



DISEÑA PROJECT. VOL II

CADI. Centro Aragonés de Diseño Industrial

DISEÑA

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CADI
Centro Aragonés de
Diseño Industrial
(Aragonese Center of
Industrial Design)



Collection

DISEÑO Project

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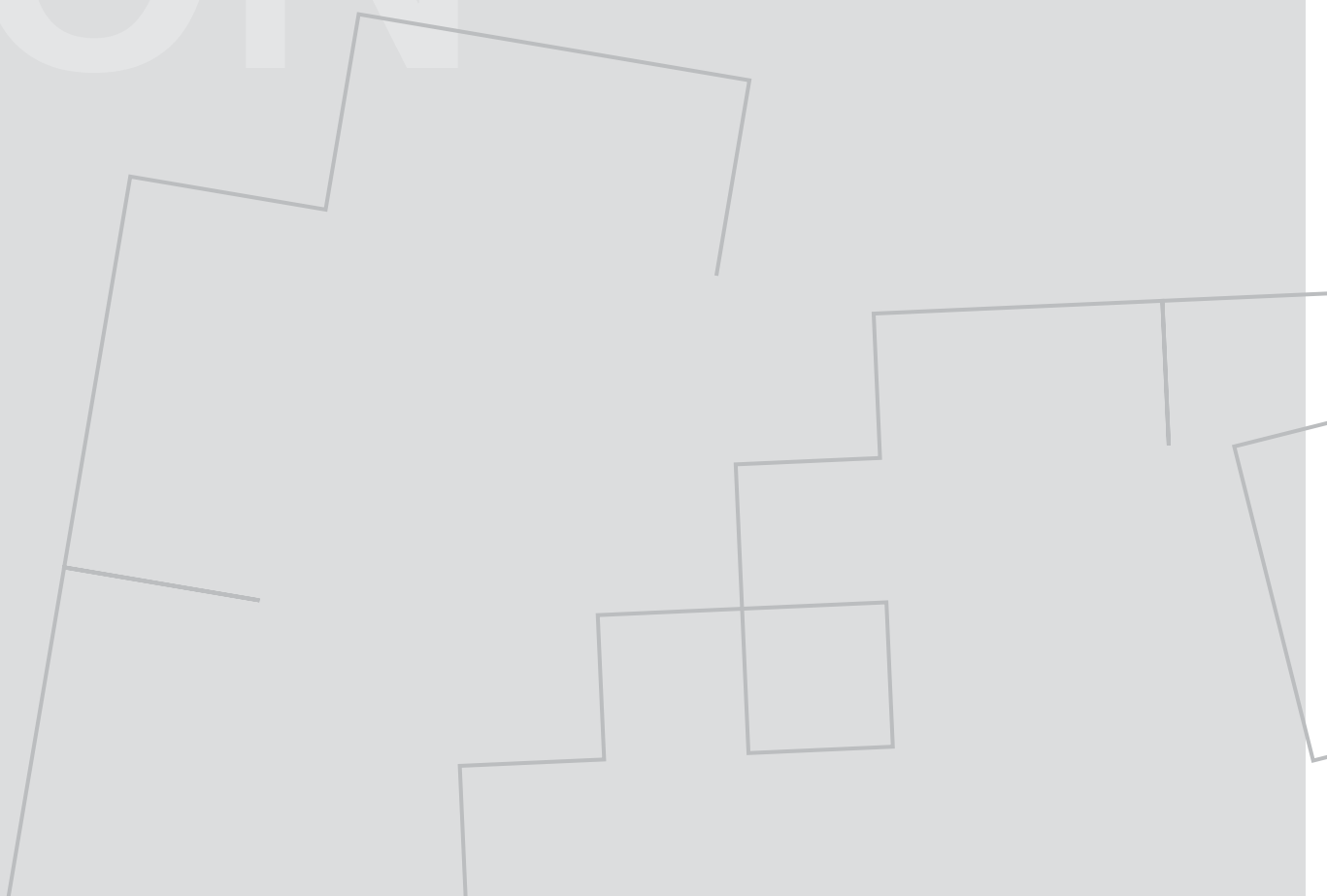


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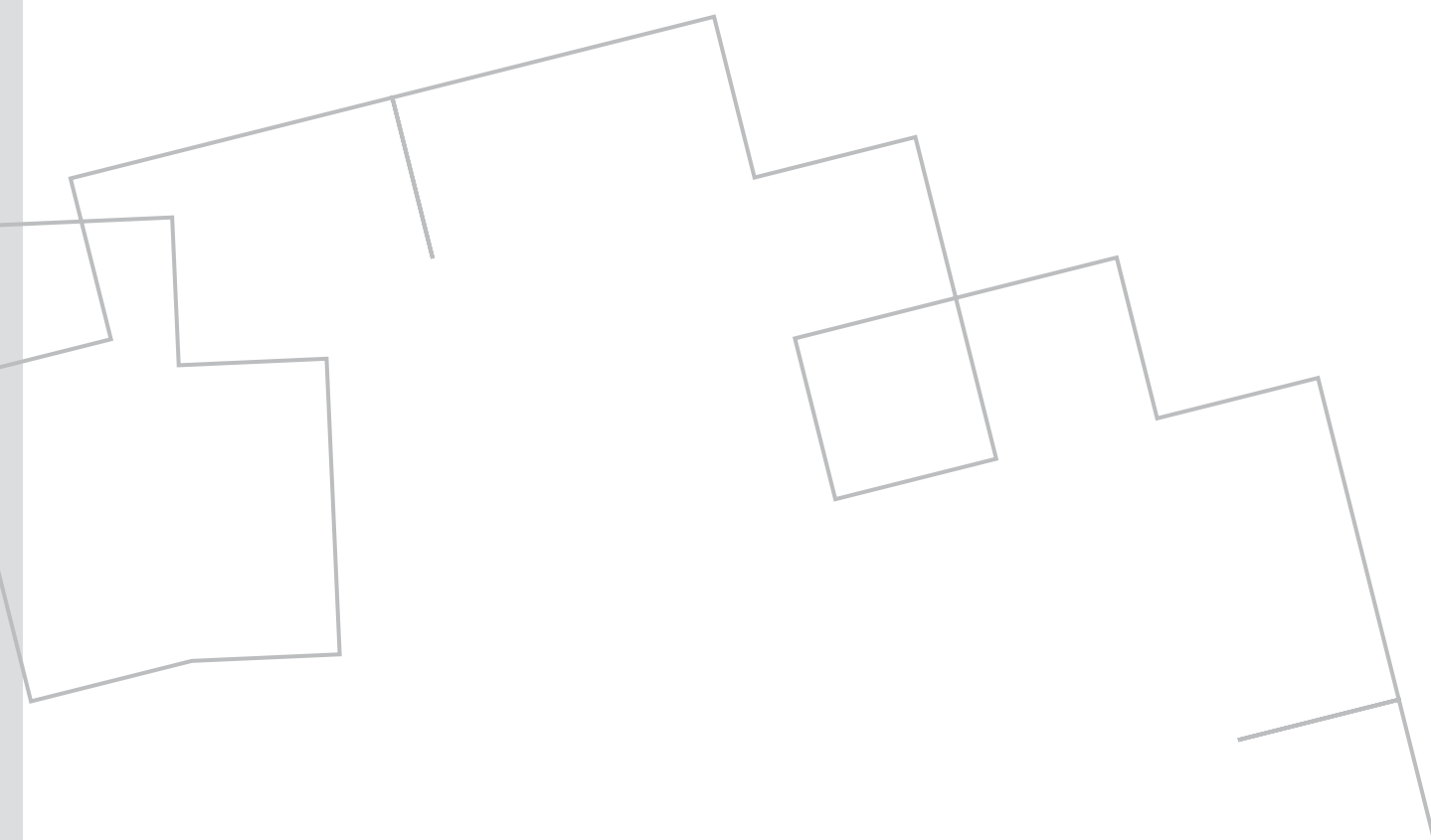
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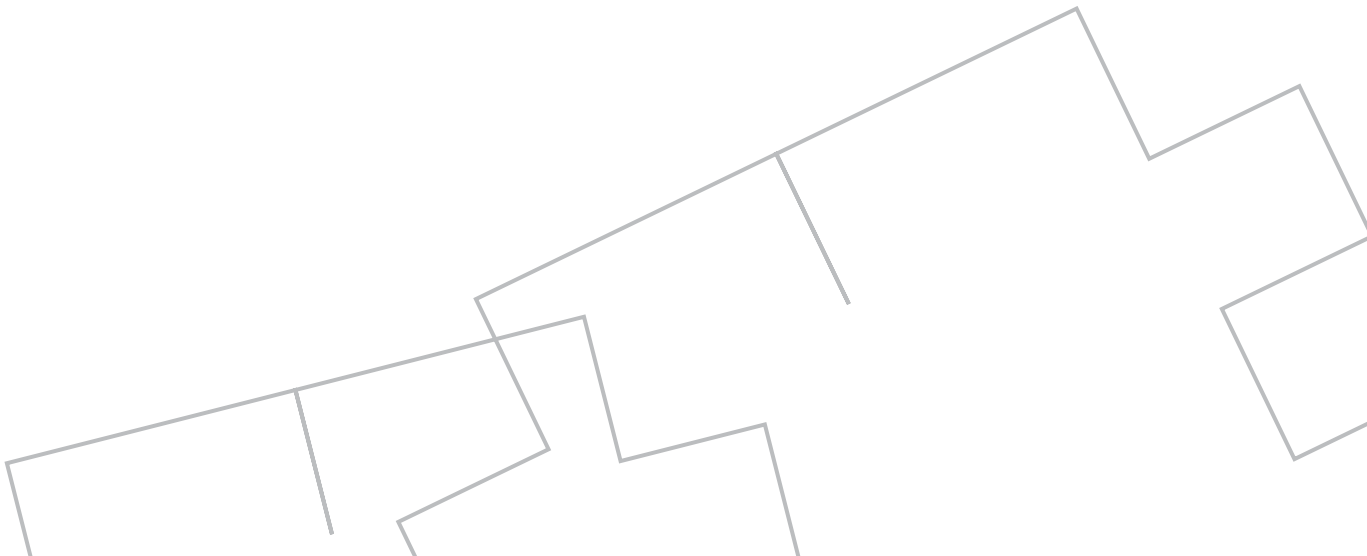
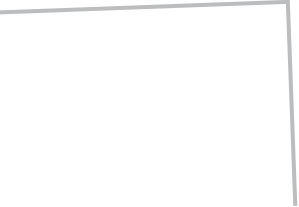


INTRO- DUC- TION



Introduction







It has been almost three years since we launched the first volume of this Catálogo Diseña, which reflected the first projects of participating companies.

Then we congratulated ourselves on the good times our Comunidad Autónoma was going through, with significant ongoing projects of strategic nature, and we encouraged companies to operate in an increasingly global and complex market. Undoubtedly one of the best ways to do so was to enhance design management and to participate in projects such as our Diseña.

Today, when we are publishing Volume II, which contains some projects still to materialize along with others developed in the 2004, 2005 and 2006 announcements in both Diseña Producto and Diseña Imagen y Marca, the global economic situation has changed dramatically. For several months we have been facing a crisis, whose end date nobody agrees on, and which even experts did not see coming.

The sharp fall in consumption is affecting the most productive sectors: companies find it difficult to finance their new projects, yet the conditions of competition in the markets have not relaxed.

This is why today just as then we must celebrate the appearance of this publication which reinforces the idea that it is in bad times when companies must prepare to face markets with an advantage, at least to be able to take that step as soon as conditions improve. In this scenario, design, generally speaking, and the methodology proposed by Diseña Project in particular, remain a good way to find new paths to take positions and compete.

Today, we do not do more than read and listen to the need to change our production model to give greater weight to research, development and innovation, but without specifying much further, we should stop and think about design and Diseña Project. Are they not a variable and a tool, respectively, to help make the mentioned innovation more concrete and tangible?

This work contains a sufficiently large number of projects so that it can be understood how useful design management may be in order





to drive companies towards more differentiated, solvent products, and towards strengthened positions in the market.

This second edition features significant changes, like the one which affects the description of the methodology followed, which assumes greater prominence.

Let me encourage you from these lines to read carefully the cases presented, because what the listed companies have done successfully may well be within reach of others in a similar situation.

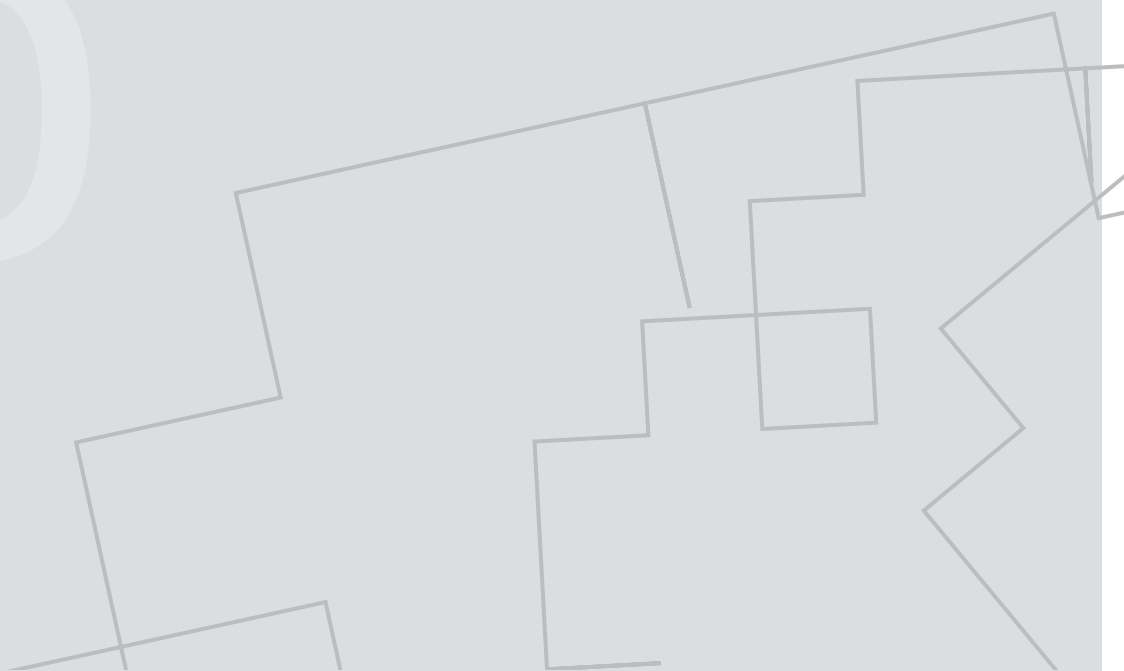
We think so, and therefore the Departamento de Industria, Comercio y Turismo del Gobierno de Aragón is again saying loudly that it continues to back corporate design management and its spread for the benefit of all.



