Mise en Place services are directed to these different sectors within the company according to their specific needs.

As described earlier, their core processes differ from other companies by working only with students but also by train their employers in hospitality and etiquette and as such deliver high quality people. Subsequently their projectmanagers are trained in creativity-skills and more specific in creating synergy in every place they are working. What is of significant importance for the company is the continuous stream of new students, so that they don't grow old-fashioned.

In order to present themselves and the brand, and to make their product performing at its best, every employer of Mise en place is working in the same uniform and they create unity in every detail. For example, every employer has the same lighter, pen and corkscrew that are marked with the brand of the company, presented in Figure 1. (See Figure 1 on page 16)

Furthermore, the same unity is created within the company. Despite that they are divided over 43 different branches, every office is linked to the big network of the Mise en place Group and centralized with an in-house-created software. Consequently, every possible activity of the company is possible in every office.

The service they give to their client is also one of the most important aspects for the company as they are attainable 24/7 and clients can always call for last-minute jobs. With respect to that, flexibility is one of the key qualities the companies is said to have and whatever that the clients desire and is within their reach, they deliver it.

Subsequently, to recruit the students they have special units who hand out flyers at big student parties and at universities. They also count on the mouth-to-mouth publicity among students and use online platforms as



Hospitality services

twitter, facebook, etc.. To make it accessible for their employees itself they also use these online platforms as direct connection. By creating groups on these platforms they keep their students informed of the latest changes, but on the other hand in order to subscribe yourself for a job it is necessary to go to the local office itself. This way of interaction permits the company to maintain a personal contact with their students.

Ultimately, the customers experience is seen to be mostly satisfied as the number of clients is significantly growing. However sometime is stated that employers were sent who could not handle the work load and were not fit to work in the hospitality sector. As stated in the objective in chapter 1, this is probably a consequence of working with new and inexperienced students for whom the training was not sufficient before exerting their first job for Mise en place or who are not fit to work in the hospitality sector.

#### Position in the market: the trendmatrix

In order to be able to position Mise en place appropriately within the market of recruiting companies, a global description of the market was needed and therefore, a trendmatrix was made, which can be seen in Table 1 (*See Table 1 on next page*). Consequently, the first question when creating this matrix was: what are the niches within the recruiting sector? Do they all focus on the same groups or are there in fact differences? 4 main niches within the market could be found and those were the temporarily recruiters, the job recruiters, the luxury recruiters and the student recruiters.

To define the groups, a main expression of each of the niches was searched. For the temporarily recruiters the main expression was 'someone who fits in'. The most important companies are Randstad & Manpower. They search for someone who is available and willing to do the job. High qualifications are not needed. These type of companies need to get people in place and the profile of the person is usually of less importance. Of course their most representative product is job-certainty: They have a job for everyone if he or she is willing to work

The expression for the job-recruiters is "finding the talent other's can't" and "life-long-job". They centre the attention to fitting the profile of the employee to a certain job as much as they can. The guru's among

these companies are Worldwide-RS & HAYS, and those companies focus on searching jobs that launch careers of their customers. Their most representative product is finding the right man for the job: give the job to someone with the best fitting profile.

If we subsequently go on to the niche of the student recruiters, in we can position Mise en place, there is found that the expression of the main companies is 'making friends and creating synergy'. Besides the tax benefits of working with students. These companies aim at this group of people because of their flexibility and their dynamism. They want to create a certain kind of group that by working together can achieve an equal high quality as temporary recruiters. The companies that work with student recruiters get young, dynamic groups with good atmospheres and the students get to introduce a certain fun-factor in their work. Thereafter the most representative product is, as described in the latter sentence, to deliver high quality with a young and good atmosphere.

The last niche that has to be described is the luxury recruiters. The expression of the most important company there, Hospital Executive, is giving the best candidate to the client. This may seem similar to the job-recruiters, but it is actually very different. These kind of companies work with a specific list of candidates for a job. Not everyone is able to work for a recruiting company in the luxury sector and the company chooses if you have the right and elevated level of quality that they require. As a consequence the most representative product of this niche within the recruiting sector is the high standard deliverance to their clients.

As we have described the four different niches within this sector, we can question the way they search for new trends within the market and how they follow these trends. Regarding temporary recruiters who work with a lot of people, it is appropriate to obtain information of the people they're working with. As a consequence every worker that has got a temporary job by Randstad is questioned afterwards about the job they've done and if that for example was what he thought it would be and if he would go there again. Another method they use, which is also done by job-recruiters is to let study bureaus search the market and look for specific changes in the last few years within the market.



Table 1: Trend Matrix of the recluting sector

	The temporarily recruiters	The career recruiters	Student recruiters	Luxury recruiters
expression	Finding someone who fits in	The life-long job / 'finding the talent others can't'	making friends & creating synergy	Giving the best candidate to the client
Guru's	Randstad/ manpower/Adecco	Worldwide- RS/HAYS	TEAMWORK/ Mise- En-Place	Hospitality Executive/
Diffusion means	Commercials, advertisings	Universities, advertisings	Parties, flyers, mouth-to-mouth publicity	Folders/ advertising(mostly online)
Most representative product	Job-certainty	Right man for the job	Jobs with good atmosphere/quality	High standard deliverance
Trends research methods	Questioning the recruiters and companies they work with	Prospection/Study-bureaus	Following the students they work with, question them	Localize new luxury brands or companies
Point of sale	Internet or local bureaus	Internet offerings (mostly) and bureaus(less)	Direct contact (phone and flyering)	Internet and direct contact





These changes can be due to economical changes within the country or just by the rising of a new hot topic. Studies that have been done can be found on the Internet of mentioned companies.

For the student recruiters it is even more interesting to question their students, because the people who always follow new trends and are very susceptible and adaptive for changes within markets are young people. So by questioning their students, these companies have it quite easy to follow new trends as they practically work with trend-followers. Lastly, the luxury recruiters search for new luxury brands that are evolving on the market or possible companies that can be interesting for them in the future, like for example new gastronomic restaurants with a highly talented chef and then for this restaurant they can maybe provide high quality staff if needed. This is the main target in searching for new trends for this niche.

Ultimately, the points of sale of each niche was investigated and there was found that the diffusion means of each niche is mostly through the internet by advertisements. It is possible though that the very big companies place large billboards on the street, for example, Randstad places large advertisements alongside the roads. The job-recruiters focus the attention on universities because freshly graduated people are their main target. Student recruiters count on the mouth-to-mouth advertising among students and hand out flyers on parties and student gatherings. Luxury recruiters mostly only advertise through the Internet.

The point of sale for the temporary recruiters can be online on a website but also several bureaus can be found throughout the whole city. Job-recruiters count on mostly direct contact with clients in bureaus. The student recruiters use all sorts of social media, like Facebook, or can, to a lesser extent, desire direct contact. The luxury recruiters use mostly direct contact, in order to test the level quality.

### The gap market map

To further investigate the place of *Mise en place* within the market and search for possible gaps in that market, a gap market map was made as well, which is presented in Figure 2. (See Figure 2 on page 19)

For the horizontal axis there was chosen to investigate the position of the company's according to their specialization in a certain sector or if they offer a broad spectrum of possible jobs in different sectors. The vertical axis represents the intention of the employer, where was highlighted if he exerted a job to mainly earn money or if he also searches for pleasure and satisfaction within the job.

There was found that the temporary recruiters can be found in the top right of the map, where mostly earning money tends to be important and also a broad spectrum of the jobs was available for the employee. Significantly, the color red/orange was found in most of the brands.

Regarding the job-recruiters they could be found just under the horizontal axis, because of the satisfaction that an employee needs for his permanent job and they tend to go from very broad to very narrow in their job offerings. The color blue was remarkable in the brands.

When the luxury recruiters are observed, they can be found in the top left corner as they are only specialized in certain branches and not highlighting the satisfaction of their employee but are more interested in fulfilling the customers' needs. Also, the color yellow seemed to be present in a lot of the companies' brands.

Ultimately, the student-recruiters and thus our discussed company *Mise en place*, can be found in the bottom left/centre of the map, suggesting that pleasure for the student is of significant importance for these recruiters and that they tend to be quite specialized regarding the jobs that they are offering. The color pink/purple seemed to dominate the brands.

This map consequently suggests a possible gap in the bottom right corner of the map which suggests that pleasure for the employee should be taken into account and that a broad spectrum of jobs should be offered. This conclusion as such is described as the objective of this paper and the project design, will be described in the next chapter.