Arturo Aliaga López
Minister of Industry, Commerce and Tourism.
Gobierno de Aragón.



PRO- JECTS DEVELO- PED



Diseña Producto



Modern line closet

COMPANY	Alcomobi, S.L.
CONSULTANT	López y Pellicer Asociados, S.L. Vea Qualitas, S.L.
DESIGN STUDY	Activa Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2005

Alcomobi, S.L. devotes its activity to the design and manufacture of customized furniture in natural cherry, napple, oak and pine wood with finishes and color according to the order, as well as a range in colors of melamine.

The company based in Alcorisa (Teruel) has eighteen employees and a turnover of less than three million euros (2004).

Diseña Project for Alcomobi

"Diseña Project has revealed how the activity of industrial design goes beyond aesthetic solutions. The design methodology has shown us tools, such as usage analysis, enabling new solutions that add value and character to the product. Thus, we can face new projects by adding to the exploration of alternative materials and finishes other functional solutions that provide further performance and a more innovative character. But above all we have learned to deal with industrial design from a broader perspective."



Methodology

Company Analysis Organization and processes

Design organization in Alcomobi is analysed, this is mainly in two areas: the determination to use new types of wood and choosing processes for new products; and the design of the interior of the closet, responding to customer needs. The activity of industrial design in Alcomobi is realized, in-house, to respond to specific requests.

By applying the appropriate check list it is detected that the company is sensitive to the design and its necessity, but has not allocated neither the resources nor the organization needed. The design functions are dealt with in the department of the same name, which creates product solutions. But far from following the steps of a design process, they directly develop the construction plans.

The consultant advised to implement a design process that involves the other departments promoting the generation of more competitive and appropriate product concepts for the company. The diagnosis of awareness and commitment to marketing reveals that Alcomobi has no organization in this area, it is not planned and is in an early stage. Therefore, we recommend the

introduction of a minimum marketing organization to develop and consolidate this process in the company.

Positioning – product portfolio

After analyzing the market in which the company operates, it is detected that it is experiencing an evolution with the arrival of low-cost furniture manufacturers, the segment in which Alcomobi is positioned without sacrificing a higher quality than its competitors.

Another factor (strength) observed in differentiating Alcomobi, thanks to its production flexibility is the speed of response to the specific needs of each client to create specific products with a set price, versatility, good image and innovation.

Alcomobi's product portfolio is divided into two lines: customized closets and kitchen cupboards. Following an economic study of these lines it is observed that the closets do not generate a large margin, costs should be reduced or the price of the product should be increased. Although the customized product

life cycle is showing a small decline, it is observed that the market is in growth phase when addressing new segments, uses and technological adaptation.

With regard to the assessment of attributes for the kitchen line, the market values the fact that the key lies in service rather than in aesthetics. Thus, the offer of kitchens tailored to customer demands and their subsequent assembly, delivery and maintenance is valued.

It is advisable to create a specific brand for kitchens taking advantage of the chain of shops.

The consultant also recommends Alcomobi to diversify its positioning, maintaining a value for a midrange, and meeting other high-average range, increasing the quality, performance and price.

In response to market opportunities identified it is determined that the most suitable project to be developed is launching a new product for the customized closet line that enables to locate it in a higher price range.

In order to meet these new market segments, it will be essential to provide the product with differential or innovative features, even considering the inclusion of technological components.

Specifications

The project to carry out consists of redesigning a closet of the customized product line with a modern aesthetic and also incorporating solutions to the interior space distribution, a greater range of handles and accessories, new materials and types of finishes and a recognizable aesthetic that creates a style for Alcomobi.

Market research

From the surveys carried out the attributes that have been most valued by the public interviewed are: the optimization of available space, inside and outside image, and the availability of a really tailor-made solution. While at the time of deciding the purchase of a closet or another the decisive factor is good value for money, which highlights the fact that most of the interviewed people would be willing to pay a little more to buy better quality.

Regarding the perception of its products, Alcomobi should improve its finishes, update its components and increase product customization.



Concepts for the inside of the closet.

Proposals are made for various accessories, such as those making it easier to reach the upper parts of the closet, knobs, folding hangers...



Proposals for knobs.



Solutions for opening and closing doors.

Definition of the final concept

Several prototypes are made by testing different thicknesses, materials, proportions and accessories. The tests include the knobs and the door opening system as well as the integration of a TV in one of the doors of one of the models.

Graphic work is also proposed for the doors in the finish selected.

Design process

Analysis and concept generation

Both usage and comparative analyses with products in the market have been made, picking up useful information for generating new solutions and in turn allowing to perceive the aesthetics of the current closet. Similarly we analyze the components and accessories and distributions inside the closet.

Several concepts are generated that comprise various materials for doors such as plexiglass doors in various colors, formica, wood with metal profiles and graphic prints on each door.

Evolution of alternatives

Designers evolve the most valued aesthetic of the concept generation phase using combinations of wood, glass and metal finishes. Proposals are also made to include picture frames, a television or a clock in the doors.





Different systems are proposed for opening the doors. These include a combination of swinging and sliding doors that enable accessibility and visibility throughout the interior of the closet.



Prototypes.

Tools

Comparative analyses are carried out between products in the market as well as usage analysis collecting useful information to generate new solutions.

MARKET				
ASSESSMENT OF BRAND				
Innovative image	4	3	3	3
Brand image	4	3	3	3
New materials	3	3	3	3
Product range	3	3	3	3
Availability of accessories	3	3	3	3
Technical innovations	3	3	3	4
Robust image	3	3	3	3
Finishes	3	3	3	3
MEDIA:	3.25	3	3	3.12
ASSESSMENT OF MODEL				
1. Design				
1.1. Outside	4	3	3	3
1.2. Inside	3	3	3	3
2. Interior finishes	3	3	3	3
3. Sliding doors	3	3	3	3
4. Choice of knobs	3	3	3	3
5. Interior distribution				
5.1. Organized and suitable	3	3	3	3
5.2. Made by user	3	3	3	3
5.3. Reach upper part	1	1	1	1
5.4. Includes shoe cabinet	2	2	2	2
6. Technological innovations	2	2	2	4
7. Use of new materials	3	3	3	3
MEDIA:	2.72	2.63	2.63	2.81
USAGE ANALYSIS				
Needs or requirements detected	Possible solutions			
SPACIOUSNESS	<ul style="list-style-type: none"> - The feeling of spaciousness is achieved by using light and cold colors. - Well-organized area, combined with functional accessories gives feeling of grandeur. 			
COMPARTMENT REQUIREMENTS / ORGANIZATION TO USER'S TASTE	<ul style="list-style-type: none"> - Existence of shelves of various sizes that can be placed in various positions for the space distribution of the closet according to the preferences and needs of the user. - Modular elements that can be placed in different places and at different heights - Include a space for the computer or television. 			
FUNCTIONAL ACCESSORIES	<ul style="list-style-type: none"> - Include a number of optional elements that facilitate the organization of different garments (tie rack, removable modules for shirts or pants, divided drawers for lingerie, jewelry, metallic grid, hangers for handbags ...) 			
EASE OF USE	<ul style="list-style-type: none"> - Incorporate a ladder to access the upper parts. - Modules with wheels. - Interior light. - Automatic opening or alarm. 			
EXTERIOR DESIGN	<ul style="list-style-type: none"> - Use of new materials. - Combining two or more materials in the doors. - Influence of cutting-edge, zen or minimalist styles. - Sliding doors. - Innovative and ergonomic knobs add quality to the closet. 			
INTERIOR FINISH	<ul style="list-style-type: none"> - Covering all elements, even the non-visible. - Corner patches on the edges of the drawers. - Improve corner finish. 			
CLEANING AND MAINTENANCE	<ul style="list-style-type: none"> - Items easily removable for easy cleaning. - Commercial accessories that enable easy replacement in case of deterioration of any of them. 			



Line of indoor mailboxes

COMPANY	BTV, S.A.
CONSULTANT	Calidad y Dirección Norte, S.L. Aragonesa de Consultoría Estudios y Sociología Aplicada, S.L.
DESIGN STUDY	Estudio Novo Diseño, S.L.
YEAR PROJECT	2005

BTV, S.A. manufactures and sells mailboxes and safes, in which it is a leader in the domestic market, and other metal and security products such as gun cabinets, vault doors, key cabinets, advert stands, etc..

The company is located in Zaragoza, has plants in Europe and Asia, with a staff of about 100 and a turnover under fifteen million euros (2004).

Diseña Project for BTV

"Diseña Project helped us by analyzing the product portfolio to identify the product line to empower. From the need to improve our brand image in an industry saturated among other things, the mailbox business unit was selected, with the aim of providing some of the products with formal characteristics (trends) that make it possible to increase frequency of consumption. In addition, the design team provided with compositional solutions, from a formal or decorative point of view, studying not only the mailbox as an individual element but as part of a package in the case of community facilities."



Methodology

Company Analysis Organization and processes

During the preliminary exploration by the consultant it is perceived that BTV is sensitive to the need to design, after analyzing the market it feels the need to launch new product lines with a wide range in each, innovating both in technology and in service associated with the product.

BTV has implemented a formalized design process. When studying its organizational structure some deficiency can be found in the relationship between functions and distribution of responsibilities of individuals participating in the design process. It is advised to review the roles and responsibilities assigned and / or necessary to optimize resources.

From the analysis and organizational diagnosis and marketing functions of BTV a conclusion is drawn that the company is not managed from a strategic but a tactical point of view.

They gather market information by attending fairs, attend distribution channels and develop updated product catalogs.

The consultant suggested the company should develop an annual marketing plan for

a better definition of action and a review of their long-term policies. It also recommends introducing new measures relating to point of sale.

After making an assessment on the management of BTV's product portfolio, the consultant notes that they do not apply systematic processes to monitor the portfolio, while decisions on the withdrawal and introduction of products are made according to both internal management and market evolution criteria.

Positioning – product portfolio

BTV competes on price, also has advanced production systems besides a manufacturing plant in China, which allows them to launch quality products with lower cost.

En los últimos años la demanda del sector In recent years the demand of the hotel sector has increased significantly leading the company to fill that market with new products. BTV has responded by creating the brand OMNITEC, a line of products for the hotel division with their own catalog and identity.

Regarding the assessment of the competitiveness of BTV's basic product lines, it is detected that mailboxes serve a mature market while that of safes, because of the demand in the hotel industry, is in vigorous growth. It is observed in the case of mailboxes the importance of increasing the frequency of consumption, since the product's life cycle is very long. Innovation in design and improvements to the aesthetic appearance can be useful provided they do not involve significant investments in dies. Finally, when comparing BTV's products with their competitors, mailboxes have a positive balance, which is not true for the safes which are at similar levels.

As noted above it is concluded that BTV must address the project by redesigning a line of mailboxes, whether indoor or outdoor for communities and other buildings. This comes from the need to offer new approaches, taking advantage of its position compared to that of the competitors, help to create a brand image, in which aspect it is most deficient. All to compete in a more difficult market situation, due to the state of maturity.

After using the tool to evaluate options, indoor and outdoor, for the selection of the project, it is concluded that the redesign of the indoor box is more desirable. On the one hand it may mean less investment for the company, if it

Specifications

The product to be designed is an indoor mailbox. The goal is that by improving functionality, exploring materials and studying their combination, it will have an innovative image, adapted to new buildings with the aim of improving the positioning of the company regarding the design and innovation. It will feature a lock and a card frame and is characterized by its front divided into two parts: mouth and door.

uses to some extent the available die, and on the other hand it may be more determining (of more immediate commercial effects) to achieve an innovative aesthetic result, with its inclusion in catalogs as a competitive, differentiating attribute.

Market research

Market analysis of indoor mailboxes detected two groups of buyers: the community of owners and builders, the latter tend to consult the architect who designed the building.

After investigating which the critical elements in the decision are, it is concluded that aesthetics, followed by quality and price are attributes sought by buyers. Other attributes identified in the research are functionality, durability, cleanliness and originality.

Design process

Concept generation

Designers analyze the products on the market to identify usage needs and understand user expectations and to find out trends and aesthetic traits most valued in the mailboxes.

After this stage several concepts are proposed with improvements in the use, cleaning and assembly as shown in various proposals.



Concepts for the front consisting of two parts.

Among the improvements are included the side opening of the door, the look of the resulting set of multiple mailboxes and the definition of smooth surfaces and frames to facilitate cleaning.

As a corporate "wink", the BTV logo is used in the plate of the lock. The most valued options feature the front of the mailbox consisting of two independent parts, allowing for different combinations of color-material between them.

Evolution of alternatives

Alternatives are carried out for the most valued options. Designers review the proposals defining the technical process and the overall aesthetics of the whole in greater depth.

They insist on mounting system and.

installation of new proposals and improvements are expected such as the installation of the set without the use of screws to the wall for each box, thereby facilitating their assembly.



Selected alternative.

Definition of the final concept

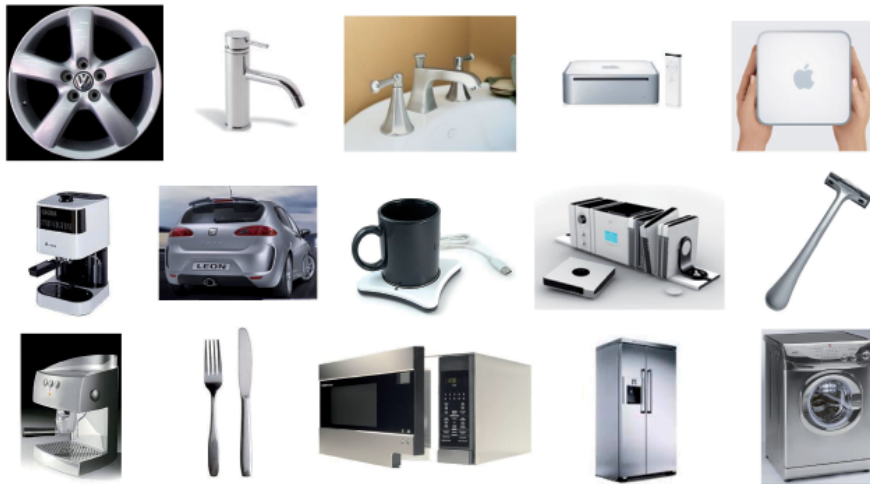
It was finally decided there should be two formats of different sizes and four types of finish from the combination of two different silver colors and black. Technical development is done taking into account the size, anchors and assembly of the set.

One of the key attributes is achieved by the definition of different installation systems. From a single mailbox on the wall, to a set of grouped mailboxes by means of an installation frame on the wall or on stands fixed to the floor.



Tools

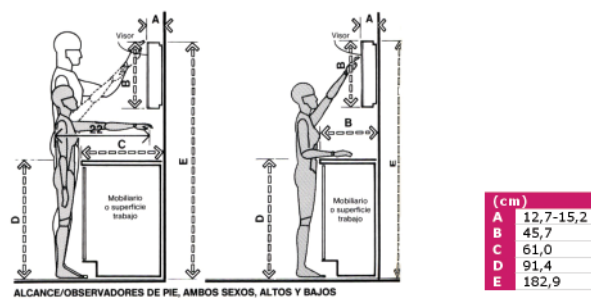
Trend charts



Through the trend chart the main influences to be taken into account in the project are synthesized: clean lines and very clean surfaces, as well as natural finishes, giving appearance of quality and sophistication.

Ergonomics

REACH OF THE ARM



The height of the user and the reach of the arm, both in depth and height, are reference measurements to be taken into account.



Extendable jib

COMPANY	Calvera, Maquinaria e Instalaciones, S.L.
CONSULTANT	Lean Manufacturing Consultants LEMAN, S.L.
DESIGN STUDY	Línea Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2004

Calvera, Maquinaria e Instalaciones, S.L, hereinafter Calmain, began its life as an independent company by segregating from Soldadura Calvera. Calmain manufactures, among other products, tools and accessories for construction machinery, civil engineering and agricultural equipment. Located in Zaragoza, has fourteen employees and a turnover of under three million euros in 2004.

Diseña Project for Calvera

"Diseña Project has been the opportunity to experience how design nurtures from engineering just as engineering does from design. By working this way not only have usage and formal improvements been achieved, but also functional solutions proposed by experts in design that have involved changes in the actual mechanics of the machine. The redesign of the extendable jib is an example of radical innovation for us. The above mentioned being sufficiently important, we did not want to stop citing the positive impact of design in terms of changes in our organizational structure and how to approach our work processes."



Methodology

Company Analysis Organization and processes

Calmain is a little organization that does not have a formalized or documented design process. There is no rigid separation of roles or responsibilities, with a high level of communication and feedback.

The conceptual design is done as a team between the manager of the distribution company JIS and Calmain management. The calculations of detail and design are done by technical office which also occasionally participates in discussions on conceptual design.

Upon completion of the design the following project material is filed: specifications written by Calmain, calculations, plans, budgets for materials and components and trade information on competitors, in case it has been achieved.

The management and directors have a high degree of commitment to design and launch of products. They understand the importance of "voice of the market" and have a positive attitude of service towards their customers.

In Calmain they are aware of their situation and a decision announced by management

and directors exists to try to improve significantly through the implementation of a comprehensive, structured design process.

In turn, and although Calmain management also considered the marketing activity important and necessary, the company has no such function.

Positioning – product portfolio

We can divide the Calmain market into construction and agriculture.

In construction clients are companies that have works machinery, especially telescopic machines and renters who buy machinery in order to rent it. In the agricultural sector, the buyer usually owns big fields, agricultural farm, an agricultural cooperative or grain stores.

The usual channels are: manufacturers of telescopic machines and mini loaders, official distributors of the above mentioned manufacturers, independent distributors and manufacturers of tools and accessories.

Calmain currently organizes its products into families, with two of them outstanding: simple jibs and construction grabs. They

represent almost ninety percent of the total sales of the company.

The product portfolio is still under development. We have designed products and variants in a gradual way, and limited by the capacity of the design resources. In recent years they have added some products: jib with winch, concrete bin and hopper or concrete cupola.

When analyzing the product portfolio it is found that the ones that pose a greater percentage of sales are those with a lower profit margin. On the other hand jibs with winch, despite the small number of units sold, bring as much profit to the company as do construction grabs and simple jibs. It is concluded that jibs with winch are products with very good margins, Carmain have few references of in their portfolio for which it is even possible to add functions that do not currently exist, both separately and in combination with the current.

As a result of the analysis of the product portfolio, the product that would have priority to be developed would be the jib with a hydraulic extension.

Specifications

The extendable jib with a winch should feature an automatically operated hydraulic telescopic extension. It will have a leg or other means to rest on the ground, even if the ground is earth and somewhat irregular, protect the hook and its adjacent elements so that it is stable. Flexes and connectors, both in the hydraulic and electrical systems, must be fixed and protected. These solutions must be simple, robust and easy to use.

Market research

The information obtained from the market research indicate that an extendable jib would be much appreciated by users of telescopic handlers in the segment of construction, if the price is right.

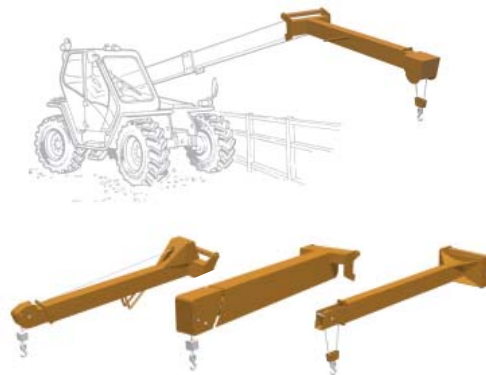
Competing products are not accepted on the market yet. The jib to be designed by Calmain must therefore be operated automatically and not manual. Priority should be given to its design, trying to optimize this version, an extendable jib with winch, which is practical for the user, there is no need to use switches, or having to decompress the circuit for its use.

Design process

Concept generation

Designers generated several concepts with the conclusions of the analysis. This involved different creativity techniques such as brainstorming and representation of concept sketches, from which we selected those that best correspond to the specification.

We present different solutions and configurations of the main parts of the jib such as the winch, the cross section, the compact form in the upper part and the standing leg.



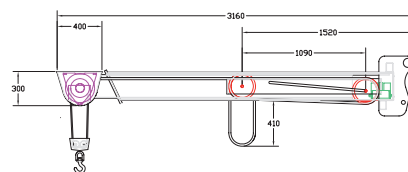
3D images of the concepts presented.

Evolution of alternatives

Calvera selected two concepts, from what was observed in the previous phase and once the decisional matrix had been applied.



Volume models are made.



Technical diagram of one of the concepts.

Alternative to these concepts are made and presented along with with pre-volume models. This achieves a very distinctive solution, in which the winch developed is placed at the tip of the jib. This avoids the fluctuations of

the load when extending or collecting the arm, since the height of the load remains unchanged.

To achieve this, a lateral pulley system on the outside has been defined, so that the hose that goes to the winch remains tense.

Definition of the final concept

The product components are reorganized. Therefore, in order to pass the hydraulic oil to the winch at the end, a cable hose is chosen for the hydraulic circuit flexes. For ease of maintenance a series of covers are suggested that allow easy access to functional components of the jib. Diagrams of the parts designed for the realization of prototypes are delivered.

A scale model is made as well as a color and graphics applications proposal.



Final 3D images.

Tools

The advantages of the project resulted from a careful usage analysis.

USO conclusiones			
Identificación de usuarios	Entorno	Necesidades o expectativas	Requisitos
UTILIZADORES El operador o maquinista a a cargo de la telescópica o manipuladora	Entorno de la obra pública. Pudiendo darse el caso de suelos poco o nada nivelados o zonas muy encajonadas donde la visibilidad y la precisión serán fundamentales	Aumentar la funcionalidad y versatilidad: poder realizar más trabajos con este accesorio y de más precisión. Mejorar la productividad	Dotar al implemento de los movimientos y juego necesario. Ofrecer la posibilidad de simularse operaciones y de efectuar pases sin desencadenar acciones no deseadas
PARAUTILIZADORES Operarios de mantenimiento	Talleres de mantenimiento, ocasionalmente el entorno de trabajo del usuario	Aumentar el confort de uso y la seguridad	Facilitar los trabajos de enganche y desenganche Mejorar los sistemas de seguridad del final de carrera (de gancho y cabrestante)
CONSUMIDOR	Elección mediante catálogos, ferias. En este caso Calmain vende a través de su distribuidor J&S	Facilitar las revisiones y reducir las operaciones de mantenimiento	Mejora en los sistemas de final de carrera. Fácil acceso a los componentes.
BENEFICIARIO Las construcciones, los propios consumidores	Los beneficios de este implemento se ofrecen en la construcción donde sus características le otorgan gran maniobrabilidad y prestaciones.	Un accesorio que en obras de mediana altura compita con las grúas en operaciones de encofrado, armado, hormigonado, etc. Con este implemento aprovechar la polivalencia de las máquinas manipuladoras. De modo que podamos prescindir de máquinas de inversión más complicada	No superar un precio de ... Coste de fabricación de 4.400 euros
			Cumplimiento de unos mínimos técnicos que aseguran el plego



Images of the prototype made to test the functionality of the product.



Redesign of elevator cab interior

COMPANY	Estampaciones Metálicas Épila, S.A.
CONSULTANT	I.T.M. Consultants, S.A. Sáinz Ripol & Asociados, S.L.L.
DESIGN STUDY	Activa Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2005

Estampaciones Metálicas Épila S.A. is engaged in the manufacture of mechanical components for the elevator sector.

Estampaciones Metálicas Épila, hereinafter Emesa, is located in Épila (Zaragoza), with sixty-five employees and a turnover of less than ten million euros (2004).

Diseña Project for Emesa

"We must begin to treat the elevator as a room, not as a passage, which only serves to move and we do not worry about or feel like ours. Diseña Project has helped us to take a first step towards this goal, having improved our weaknesses in design creativity and market analysis. In this project we managed to do well-planned research that has reached even the decoration professionals. Furthermore, experience with the team of external design has allowed us to experience a good conceptual stage based on ergonomics and psychological analysis that enable a better knowledge of what we do and what we want to achieve."



Methodology

Company Analysis Organization and processes

When diagnosing the awareness of Emesa towards design, the company proves to have introduced a structured and documented process. However, the consultant sees the need to devote more effort to the part relating to creativity in design and strengthen the analysis on the market, competitors, trends ...

The overall assessment is good. This together with Emesa's concern to improve and expand their industrial design processes, in terms of innovation and creativity, make it possible to have all the ingredients to make an optimal design process in Emesa.

The company has focused on production, performing some marketing activities in a reactive way, but lacks a formalized organization. Emesa was recommended to establish a marketing department to study the market and collect and document information both internally and externally.

Positioning – product portfolio

Emesa activities can be divided into two strategic business units: subcontracting work generated by their customers and manufacture of elevator components, with a high concentration of its client portfolio.

Emesa products are divided into four groups: elevator cabs, cab chassis, counterweight chassis and accessories. The market in which Emesa operates can be structured into two very different ones: new buildings and modernization. An analysis of the life cycle of these markets is that both are mature for Emesa that does not have a distinguishing feature to indicate its position.

Emesa is a young company that until now had no need for a systematic management of its product portfolio apart from incorporating new configurations to demands required by their customers. It is advisable to expand the product portfolio with the launch of a differentiated product whose market is being introduced, but in order to this it will be necessary to deploy a market information system and carry out economic feasibility studies, which exceeds the time available.

Emesa's position with respect to its reference competitor is worse in terms of elevator cabs than in terms of chassis. The analysis shows that Emesa has fewer cabs available in their catalog and brand image is weaker. In fact, Emesa's elevator cabs are the worst product in relation to its competition, this added to the fact that they represent the highest percentage in their billing determined to make this the product line for priority action. They therefore will have to work on improving their position in the line of cabs by incorporating design and innovation.

The project will involve the design of an elevator cab that is responsive to needs as an easy assembly, weight reduction and differentiating elements in aesthetics, form and accessories.

Using an option assessment matrix determines which the most interesting distinguishing feature will be for Emesa, this being the internal aspect of the cab, because no investment is required for the company and allows for greater communication of value.

Specifications

The design of the cab interior must transmit safety and comfort as well as aesthetics with innovative and distinctive style. In addition to complying with other aspects such as robustness, ease of assembly, cleaning and maintenance.

Market research

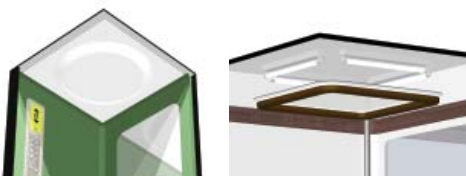
The consultant not only collects market information directly related to the professional sector of elevators, through interviews and opinion groups, but it also consults and interviews users, operators and interior decorators. It is noted that the passenger's well being depends largely on the sense of safety, lighting, sense of space (mirror) and ventilation of the cab. And that perceived quality is given by the apparent technology, lack of vibration and noise, cleanliness, and materials of walls, fixtures and floor.

From the analysis it also follows what the trends in decoration of elevators, materials, colors and textures are.

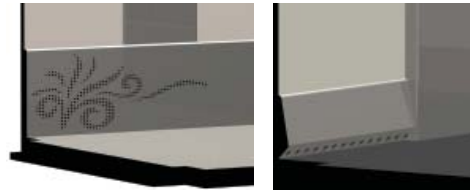
Design process

Concept generation

Designers generate various concepts, offering materials, colors, lighting and ventilation systems and other add-ons or accessories that can add value. These proposals respond to the specifications as reflected in the analysis done by the study design, including the findings of the study of information about psychology on the comfort inside aircraft, and the determining role that interior design plays in this area.



Lighting solutions.



Proposals for ventilation.

Evolution of alternatives

We present two new alternatives of product concept, with different variants in terms of configuration of the cab, lighting system, buttons, shape of the mirrors and rails, in response to the findings of the first phase, and to assess any outstanding issues.

In one of them, the most valued one, lighting is performed with fluorescent backlight on different shapes of conformed polycarbonate. The proposals involve lighting two edges or the entire roof of the cab, taking advantage in this case of the maximum height of the cab, the first ones mean more free room. This system facilitates the installation and maintenance of lighting in the cab.



Mirror masked achieving circular forms.

The mirror shapes are achieved by making them on metal sheet and placing the mirror behind. The sheet acts as a mask, allowing the glass to be commercial and not need cutting.

Definition of the final concept

The assembly systems of the different parts of the cab and its characteristic elements are defined on diagrams. Finishes and colors are also determined.

The new cab becomes more comfortable while providing a greater sense of cleanliness by softening the edges and using smooth finish materials (plexiglass, formica, polycarbonate, etc.) and a mirror is fitted that enables us to see our entire bodies without interferences. A handrail is also fitted as well as buttons for which several installation systems and interfaces that meet the product usage needs are proposed.



Details of use for lighting maintenance.