## The project

In order to investigate the different possibilities for exerting the project, there are some aspects who have to be taken into account:

- Will the same brand be used or will the Mise en place Group invent a new brand and as such start a business without significant links to Mise en place or will the business be incorporated within the current core processes of the company?
- How will the product placement take place, also dependant on the former aspect of which brand will be used?
- Which sectors will be assessed and how will Mise en place guarantee the same quality as within the hospitality sector?

It is obvious to understand that a lot of these aspects need further investigation and testing. One possible project regarding the implementation of the new idea will be described below.

## Concept

The concept of this project is , as described earlier, to assess a broader spectrum of possible jobs for students with creation of the same synergy as is tried within the hospitality sector. If a festival for example needs cashiers at their entrances or people who can help with logistics, Mise en place can send students in group to get the work done. On long term, if after implementation this extension seems self-sufficient, this extension can grow into one of the side companies of Mise en place with its own brand, but as a startup it is implemented within the current core businesses of the company.

## Technical

As the current core business was focused on delivering high quality people to clients and meanwhile creating synergy among the students they employ, the extension should deliver the same product. Thus, with regards on the training students got at Mise en place, that was focusing on the hospitality sector, this training can be adjusted a little bit. The usual training in etiquette will be maintained as etiquette is a way of treating possible clients with the utmost respect and

thus seems very professional. Furthermore, the usual training in hospitality can be still exerted to a lesser extent, in order for the company and employee to be able to switch to the hospitality sector at any moment.

Regarding the uniforms that were used before, these will be changed to be more fitting for the jobs that will be exerted. A choice will be made between uniform t-shirts or uniform shirts.

## Commercial

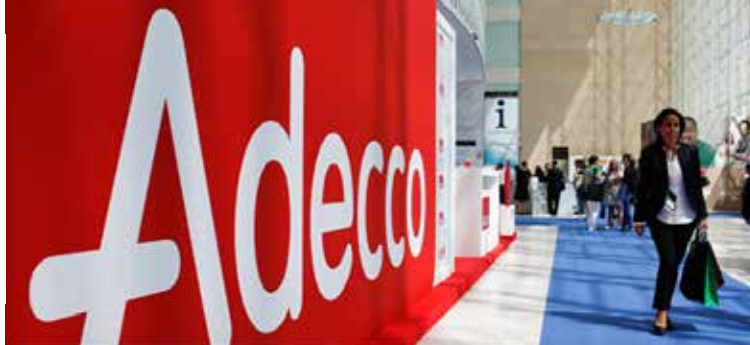
Regarding the distribution of the product, the same ways can be used to find access to the students who would like to work in the new project, more specifically handing out flyers at parties, at universities and online publicity on facebook, twitter, etc. Furthermore it can rely on the students itself to do some mouth-to-mouth publicity. In order to contact companies it can start by making contacts at festivals and inform big caterers they already work with of the expansion.

## Marketing

The target consumers on short term should be big catering companies and festivals as they are already in direct connection with the current core business of the company. On longer term, the network should expand itself so that logistic company's, retailers, factories... can rely on the quality workers of Mise en place.

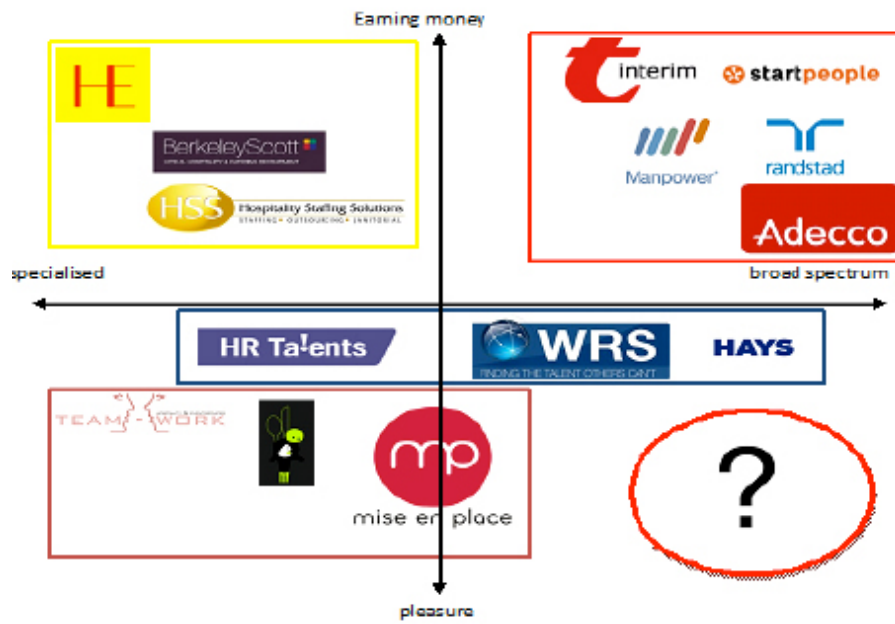
## Conclusion

A description of Mise en place and its position in the market was given, after which was stated that an expansion of the core business of the company lay in his possibilities. The objective stated that the focus on the hospitality sector can be broadened to more sectors, while keeping the current values and quality of employees. A possible project design was given and can be further investigated.



Hospitality services

Figure 2: Gap market map of the recruiting sector





## Design and entrepreneurship in chocolate.

Mano Döhle

### Introduction

#### The problem

Through means of globalization and emerging competition from markets all over the world derives the problem to find new business opportunities. The growing number of competitor in all sectors make it more and more difficult to find a niche to place a product or company.

The lecture on Business Design & Entrepreneurship provides knowledge how to analyse single companies, the position of companies within their respective market, as well as the general situation in certain markets. By that strengths and weaknesses of enterprises can be identified and it can be shown what niches are still apparent. With that knowledge new business concepts can be elaborated and opportunities can be found.

#### Objective of this paper

In the process of this paper the goal is to apply the knowledge gathered within the course. Therefore, the next chapter will include the analysis of the business model of a local company from my home town and a market analysis.

There will be a short presentation of the company and the way they structure their business. Afterwards, an overview of the market sector in which they operate will be given and tendencies of the market will be shown by providing a Trend Matrix. To conclude that chapter strategic maps for the mentioned market will be given to present the way different companies position themselves within the market regarding different properties.

In the following chapter a Business Model for a new product or company will be given. To achieve that, the results of the market analysis will be used to identify opportunities to create new business.

In the end a small conclusion of this report will be given. This includes an evaluation of the proposed business model and a reflection of the way the report was prepared within the lecture and the process of coming to a business proposition.

### Market Analysis

#### The presented company: Hachez

Hachez is a German manufacturer of high quality chocolates, that was founded in Bremen in 1890. In

modern time it is the only German chocolate company that conducts every step in the production of chocolate and thus has the biggest influence possible on the quality of the product. While most companies buy roasted cocoa beans, Hachez selects only few, selected kinds of cocoa and executes the process of roasting themselves. The product range includes standard chocolate bars, a big range of pralines and in recent future it got expanded more and more to chocolates of high cocoa content. The company only operates in the German market and due to the high level of quality they compete mainly within the segment of high priced brands, mainly Lindt. Figure 1 presents an overview of the business model of Hachez using a canvas. (See Figure 1 on page 24)

#### Trend Matrix

The Trend Matrix is a tool to give an overview of a certain market situation. In this case it will be used to present the situation of the chocolate industry. In that way it can be seen how Hachez positions itself within the market and how they differ from other companies. In Figure 2 the Trend Matrix can be seen, presenting Hachez and the main competitors on the German market for chocolate. (See Figure 2 on page 24)

The biggest players on the market are Milka and Ritter Sport, both of them have their biggest sales volume in standard chocolate bars of different flavours in the medium price range. Lindt on the other hand, has a market portfolio quite similar to the one of Hachez, producing high quality chocolates and pralines. In this segment Lindt has a market share of over 80% and can thus be considered as the main competitor of Hachez.

The company of Hachez abstains from advertising their products completely. Therefore, the only way to determine a individual slogan is constrained to messages given on the boxes and announcements on their internet page. In that way, often the slogan "Passion for the outstanding" can be found. This slogan underlines the focus on a high quality products that stands out of the competition. Thus the guru can be identified as the product quality. On the other hand, everyone of the competitors has its own slogan, that is used in advertisements in television and billboards for a long time.

Milka has been advertising their chocolate as "the most tender temptation" for many years, in television



Images of chocolate companies Hachez, Milka, Lindt and Ritter Sport

and as a sponsor in many sports events. This puts emphasis on their main product: milk chocolate. The same theme reoccurs regarding the guru. Underlining their focus on milk chocolate Milka presents its chocolate with the Milka-cow in the Alps, that gives the Alp-milk used for the products.