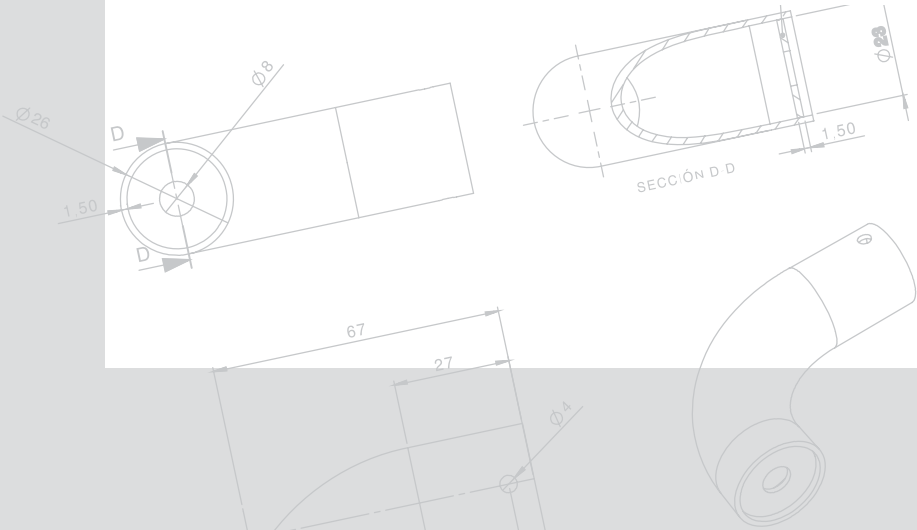
Tools

Comparative analysis between products in the market are performed.

MARKET



BRAND							
ASSESSMENT							
Innovative image	3	3	3	3	3	3	4
Brand image	3	3	3	4	3	3	4
New materials	3	3	3	3	3	3	3
Range of products	3	4	4	5	2	3	3
Availability of accessories	3	3	3	3	3	3	3
Technical innovations	3	3	4	4	3	3	3
Robust image	3	3	3	4	3	3	3
Finishes	3	3	3	3	3	3	3
MEDIA:	3	3.12	3.25	3.625	2.87	3	3.25
MODEL							
ASSESSMENT							
1. Aesthetics of the cab	3	2	3	4	2	3	4
2. Feeling of spaciousness	3	4	4	2	3	2	3
3. Lighting							
3.1 Adequate	2	2	3	3	3	3	3
3.2 Follows recommendations	2	2	4	3	3	4	4
4. Rails							
4.1 Follows recommendations	3	4	2	3	2	2	2
5. Mirrors							
5.1 Follows recommendations	4	4	3	3	4	3	3
6. Ventilation							
6.1 Adequate	4	3	3	3	3	2	4
7. Cleaning and maintenance							
7.1 Correct materials	3	2	3	3	3	3	4
AVERAGE:	3	2.875	3.125	3	2.875	2.75	3.375



60 liter industrial bin

COMPANY	Fabricantes de menaje, S.A. (FAMESA)
CONSULTANT	I.T.M. Consultants, S.A. Sáinz Ripol & Asociados, S.L.L.
DESIGN STUDY	Activa Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2004

Fabricantes de menaje, S.A., hereinafter Famesa, manufactures and markets plastic products for Hotels, Industry, Cleaning, Household and Organization.

Famesa, located in Cadrete (Zaragoza), has sixty employees and a turnover of less than 10 million euros in 2004.

Diseña Project for Famesa

"For Famesa Diseña Project has not only meant improving product design methodology, it has also made us reflect on our strategy in the market. This reflection, together with the work of the designers made it possible to finally find a niche and differentiate with a unique product (original, without competition) to expand and diversify our range."



Methodology

Company analysis Organization and processes

The design process in Famesa has a reactive basis, we analyze the products on the market and that the company can manufacture, improving price, service, supplies and incorporating greater flexibility.

Famesa has an external design service that develops the projects, from which the company selects those to be produced.

Further analysis shows the need to document the process of designing, implementing its stages and organizing the participation of professionals. It is also necessary to carry out an annual design plan that is integrated into the general management of the company, beyond the allocation of a budget.

In Famesa marketing is understood in the context of commercial activity, they observe the market, national and international trends and gather information from the business relationship with clients.

Management of the product portfolio is based largely on criteria of product profitability and scarce and subjective feedback from customers. The consultant recommended an annual review of portfolio evolution using the

analysis tools. We advise the organization and implementation of marketing management including that of product portfolio.

Positioning – product portfolio

La estrategia comercial se basa en la concentración, el objetivo es crecer para The commercial strategy is based on concentration, the goal is to grow for the customer, building large clients loyalty by improving the company's image and ensuring sustained sales.

Positioning sought by Famesa consists of offering a good product accompanied by excellent service. This means that the company is perceived by clients as very serious and abiding, it is known as Trilla Denox.

The company should not compete against low-cost products, but focus on higher prices where there is less competition. Bidding for products of medium and large size for channels such as hotels, cleaning and communities.

The selective or ecological container market features a high level of attractiveness. This

segment represents a good opportunity to Famesa, as it has already made a successful attempt.

Other products such as Barreño and Goliath models, which account for half of Famesa's sales are in a state of maturity which indicates the need for more modern products, that replace them when they decline.

Therefore it is advisable to invest in improving the line of selective bins. The company bids on a project that achieves a degree of differentiation from the competition by launching a product that incorporates improvements in usage and aesthetics, becoming a reference to the range and style guide for future products.

Market research

We analyze the market, noting the arrival of goods from the East of low price and quality which do not meet the requirements demanded by customers. Famesa, however, with regard to competition, has a good position in terms of quality and durability for most of their products.

From the surveys carried out in the target channel (hardware stores, household supplies stores, catering supplies, industrial supplies,

Specifications

The product should be a selective, green bin of about 60 liters, with pedal opening and wheels that responds to the demands and needs of its customers in terms of functionality, use and color. The product should be fittable facilitating the distribution and storage. The image corresponding to its quality, durability and functionality must clearly demonstrate a different positioning from the "all for 0.60" items, of little durability and low quality.

cleaning supplies, DIY stores, wholesalers and retailers) it is understood that users of selective bins prefer those which have pedal opening. They determine that the keys to choosing a bin are: the opening of the lid, the wheels, cleaning and aesthetics. Another significant attribute is capacity, 50 to 70 liters are regarded as suitable.

It is detected that the 60 liter bin, already present in Famesa's portfolio, is the only one of that volume in the market with a lid and a pedal, which allows them in fact to cover a niche in the market without competitors.

Design process

Concept generation

Concepts respond to the priority needs listed in the specifications such as stability, fitting between units, and system and method for opening the lid.

New ideas or features are proposed that bring added value to the product such as an intermediate position of the opening of the lid, a wider pedal, wheels and roller skates,

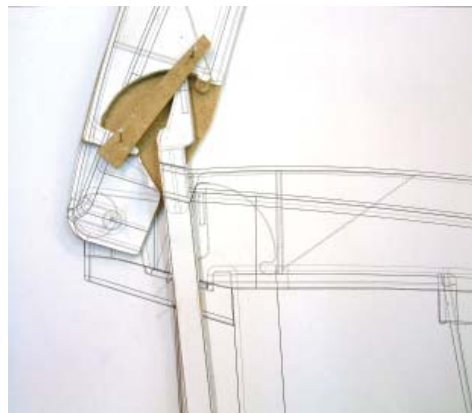


Sample of concepts realized.

anti slip rubber bands, a double pedal that allows two openings (45 ° and 90 °), container drain, smaller auxiliary lid and handles for dragging the product.

Evolution of alternatives

The advantages and benefits of the previous concepts get together in two new proposals. Lid opening and closing systems are evaluated in a comparative table.



Model for for opening and closing system.

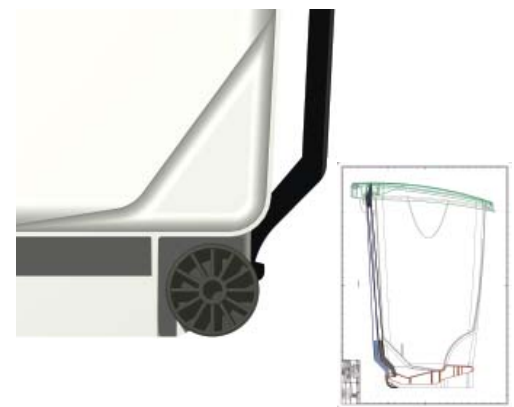
The fit between units and palletizing of each alternative is studied in order to improve storage. And how they respond to the specifications by means of a comparative chart.



The fit between units and palletizing is studied

Definition of the final concept

Modifications are made so that the fit between units do not sit on the pedal to avoid spoilage, besides other changes that will bring strength and durability to the product as the inclusion of reinforcing ribs in the base of the container. We also review the feasibility of each piece for its manufacture in injection molds, determining stripping angles, mold partition lines, rounding off, etc.



Sample of concepts made. Construction details.

Tools

A product profile is made with the conclusions of the analyses carried out.

PRODUCT CONCEPTUAL PROFILE	
Identified needs or requirements	Possible solutions
Hand-free opening	Pedal
Stability	Vary the center of gravity. Add small legs. Base proportional to mouth
Prevent displacement of container when operating pedal.	Add rubber legs. Rear legs that protrude more than the wheels so as not to be an obstacle when moving container.
Make assembly easier	Clear, intuitive assembly.
Stackable (5 or 6 units)	Cone trunk or inverted pyramid shape. No protruding elements outside of the container plan.
Facilitate storage and transportation	Wheels. Greater diameter wheels to make climbing stairs easier. It can be stored without dismounting
Adaptability to the environment	Straight forms to avoid leaving dead spaces between elements in the environment.
Avoid scratching the wall with the container	Avoid rubbing friction of the moving parts of the container (top and brace). Make a flat surface be in touch with the wall.
Facilitate its use under counter in bars and restaurants.	Adequate height. Mouth inclined to increase the angle of the lid. Divide the lid into several parts articulated by means of axes. Sliding lid. Move the lid inside the container. Several small lids. Adjustable opening.
Bag fixing	Bag-holding washer. Internal hooks. Internal container.
Facilitate bag removal	Maximum opening of the lid. Make mouth bigger. Possibility to open the lid 180 degrees to keep it open.
Ease of handling	Possibility to keep an additional lid open. Mouth inclination provides a greater opening angle. Several opening angles operated by pedal (not always necessary to fully open the lid).
Facilitate occasional transport	It has side handles to lift the container. Handle on the back to move the container with the wheels. Handle in front where the container is adjusted to other elements of the environment.
Posibilidad de ser selectivo	Additional adaptable part
Modernize its aesthetics	
Avoid breakage (pedal, brace and lid)	Clear assembly. Robustness of these elements.
Facilitate the evacuation of fluids	Drain or grid on side.
Facilitate cleaning	Avoid inaccessible nooks and slots. Replace corners with rounded straight lines. Surfaces with enameled, smoother finishes. Material that is not attacked by chemical cleaning products
Prevent accumulation of dirt	Avoid inaccessible nooks and slots.
Transmit image of cleanliness	Dark pedal. Colors that are perceived as hygienic.
Modularity	Possibility to insert additional parts such as recycling separator, bag-holding washer, different lids depending on what it is going to contain ...
Common elements with other products	Wheels, brace, pedal, bag-holding washer, selective separator...
Standard capacity with popular garbage bags	Adaptability in width and length to prevent gaps where waste can be dropped or the bag can slip off toward the bottom due to the weight of the garbage it contains.
Recycling	Using the same material for all parts. Separation is not necessary.
Meet the regulations	
Keeping the price	Keeping or reducing parts.
Different color options	Use colors related to recycling of products to be contained. Other combinations of components.
Maximum opening of the lid	Two-position pedal. Sliding lid. Greater manual opening once the pedal is pressed (unclip lid from brace).
Pedal accessibility	Enlarge pedal operation cavity.
Prevent pedal from being slippery	Anti slipping bands, roughness, more room for operation.



Round luminaire and improvements for installation of luminaires

COMPANY	Ilusol, S.A.
CONSULTANT	Vea Qualitas, S.L. A+M, Marketing y Publicidad, S.L.
DESIGN STUDY	Activa Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2002

Ilusol, S.A. devotes its activity to the design and manufacture of indoor and outdoor lighting products.

The company located in Ateca (Zaragoza) has forty-two employees and a turnover of less than ten million euros (2001).

Diseña Project for Ilusol

"We knew that our product portfolio had a space to be filled, but their methodical analysis using different tools, made it possible to corroborate it more strongly. Diseña Project helped us to both identify first and focus later on a project, round luminaires. The design methodology later applied enabled us to find both the formal as well as the anchoring solutions, both of them important because they affect the quality perceived by customers and installers, while optimizing costs, our main disadvantage."



Methodology

Company analysis

Organization and processes

La responsabilidad del proceso de diseño de Ilusol recae sobre la figura del jefe. The responsibility of the design process in Ilusol rests on the figure of the project leader, a role played by the technical director, along with production and technical department.

After analyzing the design process in Ilusol, the consultant recommends integrating key areas such as: feasibility and market studies, usage analysis, product tests and generation tools and decision of design alternatives. To facilitate the adoption and training in these tools Ilusol are invited to recruit external design services.

Similarly, it is advised that the company's commercial areas be involved in the design process.

Ilusol do not have staff to perform marketing tasks. Analysis and decision making are conducted in a subjective way, they collect market information through attendance to trade shows, feedback from consumers and collecting catalogs. The company does not have a marketing plan.

Its distribution network is direct, through distributors and / or warehouses. The promotion of products is done through artwork, they have a website, and attend national and international fairs as exhibitors.

Positioning – product portfolio

The range of luminaires Ilusol has is very comprehensive, with various sizes and types of lattice available. It is observed that there are no major differences between the different families of luminaires neither in terms of profitability nor in prospects of growth. Therefore, it was agreed to refer to market research to identify both the project to be made as well as the main features and objectives.

As for the positioning of Ilusol, it focuses on quality and service.

Ilusol's luminaires offer a higher quality than most of its competitors in the market, but with a higher cost, this value for money does not provide competitive advantage.

Market research

From the group dynamics it is suggested that Ilusol is known for its quality, second best after Phillips, painting, components and noise of the luminaire. It is found that Ilusol does not have, like many of their competitors, a round luminaire, they are all rectangular or square and when someone asks for a product in a round shape spotlights or halogen groups must be installed.

From the opinion group also derives the need to create a product with distinct aesthetics since all the ones offered by Ilusol have a similar appearance. Simplicity of installation is also appreciated.

Specifications

Design of a luminaire whose installation on roof is fast, easy and achievable by a single person. With an aesthetic difference with respect to the range and meets the demand for light with a circular shape. Special attention to the costs of industrialization.

Design process

Concept generation

The designers, in this first phase, focus on presenting various solutions to anchor the luminaire, not specifically restricted to a round luminaire.

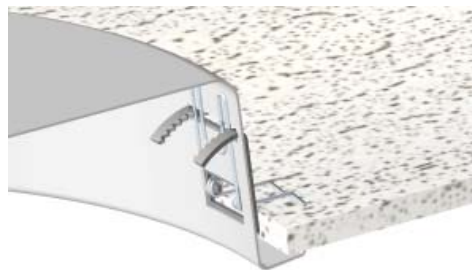
It is a broad exercise of creativity, leading to the evaluation of nine ideas of mechanisms or fixing systems and their accessibility, handling during assembly, resistance, etc. Once this fact finding exercise is completed, three fixing mechanisms are worked on and presented.



Fixing mechanism concepts.

Evolution of alternatives

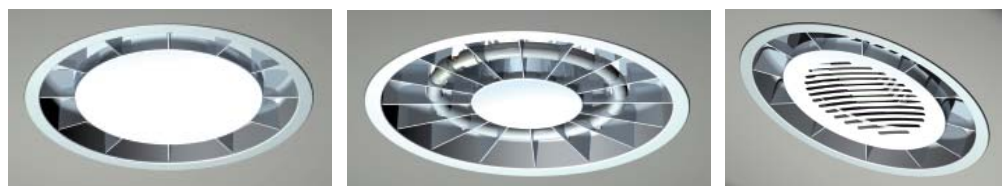
Several variants of the most valued fixing alternative in the decision matrix are developed. This allows to adapt to different thickness of plaster and requires no tools for their placement.



Variant of the most valued fixing alternative.

In parallel, in what is a conceptual stage of this facet of product, different aesthetics are generated for the luminaire, defining the materials and processes for its manufacture.

From the aesthetic choices, the second and third most valued options in the matrix of alignment with the specifications were selected (which among other things valued differentiation), as they had the closest relationship to the image of Ilusol's range of products.



Alternatives made.

Definition of the final concept

Finalization of the design of fixing system by simplifying the plate-spring mechanism, which lowers costs and facilitates its manufacture.



Proposals for silk screen glass.

In developing the elements that compose the luminaire according to the selected aesthetics, it was detected that some of their parts would be more complicated to produce with the production systems available to the company or would make the product more expensive than they desired. It was therefore decided to pick the alternative with the highest score in the decision matrix of the previous phase, characterized by including only one glass pane, be it silk screen or not.

Tools

Among the tools used is the concept assessment matrix in relation to specifications.

ILUSOL/ROUND LUMINAIRE/ ANCHORING F1	Concept 1	Concept 2	Concept 3	Concept 9
Specifications	Rating	Rating	Rating	Rating
1. Easy temporary coupling to roof.	2	2	4	2
2. Reliability of temporary coupling to roof.	5	5	5	5
3. Easy final coupling to roof.	2	3	4	0
4. Reliability of final coupling to roof.	5	5	5	0
5. Easy to disassemble the luminaire.	5	4	3	2
6. Assembly by a single operator.	5	5	5	1
7. System cost.	3	2	5	5
TOTAL	27	26	31	15

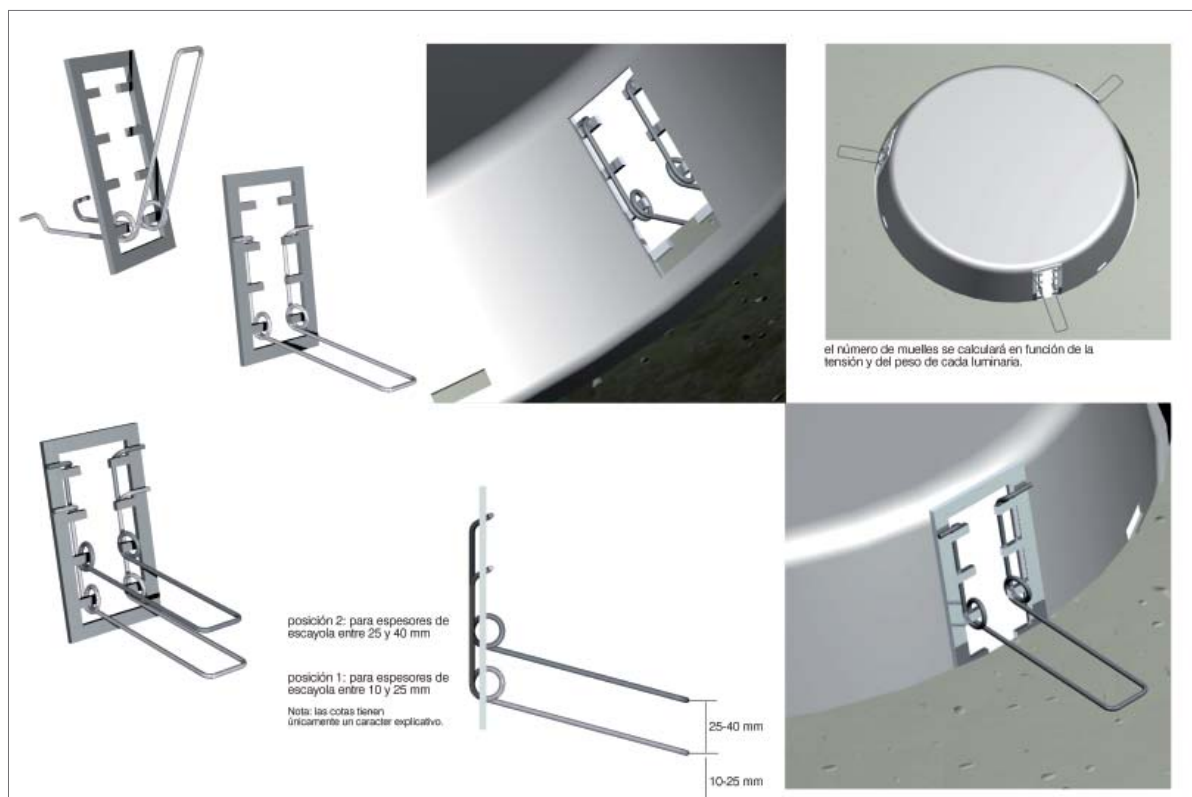


Chart for one of the alternatives of round luminaire (anchoring system).

Embedded closet for mass installation

COMPANY	Armarem, S.L.
CONSULTANT	AC Aragonesa de Consultoría, S.L. Vea Qualitas, S.L.
DESIGN STUDY	Activa Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2003

Armarem, S.L. is a company specializing in the manufacture and sale of tailor-made and embedded closets. The company has evolved into two lines of business, selling to individuals and to the construction sector.

Armarem is a company located in Zaragoza which has twenty-three employees and a turnover of less than three million euros (2002).

Diseña Project for Armarem

"The Project Design helped us understand that we need a strategy in order to manage to launch a new product, into a channel that has particular characteristics. That design can also provide solutions to specific needs, identified through analysis and interviews, and shape a product that is coherent with the target market and specifications. Similarly we find the design can act beyond aesthetics by offering value from the very moment of conceptualizing the product."



Methodology

Company analysis

Organization and processes

There is great concern among the management of the company to systematize and complete the design process that has been implemented.

We can indicate that Armarem design activity has evolved. Now proposals are received not only from management but also from the shops and the design activity has been centralized in the technical office.

Armarem has a department responsible for design, recently created. This is responsible for conducting the redesign, restyling and new product formats.

The consultant detects that Armarem is involved with the design and development of new products: looking for ideas, concepts, redesign, etc. Albeit not systematic, with little feedback of results.

Armarem do not have a marketing department. Activities related to marketing fall on the commercial manager and technical manager.

Positioning – product portfolio

Armarem has two strategic business units, custom made closets targeting individuals and accounting for 80% of the turnover of the company and embedded closets aimed at the construction industry.

The company's goal is to try to unify their two business units by integrating them into a single channel, so that its franchises selling to individuals are the ones that also gain works.

With regard to billing, the medium-term objective is to promote the sale of the closet for construction.

The consultant found that the external analysis forecasts a higher rate of market growth for business in the construction than for the sale to individuals.

For its part, the economic analysis of the product highlights the fact that the one aimed at individuals ensures a source of funds with low investment requirement. From the McKinsey matrix it is apparent that this business of product for construction is enjoying a more attractive market that can generate higher returns over the medium term.

It is found that although the two business units have a growing market, the one with closets for construction does not have a distinct leading company. Positioning recommended by the consultant to Armarem.

Due to the foregoing it is determined that the project to be manufactured by Armarem is the creation of a standard product for the construction channel, controlling costs to get a competitive price.

Market research

From the information gathered in the market analysis it is revealed the existence of two figures responsible for the choice of providers in this type of product: the purchasing manager and the one responsible for works.

The consultant also found that sometimes the architect becomes important, since he acts as a prescriber in cases where the project development involves embedded closets.

In any case it should be noted that the end user profile does not match the profile of the buyer or closet supplier selection of cupboards. In this sense the specifications will be determined by the builder or developer,

Specifications

The project, as has been said, consists in the study of a standard product for construction. The product should optimize the spaces intended for installation, the product must also be adaptable to different deviations in the holes prepared on site. The new product should help reduce the time of manufacture and assembly, and therefore cost.

based on their needs and expectations, which should address primarily the product manufacturer.

The research also indicates that the key points to value the product are: functionality, image, quality, production time and price.

It is detected that in the target channel the delays in deliveries involve higher costs than in the case of individuals and that in most cases there is a pre-established space for installation of the closets.

However, the interviews show that Armarem will perform a better use of productive resources with a standardized product that, subject to the requirements of the promoter, is also adapted to end users and product installers.

Design process

Concept generation

Specialists in design, after reviewing the information provided by the consultant presented several concepts that meet what was established in the specifications.

The proposals are realized, both in terms of new installation concepts, as on components that may make them possible and facilitate the assembly and manufacture of the product, both with a high impact on the final cost.

Examples of these components are: the side fixing system of the base and positioning of the lateral parts, lateral compensation element of closet-hole, aluminum profiles for sliding door, etc.



3D images with details of assembly and alignment of the set with the floor, ceiling and sides.

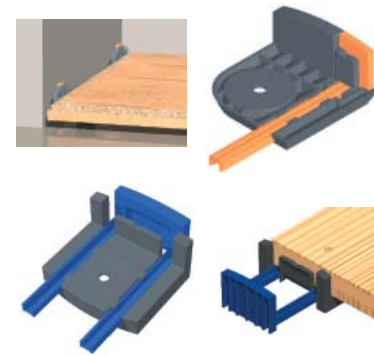
Various knobs and aesthetic concepts, applicable to the product are also presented.



3D images with details of floor assembly.

Evolution of alternatives

We present several alternative about the selected solutions in the concept generation. These primarily affect the positioning of the base. We also present proposals of door profiles and solutions for fixing the roof. Finally, an adjustment piece is chosen that manages to adapt and adjust the position of the closet regarding to the hole in addition to positioning and recording the lateral elements.



3D images with a number of the proposals

Definition of the final concept

Retouching and modifications are performed on the adjustment piece while carrying out diagrams for the manufacture of a prototype. Similarly, specialists in design at this point offer alternatives for sliding doors contributing possible materials, finishes and aesthetic compositions.

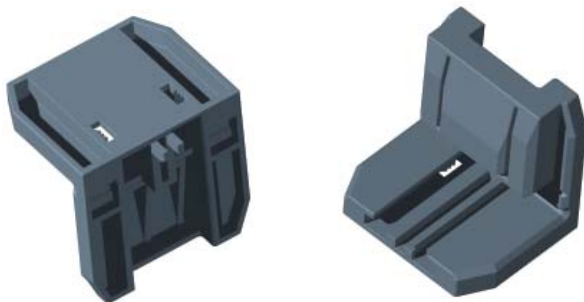


3D images of the final concept.

Tools

Among the tools used is the matrix for concept evaluation in relation to specifications.

ARMAREM / EMBEDDED CLOSET // STAGE 1	Option 1	Option 2	Option 3	Option 4	Option 5
Specifications	Rating	Rating	Rating	Rating	Rating
1. MAIN IMPROVEMENT					
1.1 Use of productive resources, standardized product	4	5	5	1	4
2. SPECIFICATIONS					
2.1 Covering a space, optimizing space	3	3	3	3	3
2.2 Transmit brand image	3	3	3	3	3
2.3 Ease of assembly	3	3	4	5	4
2.4 Robustness	5	4	5	5	4
2.5 Durability	4	4	4	4	4
2.6 Easy production	4	5	5	1	4
2.7 Ability to adapt to different measures	3	3	3	3	3
2.8 Easy to adapt to the end user	3	3	3	3	3
3. DESIGN REQUIREMENTS					
3.1 Easy cleaning and maintenance	4	4	4	4	4
3.2 Ease of control prior to distribution	3	5	5	2	4
3.3 Standardization with other ranges (hotels)	3	3	3	3	3
3.4 Production costs	3	4	4	2	4
TOTAL	45	49	51	39	47



Accessories for closet interior organization

COMPANY	Menaje & Confort, S.L.
CONSULTANT	ITM Consultants, S.L. Sainz, Ripol & Asociados, S.L.L.
DESIGN STUDY	Línea Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2003

Menaje & Confort, S.L. is a company dedicated to the manufacture and marketing of interior metallic equipment for closets, as well as kitchen and bath accessories.

M&C is located in La Puebla de Alfindén (Zaragoza), has seventeen employees and a turnover of less than ten million euros (2002).

Diseña Project for Menaje & Confort

"The analysis of interior organization proposed by Diseña Project has made us think about changes not only in the work process, also as regards the organization of departments in the company. For us this has proved much more useful for the longer term, than the right, also useful, identification of project to be designed and its implementation. "



Methodology

Company analysis

Organization and processes

The company is divided into two parts M&C and M&CCP (Menaje & Confort Centro de Producciones) that often operate individually.

Once analyzed the design department of M&C it has been observed that it has a structure oriented to manufacturing and reactively responding to the market.

The organization of the industrial design department is redefined, assigning positions and their functions. Retaking design activities integrated in the production process, such as the development of prototypes and models, and establishing others like concept generation.

Analyzing marketing at M&C cannot detect much more than a commercial activity, the information received is scarce, both internal and external, and often late. M&C does not manage or analyze its portfolio.

The consultants propose to implement a marketing process that enables the definition of strategies for market competition.

Positioning – product portfolio

The products are segmented by type of room, and finish. After a competitive diagnosis of products based on the analysis of profitability, the product attributes, competition and market, it is concluded that the products of the white finish line are in decline, giving way to new satin chrome ones and the definition of a range of accessories for bedroom closets would be a good project since its market is in growth phase.

We therefore opt for designing a range of accessories for closets starting with the redesign of the shoe cabinet that M&C are currently manufacturing for bedroom closets, among the accessories it is found that the shoe cabinet is the one with the highest cost relative to the functionality it provides, it is therefore the one with the greatest room for improvement.

All this with the intention of improving and consolidating the company's position in the market, and expand and increase their production towards this sector.

Market research

In analyzing the market related to our project it can be observed that M&C has a good rating in the market in terms of quality, distribution and dealing with claims. They want to add to all that a more continuous supply of more innovative products.

Its biggest competitors are the DIY stores and large surface stores that provide economic solutions and lower quality.

By analyzing the information gathered from interviews and opinion groups it is found that the most important obstacle to the purchase of M&C products is cost. In this type of product the buyer is not normally willing to pay a bit more for extra quality.