Lindt promotes the company in television as the "master chocolatiers". Similar to Hachez they put emphasis to their high level of quality. Besides from that, they also work a lot with the image of the brand, that is known worldwide for premium chocolate. Thus the brand and its image can be named Guru of Lindt. The help the promotion of the brand Lindt chose a fairly unconventional way naming a brand ambassador, that presents the company world-wide. To do that they chose the probably most famous person from their origin country Switzerland, Roger Federer.

Ritter Sport is promoting their product in German saying "quadratisch, praktisch, gut" even internationally. Translated to English this would mean "square, convenient, good". This slogan highlights the unique shape of their chocolate bars and is used in their TV-spots. The name of the company even origins in the shape. When starting to produce chocolate, their goal was to create a chocolate with the standard size but fitting into a "sports"-jacket of that time. Since then the shape was never changed and became the guru of the company.

An overview of the typical products of every brand is given in Figure 3. While Hachez creates most of its sales with their dark chocolate classics like the brown leafs, Milka's most sold product is the Alp-milk chocolate bar. Lindt is widely known for the Lindor series, while Ritter Sport produces lots of different sorts of their square chocolate.

For the different companies very different trends can be identified. Hachez produces more and more chocolate with very high content of cocoa. Additionally, they recently launched a new size of their chocolates. They are sold in the shape of sticks, for customers that want to buy smaller portions of chocolate. Milka launches new chocolate bars filled with brand products. Being a brand of Kraft Foods they have access to an enormous amount of food brands. In that way, they launched chocolates filled with for example Oreo or Tuc. Lindt focusses their development on chocolate with exotic ingredients like chilli, orange and different spices. Ritter

Sport on the other hand develops products for each season. In that way there are chocolates with lighter, fruitier ingredients for the summer and heavier, more aromatic sorts in winter.

Concerning the point of sale Hachez distinguishes itself from its competitors. Their chocolate is sold in selected confectioneries in Germany and a brand store in Bremen. Additionally, they have a small online shop. The products of all presented competitors are available in supermarkets where they can reach a lot more customers. Hachez chooses this way though to maintain their premium image. In addition to supermarkets, the products of Lindt can also be bought in confectioneries, in a small number of brand stores world-wide and their one online store.

### Strategic Maps

Strategic Maps are a tool utilized to visualize the positioning of selected companies within a market regarding certain properties of their products. In this case two Strategic Maps will be presented giving an overview of the chocolate manufacturing market and its players.

The map shown in Figure 4 classifies the companies in terms of their product complexity and the size of their target group. It shows two companies producing highly complex products in Hachez and Lindt while most of the other companies focus on simple products, than can easily be produced for a low price. Those products, due to the possibility of offering them for a low price, are well fit for the mass market. The more complex products on the other hand mostly rely on a very specific group of customer, that value the quality and complexity of the products and is willing to pay a higher price for such kind of products. (See Figure 4 on next page)

In Figure 5 one can see the level of innovation in the products of each company, as well as the size of each of their product portfolio. While the big chocolate companies like Mars, Milka or Lindt are able to provide a big variety of different products, other companies such as Ritter Sport, Toblerone or Hachez choose to stick to products they are famous for and that formed the brand image while not offering a lot of products beside that. One can see, that the two properties are not heavily correlated, thus the spread of companies over the map is quite big. (See Figure 5 on next page)



Figure 1: Business Model Canvas of Hachez

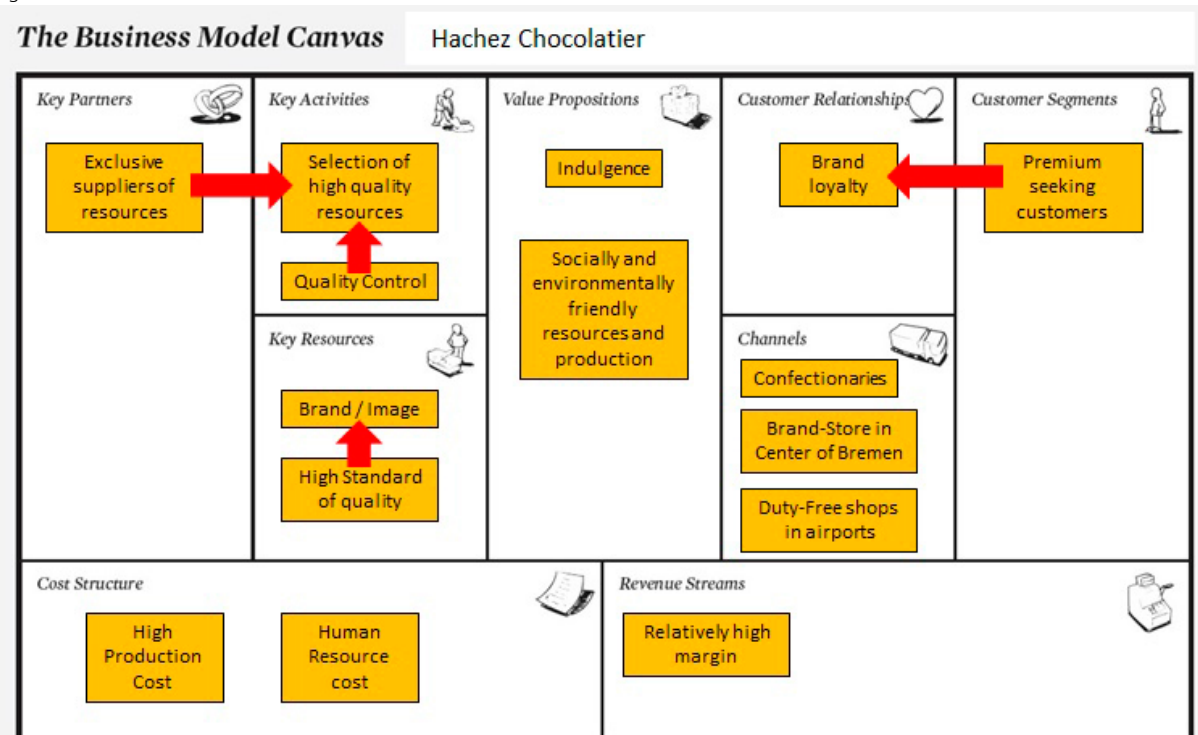


Figure 2: Trend Matrix

	Hachez	Milka	Lindt	Ritter Sport
Expression	Passion for the outstanding	The most tender temptation	Master chocolatier	Quadratisch, praktisch, gut
Guru	Quality	Alp-chocolate and Milka cow	Image, Brand	Shape
Media	None	TV-Spots, Sponsoring of Sport Events	TV-Spots, Brand-Ambassador Roger Federer	TV-Spots
Products	Classic shapes of chocolate	Milk-Chocolate bars	Lindor Productline	Square chocolate bar in big variety
Trends	High level of cocoa chocolates	Chocolate bars filled with brand-products (e.g. Oreo, Tuc)	Innovative new types of ingredient-mixture	Season-dependending change of product-variety
Points of Sale	Confectionaries, Brand-Store, Online-Store	Supermarkets	Confectionaries, Supermarkets, Brand-Store, Online-Store	Supermarkets