It is observed that adding new usage features, greater durability and current aesthetics (satin chrome finish) help to justify the price of the product.

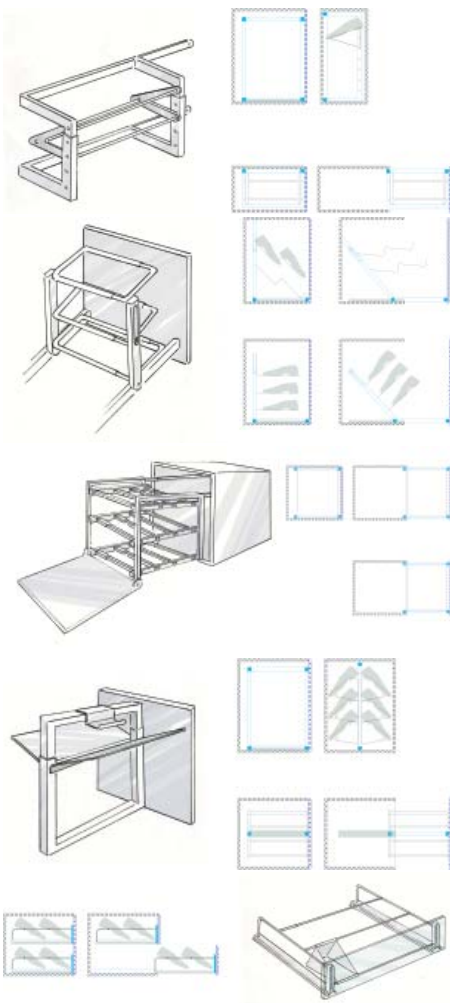
Specifications

Redesign of a shoe cabinet as an accessory for embedded closets which adds usage value, secondary functions, adaptability, ease of assembly and distinctive aesthetics that provide the product with a certain category, without increasing its cost.

Design process

Concept generation

The design study provides several conceptual options with different installation systems, ways to use and secondary functions associated with order and cleanliness to which M&C add another proposal which, from their experience, they believe may prove interesting.



Sketches and diagrams of the various conceptual options.

Evolution of alternatives

By means of an evaluation chart it was decided to develop the alternative "drawer." This is developed by different paths, with the intention of reducing costs, identifying fitting systems and adaptability to the closet and the types of footwear.



Images of the models developed to assess the functionality of the drawer.

The operation of drawer removal is tested by means of functional models.

Definition of the final concept

We select the alternative that best meets the specifications.

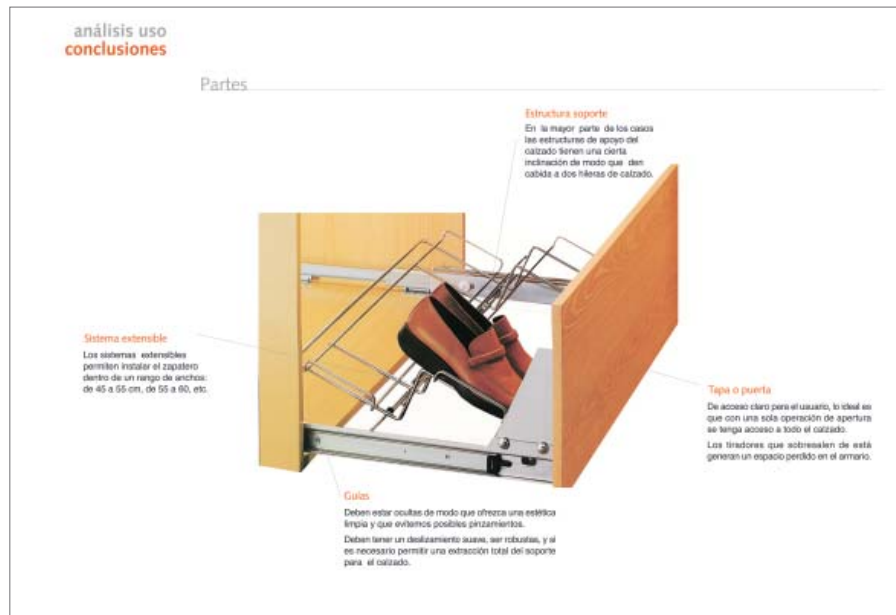
As expected, once the most complicated element in the range has been defined, we deal with the design of a series of accessories (trouser hanger, tie hanger, removable trays, hopper and shoe cabinet), consistent with the solutions and approaches identified for the shoe cabinet.



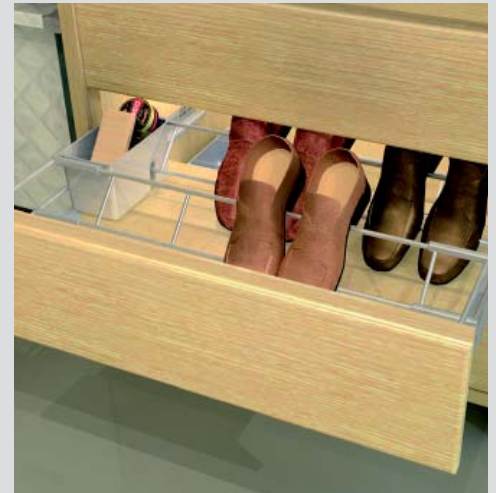
3D images of the final concept.

Tools

Summary of highlights from the standpoint of use.



For each of the concepts a sheet was completed regarding its adaptation to the specifications.



Thermostatic Faucet

COMPANY	MZ Del Río, S.A.
CONSULTANT	I.T.M. Consultants, S.A. Sáinz Ripol & Asociados, S.L.L.
DESIGN STUDY	Línea Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2006

MZ del Río, S.A., hereafter MZ, is a company located in Zaragoza dedicated to the manufacture of valves, faucets and sanitary ware.

MZ has a staff of twenty-one and a turnover of less than three million euros (2005).

Diseña Project for MZ del Río

"Learning to analyze the available information on the products in our portfolio, and drawing conclusions about its importance and profitability, has been one of the positive outputs of Diseña Project. Another key for us was to confirm that in order to compete in the market, price reduction was not the strategy to follow, but to develop differentiated products."



Methodology

Company analysis

Organization and processes

It is noted that the design process that MZ del Río has reflected in its quality instruction (ISO), does not include concept generation nor the development of alternatives. It is not sufficiently structured, mixing aspects of different stages, the organization of the company does not facilitate the development of these stages either.

According to what was detected in the analysis, the objectives identified for improvement are: the company should influence the application of new working methods especially in the stages related to carrying out internal and external tests, writing specifications for projects, systematic analysis of the characteristics of the products prior to design, and generation of alternative concepts for evaluation and selection.

In terms of managing the product portfolio it must be highlighted that their increase has not meant in most cases, an analysis of costs or projected sales. Its incorporation is based on market requirements and attempts to offer alternatives to competing products.

Positioning – product portfolio

MZ manufactures faucets and plumbing and drainage products. Its activity is the transformation of brass and the "assembly" of components. Its industry comprises big names (80% of the sector) and small companies forced to diversify products, looking for added value.

MZ's offer is aimed at new construction (builders) and the reform market, both markets are mature and characteristics associated with this maturity are identified in them. Responding to the characteristics of this type of market, MZ must be differentiated with a positioning incorporating distinctive elements (new designs / redesigns and / or innovations) and not based only on price.

Market research

The business analysis with reference competitors in all relevant components of the family of faucets is unfavorable. MZ responds by offering a product not so "good" at a more accessible price.

Faucets represented 49% of sales in 2005, the products which most contributed to this volume were the high-end mixers and thermostatic faucets marketed by MZ. Both have the worst analysis.

The market attraction for both products is very good, with a growing market. Since the company is already renovating the mixers in its catalog we choose to design thermostatic faucets, as Diseña Project.

In market research aesthetic preferences and trends for this type of product are highlighted: minimalist-looking lines, matte-finished steel and sober in color and form.

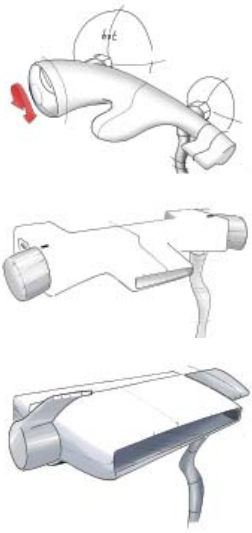
Specifications

Redesign of thermostatic faucets to achieve a suitable product for the user and the channel with attractive aesthetics. Providing the product with its own personality and a differential value.

Design process

Concept generation

With the conclusions of the analysis in particular those relating to the different users that have been identified: installer, beneficiary, maintenance and cleaning. The most creative stage begins, in which sketches of five concepts are presented, from which we selected those that best meet the specifications.



Sketches of the concepts presented.

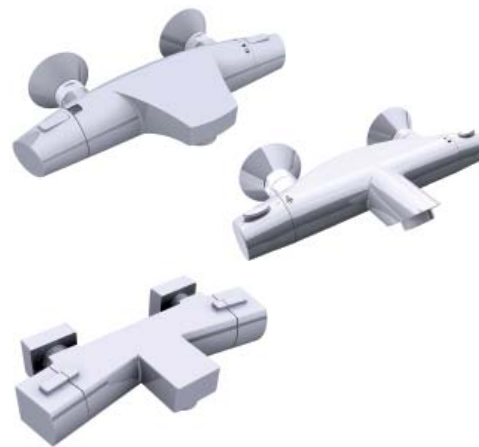
These concepts, as well as aesthetic proposals, include proposals for use and interaction, understanding, access and control management, maintenance and cleaning tasks and to prevent scalding from overheating faucets.

Using an evaluation matrix we selected the two concepts that provide greater value to the product and whose aesthetics is closer to the desired one.

Working on two versions of the product, thermostatic shower faucet and the one intended for shower-bath.

Evolution of alternatives

The alternatives that are made reflect what was observed in the previous phase. These propose different formal solutions and use interface for the faucet.



3D images of the different formal solutions proposed.

Anti-scalding system is designed.

Formal models are made to perceive their normal dimensions and ergonomic use.

The selection was made mainly from the commercial point of view. Thus, it was thought that the alternative with most rounded shapes might fit better in any bathroom than the other alternatives with edges.

Definition of the final concept

The necessary files and documentation for the manufacture of the faucet are carried out.



Shower faucet.



Bathtub faucet.

The product is a symmetrical faucet with curved lines and controls facing towards the user. Visually, the set is separated from the wall, bringing the functions closer to the person. With simple, versatile aesthetics in order to integrate into different environments.

Tools

Charts summarizing the key issues identified both in the competing products and in the product use.

análisis comparativo conclusiones

Imagen general

En general, la imagen de estos productos es muy importante a la hora de la compra. Se observan varias tendencias en el mercado, marcadas también por la decoración de los cuartos de baño.

Las formas con aristas más marcadas, más geométricas o de tendencias retro, resultan más adecuadas para determinados tipos de ambientes y más difíciles de combinar.

Se observa en general cierta dificultad para integrar en la forma general del grifo elementos como los florones o en algunos casos el caño de ducha. Es muy importante que la forma de las manetas se adapte a la forma general del grifo.

Geométricas
Más recientemente se ha introducido una corriente hacia las líneas geométricas, que transmite una idea de producto más industrial y técnico. También es debido a la tendencia de decoración minimalista que se está importando en muchos ambientes.

Retro
Identificación de elementos del grifo con tiempos pasados.

De autor
Galerías con líneas muy marcadas, difícilmente combinables por su personalidad.

Materiales y acabados

En la mayoría de los casos se utiliza el acabado cromo brillo. Sin embargo, en series en las que se quiere aportar un acabado más industrial, se combina con acabados tipo cromo mate.

Hay algún producto que incluso combina elementos en acabado madera o ébano.



análisis uso conclusiones

utilización

Indicador claro de la temperatura. En este sentido se interpreta con más claridad el marcado numérico.

El bloqueo de temperatura garantiza un confort térmico adecuado.

En los casos de distribuidor en el propio mando del caudal este deberá incorporar un tipo de seguridad.

Unir el recorrido del agua caliente o frío internamente.

Ofrecer la posibilidad de pertenecer a un único molde ofrecer las referencias para ducha y bañera.



Posicionar el mando del caudal a la derecha (es el más utilizado).

Nuevas funcionalidades. Que el propio cuerpo de la grifería sirva de apoyo a la ducha.

Diferenciar formalmente o mediante acabados los dos mandos.

Formas o acabados antideslizantes, pensando en usuarios que puedan tener ciertas limitaciones.

Un tipo de accionamiento frontal con una gráfica adecuada ayudará a la comprensión del producto.




Cake

COMPANY	Pastelería Tolosana, S.L.
CONSULTANT	Calidad y Dirección Norte, S.L. Aragonesa de Consultoría Estudios y Sociología Aplicada, SL.
DESIGN STUDY	Estudio Novo Diseño, S.L.
YEAR PROJECT	2005

Three generations have already been dedicated to the manufacture of bakery and traditional pastry in Pastelería Tolosana, S.L. A company that brings craft experience into the small industry.

Pastelería Tolosana located in Almudévar (Huesca) has sixty-eight employees and a turnover of less than five million euros (2004) .

Diseña Project for Tolosana

"The opportunity Pastelería Tolosana has had to participate in Diseña Project Producto and being able to apply to such a short-lived product as ours, a methodology designed for the industrial product, has led to a profound reflection on the general design process and a search for new forms of differentiation in the market. All this makes us think that Diseña will help us program and sequence our new launches better, seeking thereby to hinder the reaction of the competition, while better connecting with our customers."



Methodology

Company analysis

Organization and processes

In the initial assessment of the company it is detected that Tolosana do not have a design and marketing activity in a structured, implemented way, but develops some aspects of these disciplines in an unconscious way as a reaction to needs in their daily activity.

From the analysis of Tolosana's design process it is detected the need to establish a design management activity that maintains and enhances its position as an innovator in the industry. This design process would enable the company to better cope with the constant need for new products.

The consultant offers Tolosana the tools, techniques and procedures to guide them in order to organize and document the design process.

Marketing activities are carried out spontaneously, the company felt the need to implement marketing functions within their organization and sought advice on the steps to follow.

Tolosana knows it must communicate and disseminate an image in which design and innovation are its distinguishing features.

Positioning – product portfolio

As is apparent from the above, there is a very clear positioning for Tolosana since they specialize in high-end products, in addition to finding no direct competition in this segment.

The biggest competitive advantage for Tolosana is their production system and professionalism of their staff, as they have facilities available and flexible and versatile equipment that allows them to achieve different solutions and variations in manufacturing processes. In return we detected the need to standardize the processes of regular products so that they can reduce costs.

Although Tolosana do not apply systematic tools for managing its product portfolio, they make portfolio decisions consistent with their position, which they know must be preserved and enhanced.

At the time of adding or removing products from their offer, Tolosana resolved the issue intuitively, consulting sales levels, and listening to the views of staff that is in contact with the public.

In many cases the withdrawal of a product from their portfolio is the reaction to the

appearance of copies of their products from smaller competitors.

With these coordinates (positioning and type of activity) we determine as a project to design a quality cake enabling standardized production taking advantage of processes and manufacturing technologies, such as sheet cut and their own predisposition to make specific molds that will also protect them against possible copies from competition.

Market research

Market research shows that the most valued attribute, and that in almost all cases decides the purchase, is the look of the cake, together with price, service and quality.

Through interviews to direct consumers, hotels and restaurants, their two market segments, the features that the cake must have in order to achieve a wider acceptance are detected. Originality, finish, ease and comfort to eat, flavor authenticity are all valued.

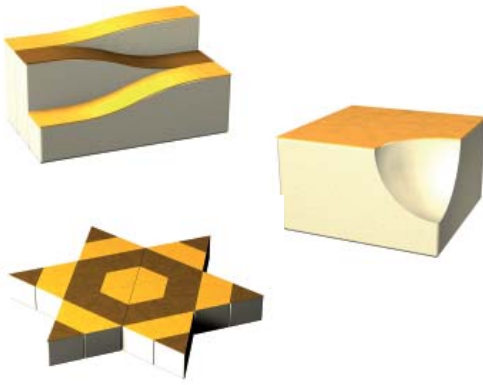
Specifications

It is defined that the product must meet the requirements of a range of cakes with a highly standardized production process, which must be compatible with an innovative concept, original in shape and with a good quality finish.

Design process

Concept generation

The concepts, as well as meeting the specifications, suggest different possibilities for modularity and composition achieving different modes of presentation.



Some of the conceptual proposals.

The cut is left to be seen to accentuate the quality of the product. This process is achieved by means of water cutting technology available for Tolosana and only a few of their competitors or by making specific molds.

Evolution of alternatives

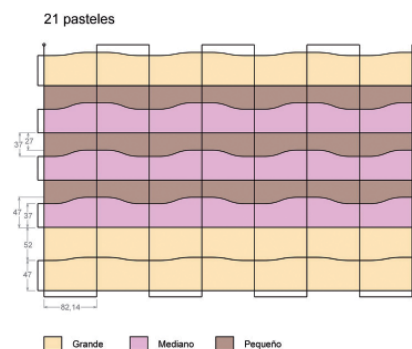
Various alternatives are made studying the most appropriate size cake for consumption, mounting and finishing options.

The design study presents two manufacturing possibilities: the three pieces are obtained from a single sheet or each piece is made in a different sheet.



1:1 scale models.

Tolosana prepared models for the various dimensional proposals to perceive the real size, thickness of the layers and proportion of the serving to determine the most appropriate format.



Manufacturing possibilities are suggested that make the most of the material.

Definition of the final concept

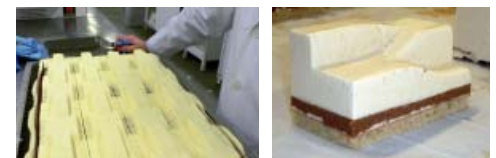
We analyze the minimum thickness that can be used in order not to use too much sponge cake, and choose to include it only in the base.

The product allows different finishes and structural changes for various versions of the product.



3D structural composition.

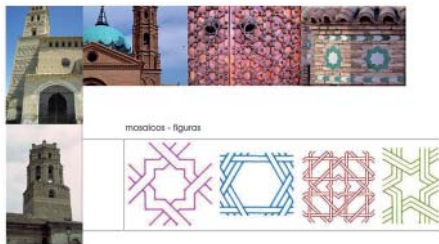
Finally, the optimization of production in relation to costs recommended combining making a mold with the application of the cut at the base of the cake.



Tests for evaluating the process to be used.

Tools

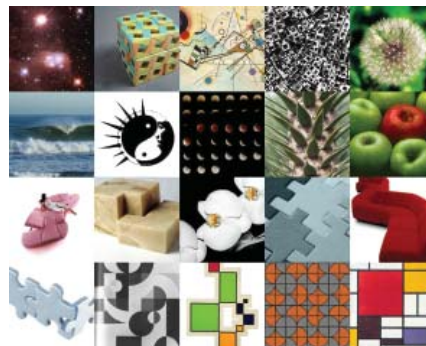
Trend charts.



Mudejar art.



New architecture.



Complementation.



Geometric sculpture.

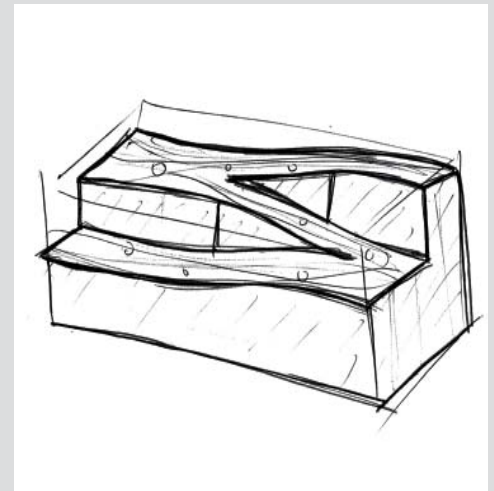
The trend chart turned out to be vital to the formal approach of the project.

Product datasheet

PRODUCTO ACTUAL	
valores de diseño	comentarios
Comunicación visual	Aspecto apaisado y esponjoso, basado en las líneas horizontales creadas por la superposición de capas. Acabado superficial especial y uso de otros elementos decorativos.
Facilidad de consumo	Formas triangulares abigarradas. Ofrece un tamaño más susceptible de ser un bocadillo. Se coge con los dedos sobre un papel.
Edad de gama	Formato aplicable a otros tamaños de alimentación.
Texturas	Varias, dependiendo de los ingredientes. Siempre abigarrado.
Posibles variaciones	Diferentes, dependiendo de los ingredientes, y del acabado superficial, aunque siempre superposición en capas horizontales. Posibilidad de inclusión de frutos más pequeños en su interior. Variación de los motivos utilizados en la decoración.

PRODUCTO 1	
valores de diseño	comentarios
Comunicación visual	Aspecto seco y esponjoso, basado en la línea horizontal creada por la base y en las esteras de su acabado final. Acabado superficial especial y uso de otros elementos decorativos.
Facilidad de consumo	Formas cuadradas con perturbaciones superficiales. Relativamente fácil de consumir por la poca altura de la base.
Edad de gama	Adaptación de la idea del acabado superficial a otros formatos de menor tamaño.
Texturas	Base abigarrada cubierta de crema o no. Posibilidad de inclusión de frutos secos.
Posibles variaciones	Diferentes, dependiendo de los ingredientes, y del acabado superficial. Posibilidad de inclusión de frutos más pequeños en su interior.

The comparison of products on the market is interesting to establish the attributes of this new product.



Upholstered folding base and packaging system

COMPANY	Pikolin, S.A.
CONSULTANT	Append, Investigación de mercados, S.L.
DESIGN STUDY	Activa Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2003

Pikolin SA is one of the largest companies in Aragón, both by number of employees and turnover. Pikolin has the experience and knowledge that place them as one of the leading companies in the manufacture and sale of rest equipment. Pikolin is located in Saragossa and has a staff of nearly two thousand and a turnover of less than two hundred and fifty million euros (2002).

Diseña Project for Pikolin

"Both the market research and the analysis performed during the design process identified the key points for improvement in the product (transportation, installation and maintenance). The design methodology and design specialists provided a large number of solutions with a dramatic impact on the aspects identified for improvement, it was possible to realize ideas through an evolutionary process until the final proposal was launched to the market. The main consequence of our participation in the design was to understand how the design professionals were able in a short space of time to detect potential problems and propose imaginative, achievable solutions."



Methodology

Company analysis

Organization and processes

Pikolin has a general organization of the company defined and documented which includes responsibility for the design. Product management groups those features that relate to the design process such as: technical office, development of databases and development of mattresses.

Not surprisingly, in the diagnosis of the organization by the consultant they have observed that Pikolin has design culture and product development, and organization and resources for this.

When analyzing specifically the performance of Pikolin's design activity it is found that in the company both the process and the procedures for design are well plotted and implemented, and also, among other things, they realize prototypes and pre-series as part of the product development process. It is recommended, however, to reinforce the momentum in the conceptualization stage as envisaged in the model CAD.

Pikolin has a marketing department with specific functions for different activities and different brands of the group. The department carries out its activities while ensuring good

communication with other departments, such as in-house.

Pikolin has a business plan and develops promotional plans depending on the type of customer.

With the intention of strengthening the weight of the design activity in Pikolin, the consultant encourages marketing and product management to make a recycling process and update knowledge, in order to further facilitate their understanding in performing this activity.

Positioning – product portfolio

It is positioned as a manufacturer of innovative and technological products.

Pikolin's product portfolio is divided into four major families: mattresses, bases and mattress supports, pillows and rest.

As for competition, they offer in general the same product families. It is in the bases where Pikolin has a less competitive product.

In studying the life cycle of products, we see that all families are mature, but going

deeper into the family of upholstered bases it is detected that the articulated ones are a growing market with great force. Pikolin want to boost the sale of upholstered bases, above all hinged by strengthening its brand attributes, health, firmness, innovation and technology. The intention is that the Pikolin's sales ratio increases to one base, the product to be launched, for every mattress sold.

It is concluded that the project should focus on the line of upholstered folding bases. As it faces a growing market and possesses the production process needed, and is also the product with the most negative differential in sales. It is therefore necessary to introduce an innovative product in this family of products.

Market research

In researching the market for upholstered bases it is found that the motivation to purchase lies in the need of refurbishment making the most of space.

Respondents indicate that their upholstered folding base ideally should be 1.50 by 1.90 to 2 meters of neutral colors, hinged by means of gas pistons. It is also noted that after

Specifications

The project consists of redesigning an upholstered folding base, to incorporate new applications and / or functions that enable the configuration of the interior, with option to customize the upholstery and make it become more resistant to dirt and abrasion. It will have a folding system operated by gas pistons. The ease and speed of assembly should be emphasized, as well as an improvement in transport and portability, while lowering its cost. They will develop a package of adequate size to allow transport and access to houses.

price, the look loses significance compared to functionality.

The stores consulted agree that the upholstered articulated bases are an increasingly sold product, drawing a dynamic, growing business scenario.

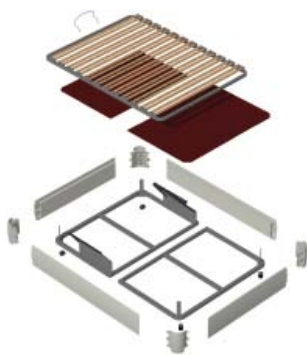
The main problems detected and brakes for the development of this market for the company are storage, transport to the distributor, and cleaning for the user.

Design process

Concept generation

The designers present four different options offering constructive alternatives, combining metal and plastic parts, or one piece plastic structures, and assembly systems.

They propose various ways of dividing the base into smaller pieces to reduce the volume of packaging to transport up to the bedroom and the time used for assembly.



Parts of one of the alternatives.

Concepts pose new uses or functions as a hinged door at the front of the base, a dust-cover and dividers for organizing the distribution of interior space.



There are new applications or functions (hinged doors, separators organizers ...).

Evolution of alternatives

It was decided that the base be formed by a set of plastic parts, injected for assembly parts and extruded for the walls, where the hydraulic system is mounted at the factory.

They also proposes alternatives for pieces such as the arch, the knob and the legs, as well as several proposals of color and finish.

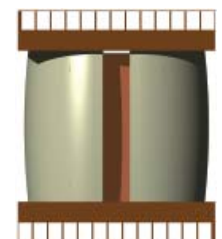
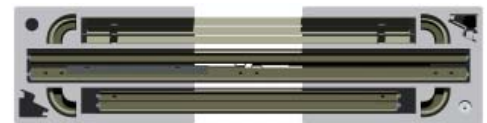


Evolution of the chosen alternative.

Definition of the final concept

Closing the final details of the parts for improvement.

Responding to the need of the company that the packaged product was easy to handle and transport, designers develop a variety of packaging alternatives that respond to the problem.



A wide range of packaging options for easy transport are developed.

Tools

The realization of 1:1 scale models and prototypes helps assess the chosen options.



Images of the prototype.



Cleaning Vehicle: suction-impulsion equipment

COMPANY	Sley Sistemas de Limpieza, S.L.
CONSULTANT	Lean Manufacturing Consultants LEMAN, S.L.
DESIGN STUDY	Activa Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2005

Sley Sistemas de Limpieza, S.L. manufactures and markets suction-impulsion equipment, hydrocleaners and waste pickup-compactors. These products have their respective subfamilies.

Sley is located in San Juan de Mozarrifar (Saragossa), has sixteen employees and a turnover of less than three million euros (2004).

Diseña Project for Sley

"An analysis of market expectations, of the position of products in our portfolio identified possibilities for improving the profitability of our major product lines. Standardization of a solution to shorten delivery times together with improvements to the user and of image, are the main stakes in the new product design."



Methodology

Company analysis

Organization and processes

Production is by order, in most cases the equipment is installed on vehicles owned by the company itself. This means that there is no design process really consolidated.

Sley, which adapts to the circumstances of each project / order must redefine its design process. These circumstances make the marketing activity is limited, there is no commercial encouragement action. The consultant advised Sley to hire external services in a sporadic manner so that it does not imply an economic and organizational effort for the company.

Similarly we found the need to implement techniques for market research and monitoring customer satisfaction, generating both internal and external information to analyze and investigate new opportunities or products.

The product portfolio is not analyzed, a lack of management in this area comes from the fact that it has never withdrawn any products from the portfolio and only one was added in 2004.

Positioning – product portfolio

Sley's positioning is to provide a product with more equipment than the competition and higher prices, so given the importance of this attribute places them at a disadvantage, hindering business expansion and limiting their market to the national territory, this makes the analysis of the product ranges to offer their customers more appropriate.

In the study on the life cycle of products in Sley it is detected on the one hand that the hydrocleaners group represents the largest percentage of activity and billing for Sley, as well as belonging to a market in growth phase and a long life expectancy, creating opportunities to expand its market and improve its competitive situation, to the point where it can be an important asset for steps leading to Sley to become a national leader.

In turn, suction-impulsion equipment, enjoy a market with significant sales volume, which also offers scope for expansion in both the domestic and export market although this is a minor market near maturity. Moreover, its current position to offer customized products has a negative impact in terms of cost, in addition to making it impossible to cut delivery times. All of which means that

they do not currently generate an acceptable margin.

When applying the analysis tool for internal feasibility of new products, and the comparative assessment of products to choose between building a project in the family or hydrocleaners or suction-impulsion equipment, it is detected the latter is best, and in particular that the most appropriate and beneficial project for Sley would be to design a product consisting of standard suction-impulsion equipment on an eighteen-ton truck, a project that will advance the standardization of the offer to overcome the weaknesses mentioned.