Images of chocolate companies Hachez, Milka, Lindt and Ritter Sport

Figure 4: Strategic Map 1

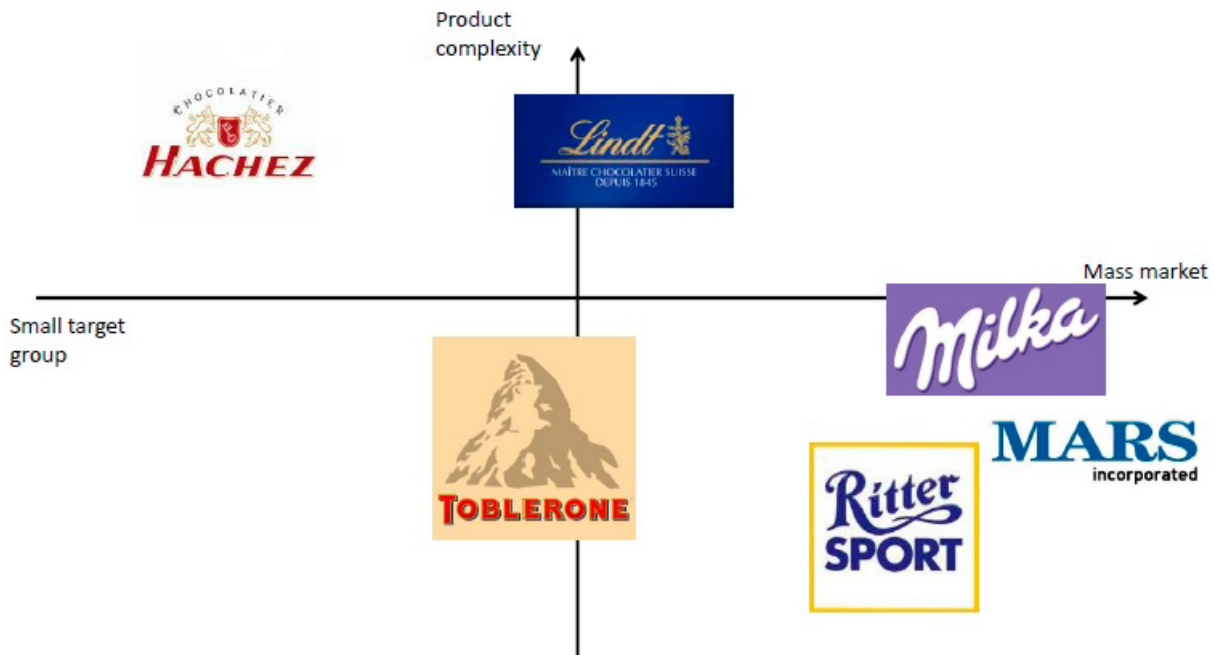
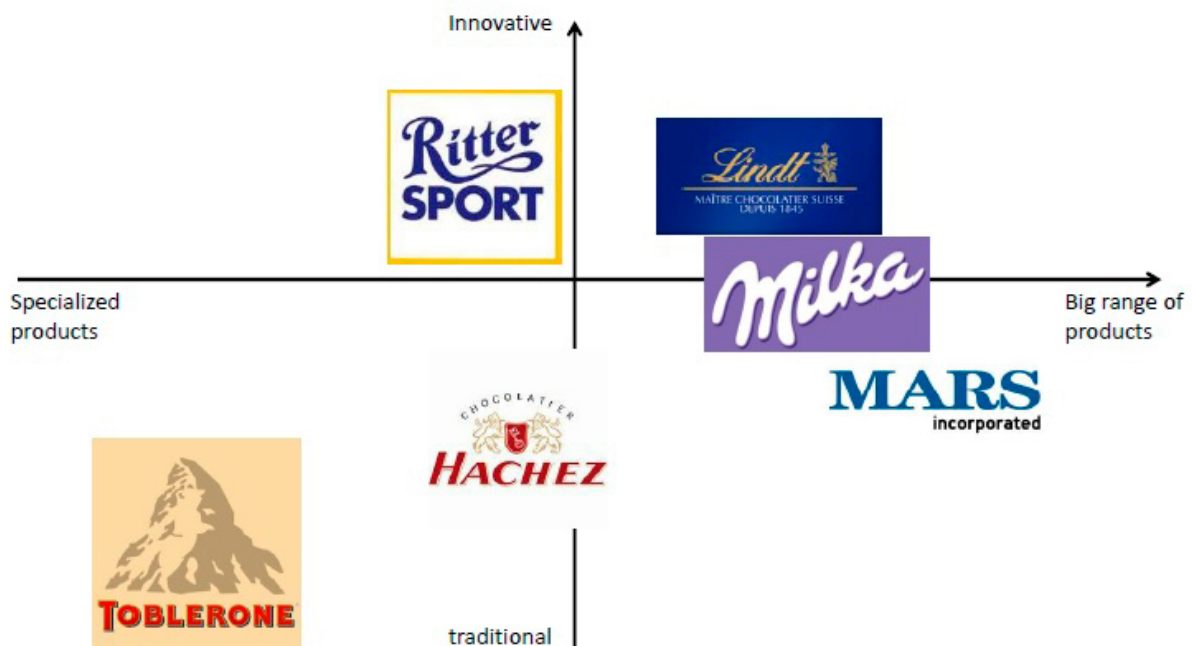


Figure 5: Strategic Map 2





## Business Model Proposal

The intention of this report is to identify opportunities to create new businesses or products. In this chapter the information that was presented prior should be analysed in a way that niches in the market can be found. Therefore, the strategic maps will be analysed more extensively.

The strategic map given in 4 provides two opposing market gaps. One can be seen in the upper right corner, meaning very complex products for the mass market. This strategy provokes a clear problem: The mass market for chocolates is dominated by relatively cheap products because the majority of the customers is not willing to pay high prices for chocolates. Producing very complex products causes higher production cost though. Therefore products can not compete with the prices offered by standard mass market products.

The lower left corner presents another market gap. It consists of simple products for a small target group of clients. Thus it can be proposed to introduce products that can easily be produced. This can be achieved by producing chocolate in standard shapes of with a low number of ingredients. Focusing on a small but very specific group of customer can be achieved by using extraordinary ingredients.

In the map in 5 two other market gaps can be identified. The lower right corner presents a gap of products of classic type in a big product range. This is more or less a contradiction in itself, to create a big range of products it is necessary to produce many different types and not just classical ones. In the left upper corner a market gap of innovative products that are very specialized is evident. This can be easily related to the proposal of simple products for a small target group.

To combine the two proposed strategies one could produce chocolate using ingredients that were formerly not widely used in chocolate, thus creating an innovative product. The use of uncommon ingredients at the same time creates a focus on smaller target groups with a the will to try new tastes. This could be integrated in chocolate bars of standard size, e.g. 100 g, thus creating an easily produced chocolate. The next step would be to produce it in a way, that it is a specialized product for its particular customer group. To attract a higher number of customers, in

this case different customer groups, the approach of mass-customization could be used. In that manner, there would be a shop, online or in cities where you could create chocolates choosing your preferred taste. A wide variety of very unusual and exclusive ingredients could be offered.

Elaborating this business concept one can see, that similar strategies have yet been applied by some online shops, that offer configurable chocolate. These shops have not been considered in the prior analysis because they not represent a main competitor in the chocolate market. To distinguish the new product from those yet existing shops a number of measures would be applied. Firstly, the variety of ingredients should be a lot more exclusive and unusual than offered now. In addition to that, shops in cities should be opened. This could serve for a number of purposes. On the one hand, customers that are not used to using the internet a lot could be approach. Furthermore, the customer would have the possibility to buy a single chocolate bar to try it which is not really applicable in online shops because delivery cost would make up most of the price. On the other hand, providing a shop could create a whole new customer experience. One could build the shops in a way, that the customers can observe the production process of the chocolate. This creates a curiosity for the customer to try the product. Figure 6 displays a business model canvas of the proposed new business. (See Figure 6 on next page)

## Conclusion

### Evaluation of the business proposal

The goal of this report was to identify possibilities to create new products or services by taking advantage of previously detected gaps in the market. In the process, different techniques were applied to analyse a given market, in this case chocolates. This analyse identified different opportunities to create new business. By connecting different opportunities the final product proposal was created.

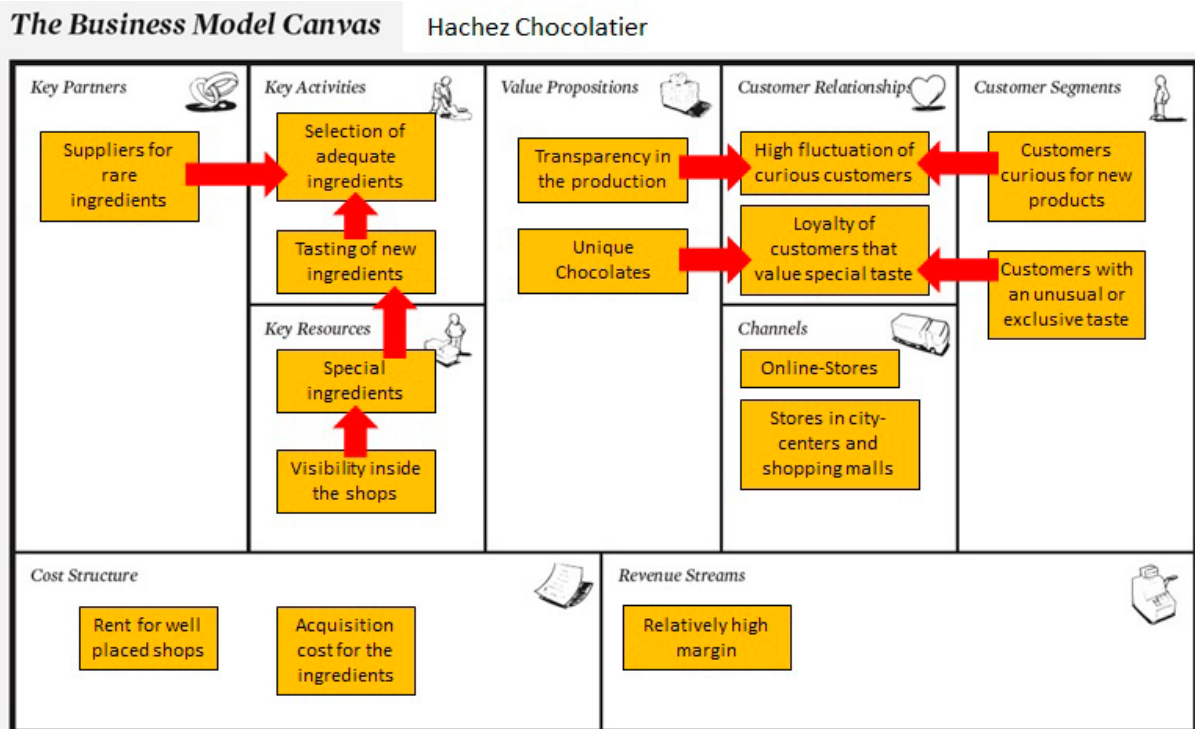
The product is a chocolate that can be modified to the customers preference with a big variety of ingredients of high quality. As an additional value, the brand opens stores for direct sale, that provide customers with a total view of the production process with increases the sensation of a product adapted to the customers wish.





Images of chocolate companies Hachez, Milka, Lindt and Ritter Sport

Figure 6: Business Model Canvas of the new company





This product idea carries some problems. First of all, the product has to distinguish itself from its competitors as there are already companies producing chocolate that can be modified by the customers. Through the use of more exclusive ingredients and the presentation of the product in stores there are enough opportunities to give an edge over the competitors. Thus all in all, the product promises an actual opportunity for success if a large enough customer base can be found demanding very out of the ordinary types of chocolate.

#### **Review on the conducted process**

In the progress of the class of Business design and entrepreneurship all the different methodologies to analyse the market situation that were used in this report were introduced. The way the class was conducted was logical and dedicated to a well-known goal at all times. Useful tools were taught to analyse companies or market segments so that a real business proposal can actually be developed. Thus, the class gives a useful experience for creating new business opportunities.





## Turismo social en Brasil.

Karina Izumi Gushiken

### Introducción

Este artículo irá a retratar todo el proceso que fue seguido para la identificación de una oportunidad de actuación mercadológica, para la creación de una empresa en el mercado brasileño. Como punto de referencia, fue elegida un estudio de caso que fuera una empresa de tendencia innovadora: la empresa AOKA. A pesar de muy reciente, en tres años, AOKA se desarrolló con gran suceso en el mercado, revelando lo potencial que el sector de turismo brasileño he tenido. Con los eventos de la Copa del Mundo y los Juegos Olímpicos que siguen, el turismo en Brasil es identificado como uno de los sectores con más crecimiento e incentivos financieros. Luego, un análisis con otras empresas del mundo fue construido para identificar los puntos fuertes que tenían unas frente a las otras. Los mapas estratégicos (strategic maps, en inglés) también fueran empleados como herramientas para identificar los puntos de actuación de las empresas y así, identificar vacíos de mercado que serían los puntos de actuación más promisoros. Como resultado, fue creada una propuesta de una empresa que gestionaría una plataforma online, centrada en rutas y paseos alternativos, para la cultura local de cada ciudad brasileña, a costos más bajos.

### AOKA – El mundo con otros ojos

El estudio de caso de innovación elegido para la análisis fue la compañía de turismo social llamada AOKA. Es una empresa brasileña creada en 2009, especializada en el diseño de experiencia (experience design en inglés). Su propuesta es crear viajes en las cuales el visitante tendrá una experiencia verdadera de la cultura local del ambiente que está visitando. El foco son comunidades pequeñas, sitios de naturaleza y pueblos, puntos distintos de la realidad de las gran ciudades. Aunque AOKA proponga estas visitas, un concepto muy importante es que la experiencia del usuario sea aplicada también a las personas que coordinan los viajes. La propuesta es que el equipo de AOKA esté trabajando conjuntamente con las comunidades locales. Así, ya no se trata solamente de un paseo, es la construcción de una práctica única. Además, el concepto del turismo social es crear un impacto positivo sobre la comunidad. Luego, todo es planeado de modo a no intervenir en el medio ambiente o en la sociedad local de modo malo y, como un medio de tornarlo autosuficiente, la participación de la comunidad genera beneficios para sí mismos.

Este tipo de estrategia ha generado mucha repercusión a AOKA como una de las primeras empresas especializadas en turismo social. La preocupación con el impacto social y ambiental son principios básicos que las personas también han buscado y, en un mercado en ascensión, esta filosofía se torna un punto de destaque para los padrones de turismo brasileño.

### Turismo en Brasil

Con los futuros eventos que van a ocurrir en Brasil en los próximos años, como la Copa del Mundo en 2014 y los Juegos Olímpicos en 2016, el sector de turismo del país está en constante crecimiento. El desarrollo de la empresa AOKA en el sector turístico es uno de muchos casos que están recibiendo atención e inversiones.

El gobierno ha hecho proyecciones de recibir más de 500 000 turistas en un mes, durante los años de los eventos. Luego, para que el país pueda atender a esta demanda que llegará de todo el mundo, él está invirtiendo en mejoras en hospedajes, transportes y rutas de viaje.

### Análisis de mercado

Centrándose en empresas de turismo especializadas en diseño de experiencias, fue hecho una análisis general entre diversas compañías del mundo, buscando entender las características que las tornan tan distintas unas de las otras y cuáles son sus puntos similares (tabla adjunta al final del artículo).

En general, la divulgación de este tipo de empresa tiene fuerza por los medios digitales, que permiten búsquedas rápidas sobre los viajes y sus evaluaciones, además que la compra online también es más sencilla y puede ser hecha en cualquier parte del mundo. El punto fuerte y que las distingue entre si es su filosofía, que está fuertemente identificada en sus productos. La experiencia del usuario es fundamental, pero cada cual tiene su propia idea de cómo construir una experiencia única. Ninguno de los productos es un simple paseo turístico; existe un planeamiento que esté de acuerdo con la idea principal de cada experiencia. Por ejemplo, la empresa Backroads tiene como principal fundamento que el viajante siga su ruta con sus propias fuerzas. Luego, permite que lo mismo siga viajando con el medio de transporte que más le convenga: bicicletas, camello, haciendo hafting, entre otros.



### Mapas estratégicos (Strategic maps)

Después del análisis sobre las características de las empresas y la identificación de sus puntos de éxito, fue trazado un nuevo tipo de análisis para identificar oportunidades de actuación de una nueva empresa en este mercado. Se construyeron 3 mapas estratégicos (strategic maps en inglés) para la comparación de los casos estudiados con algunos más, sobre nuevos aspectos de comparación (los ejes). (Ver tablas en la siguiente página.)

Los mapas muestran que, para que una persona pueda tener una experiencia única, el costo en general es alto pues, el diseño de experiencia requiere una valoración mucho mayor que un viaje común (mapa 3). Pero la variedad de sitios visitables no es un aspecto que diferencie la calidad de una empresa a otra; es solamente la propuesta que cada cual dispone en el mercado: una actuación más enfocada en una región o el ofrecimiento de posibilidades de visita diversas (mapa 3).

Un aspecto relevante es que el medio de transporte utilizado para moverse durante un viaje se ha mostrado un factor que contribuye para que la experiencia sea más diferenciada (mapa 2).

Luego, sobre el perfil de personas que optan por este tipo de entretenimiento, en general, son grupos de jóvenes que tienen dinero para gastar en este tipo de actividad. De acuerdo con una búsqueda hecha por el Ministerio del Turismo brasileño durante la Copa de 2010 en África, este mismo perfil es identificado entre la mayoría del público que fue a los juegos de fútbol: entre 25 y 34 años que ganan entre 9 y 15 mil reales (valor suficiente para ahorrar viajes por cuenta propia).

### Propuesta

Los eventos deportivos serán grandes oportunidades para que una empresa de turismo pueda desarrollarse. Además, las búsquedas hechas en 2010 también apuntan que el público, en general, desconoce Brasil y tienen una tendencia de quedarse más días en los sitios de eventos para seguir rutas de turismo. Pero, como las atracciones están en ciudades distintas y, muchas veces, lejos unas de las otras, habrá un gran problema de locomoción.

Frente a estos datos, se propone crear una empresa que gestionará una plataforma web, que pueda proveer informaciones de los sitios del país y sus rutas de viajes locales. Este sitio web informaría turistas que tienen un perfil más aventurero sobre opciones de transporte y viajes que se pueden hacer partiendo de las capitales (ciudades adonde van a ocurrir los eventos) pero fuera de los ejes más comunes de turismo.

'La experiencia del usuario es fundamental, pero cada cual tiene su propia idea de cómo construir una experiencia única.'

La empresa buscaría crear alianzas con aquellas que promueven paseos de contacto con la cultura o naturaleza brasileña. Sería una manera de expandir las rutas de turismo por fuera de los centros urbanos. Para cada ciudad, estarían descritos viajes alternativos y datos de contacto, más informaciones básicas de cada una y consejos. El contenido estaría organizado, y disponible en varias lenguas y listo para hacer reservas de las atracciones. La idea es promover viajes distintos, con posibilidades más económicos y con una experiencia más real. Hay muchas rutas de viaje que, por falta de divulgación, son desconocidas por turistas. La empresa buscaría contactarlas y ofrecerles una divulgación en su propia plataforma. Por ejemplo, para la ciudad de Manaus (estado de Amazonas), serían descritos los paseos de barco y rutas en vías que llevan a sitios exóticos y contactos de guías de turismo locales, con descripción técnica.

Será necesaria una gran red de contactos para que pueda proveer informaciones de todas las ciudades y, sin embargo, una estrategia de divulgación muy fuerte. Pero, visto que no hay sitios web muy bien organizados y que ofrezcan un servicio como este, hay posibilidad de éxito.

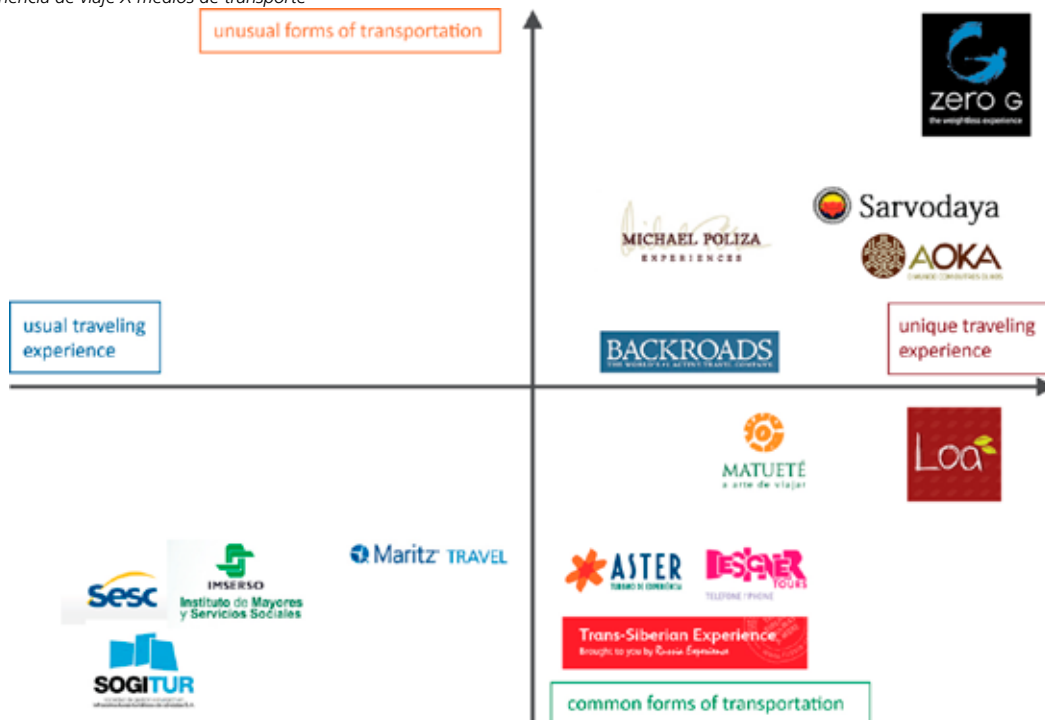


**MATUETÉ**  
a arte de viajar



Empresas de turismo social en Brasil

Mapa 1: Experiencia de viaje X medios de transporte



Mapa 2: Edad X precio





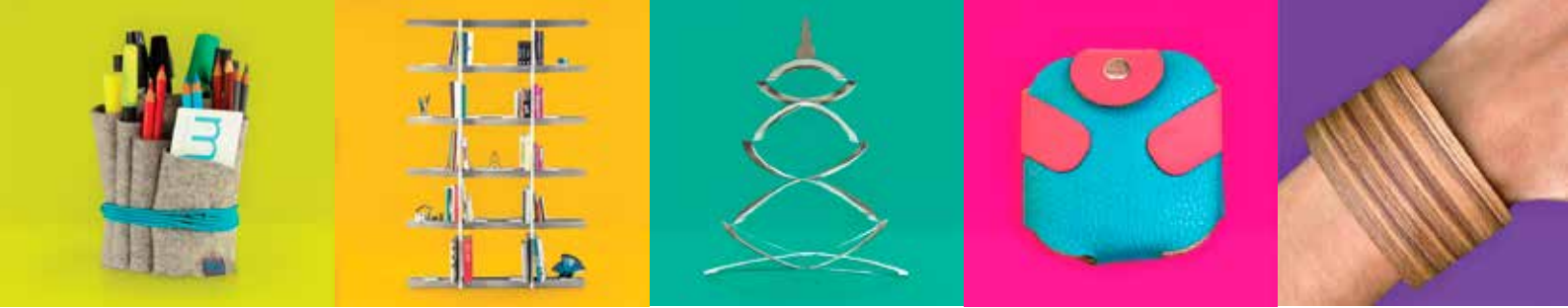
Empresas de turismo social en Brasil

Mapa 3: Cantidad de sitios X dentro o fuera del país



Field: Turism focus in Design of experience

	BRAZIL	UK	SPAIN	EEUU	SRI LANKA
EXPRESION / PHILOSOPHY	Tourism with positive social and ecologic impact.	An usual rail/route trip with unique experience.	Again actively (providing trips to elderly people).	Active travel - traveling according your straight and body conditions.	Tourism based on community traditions.
TREND GENERATORS					
MEDIA	Internet (own website; articles on travelling websites).	Internet (own website; articles on travelling websites).	Internet (own website) community city centers.	Internet (own website; articles on travelling websites).	Internet (own website; articles on travelling websites).
PRODUCTS	Tour or journeys with local true experience, causing positive and social impact to community and environment.	Rail trip involving contact to local culture along the cities route.	Trips for elderly people to, mainly, inside of Spain's own cities.	No-conventional means of transportation (biking, kayaking, rafting, etc) to reach places' natural beauty.	Living according to Sri Lanka's community rules and traditions.
METHODS	Videos showing people's experience (tourists and workers from aoka) alliances to partners with same points of view.	Photos and videos from the cities visited in the route reviews from clients.	Elderly people are the only public accepted the government of Spain is the responsible for the program, so, it is a way to show their concern with health aging.	"Radical"/ unusual means of transportation are the main way to travel, requiring places where is possible, for example, hide a elephant or rafting.	The conditions to have the experience presume a commitment with local traditions.
CHANEL	Internet (own website; articles on travelling websites).	Internet (own website; articles on travelling websites).	Internet (own website) community city centers.	Internet (own website; articles on travelling websites).	Internet (own website; articles on travelling websites).



Mexican design products.

## The development of a brand for Mexican-designed products.

Alfonso Díaz Villaseñor

### National Context

The development of a Mexican design as an industry has taken a long time to get recognition. Even though the degree was first introduced in 1955 and the implementation of a design policy was debated since the 1970s, it was not until 1994 when the Mexican Government established a *National Design Promotion Center*. Its objective: To assist Small and Medium Enterprises to design products for exportation. This was established to take advantage of the new North American Free Trade Agreement. Nevertheless, this action had no relevant results for the Design sector.<sup>1</sup>

This led, in 2008 a group of academics, designers and entrepreneurs to create *DiseñaMexico A.C.* This organization, led by Dr. Julio Frías Peña, professor at the Monterrey Institute of Technology in Mexico City (ITESM) and graduate from the Royal College of Art, met during 2008 and 2009 with members of the Federal parliament to discuss the benefits of a Design Policy for the country's competitiveness. After convincing the Parliament about the importance of design for economic development, it was concluded that the best way to integrate it would be as a horizontal policy<sup>2</sup>, focusing on 6 areas of impact: Economy, Sustainability, Education, Culture & National Identity, Science & Technology, and the Design Industry.

One of the first actions was the inclusion of design into the *Science, Technology & Innovation Policy* on 2009.<sup>3</sup> But after 3 years, benefits have yet to be seen.

This whole situation, together with the fact that there are not many links between design and product brands as well as the manufacturing industries, has led designers to self-publish their work, especially throughout the last decade. Most of the existing design studios have been created after noticing the lack of relevant jobs, finding an easier path on designing, manufacturing and commercializing the products themselves rather than finding companies

willing to bet on industrial designers. My case was exactly this one: after graduating I started a design studio with two of my classmates, *masiosare studio*<sup>4</sup>, hoping to develop our own products while offering design services.

The products created by these studios have had a very slow growth on the market, mostly because of the lack of financing, investments and experience in product placements, but not because of quality. Also confusion has aroused from the national consumers, having a hard time differentiating and understanding what the design studios are actually offering. There is a lack of effective communication in differentiating products and services.

As for promotional events in Mexico, there are a few trade fairs where design is involved, but without a clear participation. Naming a few, Habitat Expo specializes in interior design, focusing more on suppliers; Espacio Sede del Regalo is a gift fair with a small design pavilion; Zona Maco, which centers in contemporary art, features a design pavilion with a high-end value target. Other fairs surround student congresses, like Expo Diseño, but no actual buyers or potential clients attend this fair. There are some local furniture fairs, which center on traditional approaches and manufacturers. Design Week Mexico is celebrated in October, but mainly focuses on international brands, interiors and fashion.

### The game changer

In 2010, an opportunity was created when Ana Elena Mallet, an art and design curator, presented an exhibition of Mexican design in Washington, D.C. The event's success called the attention of the New York City MoMA Store, who showcases every year, an exclusive collection of design products from a specific country in their New York and Tokyo stores.

Mexico was then selected to be the spotlight for the 2012 edition of *Destination: Design*.

<sup>1</sup> FRÍAS PEÑA, Julio. *Designing a National Design Policy for Mexico*. The Design Management Institute, 2010, p. 33-35

<sup>2</sup> Interview – Dr. Julio Frías Peña. *Sharing Experience Europe: Policy Innovation Design*. SEE bulletin Issue 1 August 2009, p. 9

<sup>3</sup> FRÍAS PEÑA, Julio. *Designing a National Design Policy for Mexico*. The Design Management Institute, 2010, p. 33-35

<sup>4</sup> *Masiosare* is the misreading of three words in the Mexican National Anthem, which have been transformed into a proper name by pop culture. *Osar*, one of these words, means to dare; and that is exactly what we do in every project. We are a bold company and we show it by delivering different solutions for each project. The studio was created in 2009, in Mexico City. <http://masiosarestudio.com>



MoMA partnered with ProMéxico, a subdivision to Mexico's Ministry of Economy responsible for strengthening the participation of Mexico in international economies, supporting export activities of enterprises, and promoting trade and investment in innovation and culture<sup>5</sup>. Together with Ana Elena Mallet and the Mexican Design University CENTRO, they carried out the 2 years selection process and promotional activities, reviewing the portfolios and catalogues of over 300 designers<sup>6</sup>. Luckily, as masiosare studio, we were among the 60 designers and studios whose products were selected for the collection.

On April 2012, *Destination: Mexico; New Mexican Design at MoMA Store* was successfully launched as a collection of the best of the country's design. According to Mexican newspaper Reforma, on its first month the project generated sales for more than \$100,000 dollars (around 80,000 €)<sup>7</sup>. After the exclusivity deal with MoMA Store ended, ProMéxico decided to expand the promotion project and showcase a few of the most successful products at the *New York International Gift Fair* in August 2012. For October 2013, the project is taking a step further into Europe, currently undergoing the selection process to continue at Centre Georges Pompidou and Musée d'Orsay gift shops in Paris.

### International Context

While Mexican design slowly emerges, other countries have successfully promoted their designers in international events, such as the *Milan Design Week*, where the most important design proposals from all over the world fill the streets.

Taking Milan as the most successful example, the huge attendance to the annual furniture trade fair *Salone Internazionale del Mobile* serves as a pretext to showcase design exhibitions in different areas of the city. Even though the most recognized brands

take a large part of the attention at Salone, the *Fuori Salone* (outside the fair) exhibitions show countless exhibitions, including some organized by different countries, treating their approaches sort of like a "country brand". I had the opportunity to visit the 2013 edition, and was amazed to see the exhibitions with proposals from unexpected countries like China, Croatia, Thailand, Belgium, Brazil, Denmark... These exhibitions were made possible mainly because of the support of government agencies.

The attendance and media impact on these international Design Weeks give brands a huge display to show their new collections, especially the ones that take place alongside important trade fairs: Salone in Milan, ICFF in New York, Maison Objet in Paris, 100% Design in London, Ambiente in Frankfurt, or Imm in Cologne. The brands that want to have an impact on the sector call in famous designers to design products for their catalogs, in order to boost their media impact and therefore enhance their market performance. As an example, the Italian brand Magis has held a strong position in the design sector for inviting notable figures like Marc Newson, Rowan and Erwan Bouroullec, Naoto Fukasawa, Phillippe Stark, Konstantin Grcic, among many others to design furniture and accessories for their catalogs. They hold one of the largest stands at Salone del Mobile, where they launch new products every year.<sup>8</sup>

Brands that have a successful market performance over the world participate in as much trade fairs and events as possible. The American brand Kikkerland participates in 85 trade fairs a year in different countries all over the world, which has helped them settle with distributors and sales agents in over 50 countries.<sup>9</sup>

### Our proposal. Made Singular

Facing the great opportunity of international design events, Mexican design should be ready to take a step into a global market. With the recent support from

<sup>5</sup> Retrieved on June 2nd, 2013, from [http://www.promexico.gob.mx/en\\_us/promexico/Acerca\\_de\\_ProMexico](http://www.promexico.gob.mx/en_us/promexico/Acerca_de_ProMexico)

<sup>6</sup> MALLET, Ana Elena. *México, Destino del Diseño*. *Life&Style*, May 2012, p. 22

<sup>7</sup> CID DE LEÓN, Oscar. *Destaca en NY diseño mexicano*. *Diario Reforma*, June 2012. p. 2?

<sup>8</sup> Retrieved on June 1st, 2013, from <http://www.magisdesign.com/#!/news/225/>

<sup>9</sup> KLOOS, Robert. *Kikkerland Celebrates its 20th Anniversary during the International Contemporary Furniture Fair – New York City*. *Dutchartevents*. Retrieved on June 1st, 2013, from <http://www.dutchartevents.com/usa/usa-new-york/2012/05/18/kikkerland-20th-anniversary/>





ProMéxico, small enterprises will have better chances of introducing themselves into these events, which will definitely help boost the market performance of Mexican-designed products in a national and international way. But the proper communication skills will be of utmost importance.

Preparing ourselves for this, we have decided to develop a brand that will specialize in publishing simple products with an international target market in mind, establishing the concept of *redefinition* as our main differentiator:

Made Singular is a brand that redefines everyday objects in a singular and innovative way for the urban and cosmopolitan lifestyle. Our products are simple, bold and playful, focused on a young and independent crowd who wants to disengage from everyday routine.

We will collaborate with talented studios and independent designers to promote new ways of redefining objects that may redefine your way of life.

The brand's communication will strongly highlight the *Designed in Mexico* statement, though we would keep open to the possibility of working with international designers.

'It is vital that businesses fully comprehend the benefits of design. (...) Despite design being a young profession in Mexico, it is ready to make a difference in the country's development.'

The name and brand communication was established in English to facilitate comprehension from a wider market. We teamed up with branding experts to develop the corporate image and graphic materials, with a strong focus on color to differentiate the brand.

The published products will aim to add value through several channels, such as flat packaging, which, in our experience, has proven to be attractive for both distributors and consumers because of transportation costs. Products will be very easy to assemble, without the need of any tools. We will keep our manufacturing processes as simple as possible, aiming for an efficient use of resources, reducing production lead times and minimum quantities.

The brand will be launched in June 2013 through an online store with worldwide distribution, using social media, press kits and digital catalogs as diffusion channels. A plan for international participation in trade fairs and events is being developed with short and medium term actions, integrating a network of alliances to establish a strong value chain.

We believe it is time for Mexican design to stand out on international markets, not only for external recognition, but to increase a national design demand. As Dr. Julio Frías mentions:

*It is vital that businesses fully comprehend the benefits of design. (...) Despite design being a young profession in Mexico, it is ready to make a difference in the country's development.*<sup>10</sup>

<sup>10</sup> Interview – Dr. Julio Frías Peña. *Sharing Experience Europe: Policy Innovation Design. SEE bulletin Issue 1 August 2009, p. 9*



## The U.S. market: a potential destination for Spanish children's furniture.

Juan Losada Rodríguez

### Short history of Baby Cribs

Prehistoric humans used to place their young children in hollowed trees that eventually turned into rocking cradles, similar to modern designs. Once the child outgrew that (around 3 months), he was placed on a trundle bed (small mattress) that could easily be stored under where the parents slept. By the 1800's cribs came into existence and were primarily used in North America, Europe, and Australia where families could afford homes with multi-rooms. Cribs were designed to keep the child up off the cold ground and away from drafts in these early, poorly insulated houses. The modern crib has evolved to the modern, more safe and better suited option for children.

### Overview

The U.S. furniture industry has been greatly affected by the global financial crisis, and, domestically, by the fall of housing market. However, it continues to be one of the largest producers of furniture in the world, and the largest importer.

When considering entering the U.S. something to consider is the established and highly competitive market. In recent years, the dollar devaluation has facilitated importing larger number of goods especially from China. The local furniture industry is mainly concentrated in three locations: the Midwest (Michigan, Indiana, Ohio, Wisconsin, Illinois), South (North Carolina, Mississippi, Virginia) and Southwest (California, New Mexico, Texas).

In recent years the American furniture industry has undergone a process of offshoring manufacturing, particularly to Asian countries. This has led to the closure of many businesses and a significant drop in local production. The greatest reduction in production corresponds to wooden furniture along with metal fabrication to a lesser degree.

The main destination for U.S. exports is Canada, followed by Mexico, the UK and Japan. The highest demand of American furniture products are the sectors of upholstered wooden furniture, wooden beds and recliners. American furniture is not competitive in price in the international markets and the design adapted to the American taste does not sell well abroad.

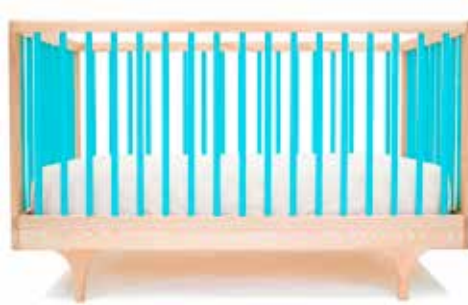
As for imports, China accounts for more than half (58%), with 10 million in 2009, followed by Canada, which has seen a significant drop in their imports to the U.S. The weak dollar has led to the entry of Latin American countries, especially Mexico, which can compete in design, quality and higher price, compared to Asian countries, who are more focused on the middle and lower segments. As for the European countries, the furniture industry accounts for approximately half of the world production. The production value of the industry in Europe is approximately 82 billion euros. Among European countries, Germany is leading, producing approximately 27% of the total European production, followed by Italy (21.6%), France (13.5%) and the UK (10.4%). Regarding imports to the U.S., Italy is in first place with a 2.53% share, in second position, the UK (1.22%), followed by Germany (1.21%). These three countries are among the top 10 exporters to the United States. However, according to the "Instituto Valenciano de la Exportacion," in recent years European exports have suffered a considerable decline, primarily because they compete on design, not on price as Asian countries (i.e., low-cost).

The most important Spanish furnishing sector in the U.S. is sofas (21%), followed by beds and mattresses (14%), dining (12%), and sleeping (11%). By geographical location, Spanish imports are located in the metropolitan area of New York (which includes New Jersey and Pennsylvania), followed by Los Angeles.

The largest retailers in 2012 by sector were: Bedding specialty stores (Sleepy's, Mattress Firm, Sleep Number) Department stores (Macy's, Inc.) Discount department stores (Wal-Mart, Target, Big Lots) Lifestyle furniture stores (Ikea, Williams-Sonoma, Restoration Hardware. Manufacturer-branded stores (Ashley Furniture HomeStores, La-Z-Boy Furniture Galleries, Ethan Allen)

Office supply stores (Staples, Office Depot) Rental stores (Aaron's, Rent-ACenter) Traditional furniture stores (Rooms To Go, Berkshire Hathaway furniture division, Raymour & Flanigan, American Signature, Bob's Discount Furniture, Haverly's).

'The U.S. furniture industry has been greatly affected by the global financial crisis, and, domestically, by the fall of housing market.'



Baby cribs

## Business idea

On the premise that baby cribs are among the few things Americans will pay a premium for quality as well as safety and design, a well made competitively priced Spanish option could offer an alternative to consumers in the U.S. market. Safety recalls have been very common in the industry in recent years on a large number of baby crib imports, especially on those products coming from Asian countries where quality assurance is not always well implemented. This is becoming a key factor for potential buyers (i.e parents, grandparents) at the time of making the purchasing decision.

Some furniture manufacturing and other related industries have offset higher U.S. costs with automation while trying to maintain a presence in the U.S. However, the cost of a crib made in the U.S. is still considerably high in comparison with similarly imported options. Looking at the high-end baby crib market, as previously mentioned, European products lead the sector. On the top of the list of imported children's furniture, Spain is not a part of it, representing a big opportunity to enter this sector. The most popular modern baby cribs in the U.S. are Babyletto, Nurseryworks and Oeuf. Regarding trade barriers, the entry of furniture into the United States from Spain, is not subject to taxes, except for some items in the mattress industry. Furthermore, no quantity limitations exist.

According to a study in the US magazine, Furniture Today, the furniture replacement cycle is usually quite long. Keeping this in mind, Spanish products with superior quality and competitive pricing can be enticing to potential US buyers, with quality as a top priority.

## Modern Spanish style, an affordable option in the u.s. market

Finding the perfect modern baby crib does not have to cost more than traditional alternatives. The popularity of contemporary European design is well received by parents in the U.S. who like simplistic, clean, and stylish designs. However, modern European cribs found in the market are normally priced at a much higher price. Why not offer a choice in the modern segment children's furniture that will comply to not only the

contemporary design, safety and quality but also at a much more affordable price? These attributes are what should be considered when looking at designing a modern baby crib.

Modern baby cribs normally do not include the high back panel, curved or sleigh look; but rather, a minimalist perspective that has designs that are out of the box and unique. In the modern world, less means more. Innovative designs for the crib legs vary from a solid block platform or elongated side panels, to crib legs that are circular, curved or protrude outwards. Crib slats are also subject to variations in new designs, including thin, round or wide slats, nevertheless, still follow the required standard of being no more than 2 3/8" apart.

Contemporary baby cribs typically consist of light, durable materials that are often ecofriendly, and comply with the highest safety standards set forth by the CPSC. Most modern baby cribs are available in neutral colors such as white, grey and sometimes black. The calming colors allow you and the baby to enjoy its subtleness and accentuate your baby bedding and designs.

## Conclusions

Trendy parents normally look at these designs for having some of these contemporary attributes. Modern, often multifunctional cribs could also mean ample storage space beneath the crib, portability for travel, and the ability to convert into a bigger bed as the child grows. A trendy baby crib that converts into a toddler or full-size bed would be an investment, where if well maintained, could last for many years.

Taking all of these factors into account presents a potentially profitable business opportunity for the Spanish children's furniture market to expand into the US market that has not been fully explored at this present time. By looking at alternatives, due to the economic crisis, exports to the US can bring a much needed revival to the Spanish furniture industry. The quality and skills among Spanish furniture designers and manufacturers are there, it is just a matter of finding the right tools where innovation can be the key to becoming successful in a new enterprise.



# Area Play

Revista de investigación  
en diseño para el ocio.

[www.AreaPlay.upv.es](http://www.AreaPlay.upv.es)

ISSN: 1888-427X

D.L. V-528-2008



IGD. Grupo de  
Investigación y  
Gestión del Diseño

Universidad Politécnica de Valencia

Camino de vera, s/n.

46022 VALENCIA, ESPAÑA

Tel: 0034 963 877 464

Patrocinada por:



Escuela Técnica Superior de Ingeniería del Diseño

Recomendada y difundida por:



Asociación Española de  
Fabricantes de Juguetes



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