Market research

For the market study, since the distribution chain is very simple, direct sales from manufacturer to customer, it was decided to conduct interviews with clients and users and operators of the company itself.

Analysis of information suggests a high market interest for the project chosen given the preferences identified as high-capacity products. They also value a dumping product,

Specifications

Definition and design of a set of equipment called suction-impulsion with a dump-tank with a capacity of nine thousand liters on an eighteen-ton truck for industrial and urban cleaning. A product with a standard basis, with a delivery time between one and one and a half months to improve operators' ergonomics and safety.

with a delivery time of one to two months. Term is considered as the biggest obstacle to the acquisition of these products. The market also appreciates the proper structuring of the range depending on the accessories offered.

Finally, the view of the users detected unresolved usage operations, as well as those with a room for improvement or insecure.

Design process Concept generation

The proposals search for solutions that save time in the manufacture and assembly of the suction-impulsion equipment to facilitate compliance with delivery schedules in the specifications.



Opening and dumping the tank of one of the proposed concepts.

In this regard all the system components are mounted on a structure with anchors to position different components.

We also discussed the tasks to be performed by the operator, layout and organization

of components, accessories or tools with the intent to provide the system with more functionality.



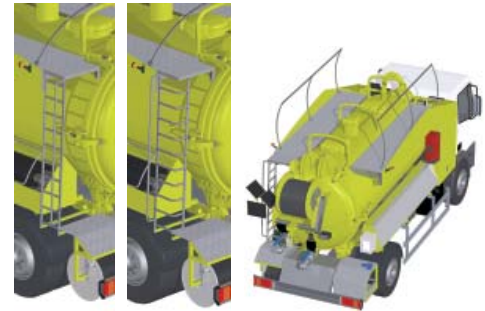
3D image of one of the alternatives presented.

Therefore several conceptual options were presented for the accessories that meet needs in ergonomics, safety, reliability and security in the use of the product (bridge, ladder, operation module...)

Evolution of alternatives

It was decided to integrate the most valued solutions and accessories of each concept as a basis to configure new alternatives.

In the presentation of this stage, we develop above all the design of the fairing (which is considered significant for the personality and image of the product). They also make new proposals for the bridge, the maximum height of the vehicle, safety rails and the bridge, etc..



Details of the fairing and accessories or services added to the product.

Definition of the final concept

Diagrams, materials and production processes for manufacturing are defined; iron or stainless steel elements processed and welded. There is a prototype that allows to test the functionality, usability and the method and duration of the assembly.

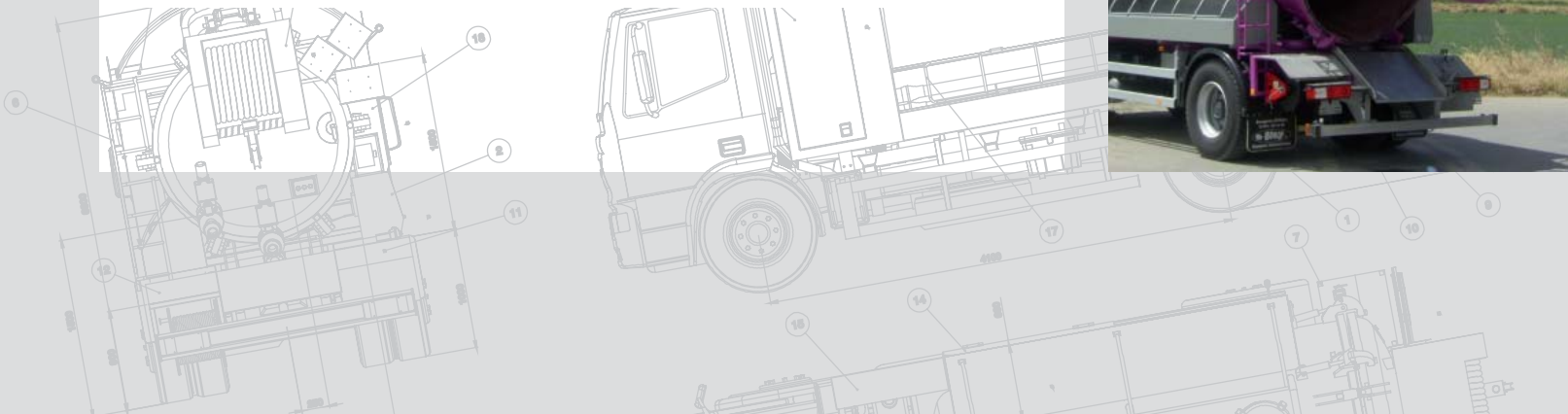


3D image of the final concept.

Tools

Product conceptual profile from usage point of view.

USAGE ANALYSIS	
Identified Needs or Requirements	Possible Solutions
Tank	Give the tank a more evenly shape, keeping the volume, which allows an easier manufacturing. In this way the position of the different components will need to be rearranged.
Reels and hoses	It is necessary to optimize space in order to fit in the largest number of hoses. Search for areas not currently utilized in the truck, to develop extraction and collection systems at the same time. Developing trays or drawers to help keep hoses tidy, thus speeding up their extraction and collection.
Body	It must be a very complete body, leaving as few empty spaces as possible. The bodywork should give the truck a robust look, while softening the shapes of all the components that make it up. The body has to be integrated into the whole and "bridge" the cab and the tank together.
Ladder	The ladder should be integrated into the bodywork of the truck, so that it does not protrude too much to avoid bumps. A ladder folding system can be introduced to take advantage of the lateral space of the tank.
Railing	Different railing folding systems are developed, all of them easy to operate by the user. The height of the bridge can be lowered, this is thought to have the possibility to leave the railing fixed, taking into account the maximum height of this type of vehicle.
Cabinets, boxes and trays	Change the system for opening drawers using hinged doors, having the possibility of using the door itself as a sill for hoses. Drawers capacity can be increased by leaving the upper part free to hold brooms or dustpans. Use large, easily accessible knobs for all drawers or trays due to the working conditions they suffer.
Bridge	Lower the height of the bridge, to integrate the elements that are placed on it better, such as skirts, handrails, etc. .
Safety rings	Its number may be reduced to two, protecting the top of the tank, placing them in the front and rear of it. It should be attempted to. The aesthetic integration of the rings with the general forms of the body and protective elements should be sought.
Control box	It should be located on the right rear part of the truck. It must be a protected stainless steel frame so that it does not bump into different objects. The operation panel must face backwards to the truck's motion, with the indicators inside, not on the sides. The door of the box should open towards the inside of the truck, the frame being preferably of stainless steel. It must have internal lighting so that at night all of its elements can be perfectly seen. The arrangement of elements must be rational, separating areas and functions.



Redesign of packaging machine

COMPANY	T - Pack, S.L.
CONSULTANT	IDOM, Zaragoza, S.A.
DESIGN STUDY	Activa Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2004

T - Pack, S.L. is a company with experience in design and construction of machinery for the snack industry both fried and packaged. Among the latter not only snacks, but also packaging of fresh food, frozen food, confectionery, cereals and powders. T-Pack is located in Pla-Za, Zaragoza, has fourteen employees and a turnover of less than three million euros (2003).

Diseña Project for T-Pack

"We were aware of our lack of design methodology, Diseña Project has enabled us to learn a process, some tools that are applicable in our day to day operations. One of these has been market research, thanks to which we found an area of improvement in the use of our products. Besides the design process has been a breakthrough because we have been able to experience how an analytical approach can generate new solutions, which can respond to specific shortcomings."



Methodology

Company analysis Organization and processes

In the preliminary analysis it has been detected they do not have design and marketing formal organization, and that these activities are done, in a way that lacks structure, to respond to special orders.

When diagnosing T-Pack's sensitization to design, the company is aware of the need to innovate and to know that design is a tool to achieve this. It is noted that the activities related to design are concentrated in the technical office, although not by means of design methodology. T-Pack has well-defined roles of each department and position, but we found that it has not defined the relationship between them in a design process. In approaching a design project, the largest contribution is from the technical department and production management, while the sales department is involved only in the preliminary study. Thus it is advised that the company will step in to make the technical office responsible for the design, while defining its relationship with other departments.

The diagnosis of the marketing structure reveals that the activity lies completely on one of its managers, who through his experience and observations, guides the company into

new markets and customers, rarely towards new products. Business lies on a network of representatives both exclusive and multi-portfolio.

Here it is advised the enlargement and division of functions and resources in order to obtain more market information in order to offer products and services more effectively. In terms of portfolio product management, it is recommended that the company implements cost analysis and business analysis regarding the reference competitor.

Positioning – product portfolio

T-pack's product portfolio is divided into two product lines: frying and packaging. By studying the evolution in sales it is seen that in the frying line only potato fryers increase, while in the packaging one they are beginning to increase the packaging of fresh potatoes, salads and diet products among others.

Further analysis of the market life cycle and evolution of the product portfolio are not used in the diagnosis because the company did not have enough information.

Therefore, no conclusion can be drawn from the analysis as on what line it is a priority to take action, both have potential for improvement. However, these improvements would require technical research, not yet sufficiently developed, to establish a project based on new technology.

Although the analysis of the product portfolio does not reveal a project on which to act, it is the tool for the analysis of the feasibility of new products to choose from the redesign of a packaging machine of new image and a lower cost and the redesign of a frying line to reduce its size.

The tool shows that the first option leads to a smaller investment effort for the company and prospects for greater acceptance by their customers and an improvement of their competitive position.

Market research

The situation analysis of T-Pack with respect to its competitors is very different for its two lines. As for the packaging line, it is well placed at the national level but is a follower of the leaders in the international market. T-Pack

Specifications

Changing the format of the packaging machine must be faster, thus reducing downtime of the machine. To do this, it should reduce the number of operations for changing devices, the number of parts and tools used and their weight. These improvements may not result in an increase in the cost of the machine. The new system should allow for expansion into new packaging formats and be compatible with the three typical packers supplied by T-pack.

offers the highest market price of packaging and better performance, speed and technology, than domestic competitors.

From surveys to operators it is concluded that the change of format is a common, complicated and little ergonomic activity for the type of user, thus having clear room for improvement. Other features highlighted by the users of packaging machines along with the versatility of formats to be packed by the machine are filling speed and cleaning.

With all of the above, it is determined that the project will involve the redesign, for a typical packaging machine, of a changing system in a more efficient and economical format.

Design process

Concept generation

Several concepts are generated in which the components of the machine respond to the needs of changing the format, reducing the downtime of the machine. It is found that these components are used for various packaging formats identified in the project.

These solutions improve the ergonomics of the change of format lightening the weight of the whole, and providing areas for grip. It also makes it possible for the task to be done by a single operator.

The company accepts the proposed generic functionality.



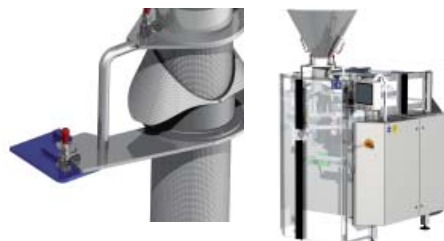
Solutions are offered that improve ergonomics and provide access to grip areas. Integrated concept.

The designers offer, after reviewing competing products, trends, etc., other action points for improvement, arrangement of the machine control systems, opening systems and doors, and proposals for graphics applications that enhance the brand.

Evolution of alternatives

We worked on new alternatives for components, their layout and use, solving small issues found in the options of the previous phase.

We also developed proposals for finishes and applied graphics.



Detail of device assembly on the machine.

Definition of the final concept

From the options presented in the previous stage, T-Pack is developing a prototype of one of the versions to implement it urgently. This version is a mix of the ideas suggested and some changes introduced by the company.

An assessment is made on the prototype and we worked on aspects such as design of the handles with more rounded shapes to facilitate handling of the format and user comfort. The design study made two new alternatives adding improvements to T-Pack's prototype.

In the end, they go back to one of the solutions proposed previously, completion of the cast handle.



Images of the prototype.

Tools



difficulty in fitting the screw, which means bearing the weight of the screw



oversized set, overweight



lack of easy grip areas



need to turn set over for storage



film positioning by means of a clamp



avoid sharp edges in positioning sheet



controls on top, poor visibility due to dirt



2 people are needed, risk of burns from soldering iron

The fundamental tool used in the development of this project is usage analysis. It shows the most significant points to be improved.

Automatic laminated glass cutting machine

COMPANY	Tuomas, S.L.
CONSULTANT	Lean Manufacturing Consultants LEMAN, S.L.
DESIGN STUDY	Línea Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2006

Mecánicas Teruel, S.L. is a manufacturing company dedicated to designing, manufacturing and marketing of industrial glass cutting machines under the brand Tuomas.

Tuomas is located in Rubielos de Mora (Teruel), has thirty-three employees and an annual turnover of less than five million euros (2005).

Diseña Project for Tuomas

"The consultant has been very helpful, we have been able to identify our shortcomings and our potential to improve in order to be more likely to successfully bring our production to market. It was a pity not being able to address the redesign of the machine identified as a priority in-depth. However, we are satisfied with the work of designers in the areas of action in which they have taken part."



Methodology

Company analysis

Organization and processes

Analysis of awareness of design indicates that Tuomas understands the need for the company to have adequate resources and staff for their achievement. The management is sensitive to design and launch of new products.

The relationship between participants in the design process is fluid, with a flexible and dynamic communication, but require being structured.

The consultant warned however of the need to implement a design process in clearly defined stages, as well as documenting all the work in the process.

In turn it is considered that Tuomas is aware of the importance of marketing, devotes considerable resources and performs actions in this field, but lacks planning and structure.

Tuomas does not perform an analysis of the product portfolio in an orderly way. The decision to design new products has often been induced by clients and not as a result of a company strategy.

Positioning – product portfolio

Tuomas products can be segmented into three families: monolithic glass cutting machines, laminated cutting, and accessories for glass cutting. Tuomas enjoys a good position on the domestic market, however not at the level of competition outside the country.

When analyzing their product portfolio it is observed that there are two key machines, accounting for 50% of the profit, they should be empowered and protected. It is also detected that the sale of accessories and services, besides giving a good image is the most profitable activity.

In general, monolithic cutting machines have a higher profitability than laminated glass cutting, a fact that should be considered.

In studying the life cycle it is clear that the market for monolithic cutting machines is mature, whereas growth was detected for laminated glass cutting.

The attribute Tuomas must improve on their products is delivery followed by good aftersales service.

From the study of the product portfolio we can conclude that the priority is to make a new laminated cutting machine, and improving its profitability, defined with the best features and characteristics required by the market, to extend the range coverage, increase sales and serve the company to finally enter the European market.

Market research

The consultant analyzed the market to assess the acceptance of such products, and identify needs or requirements of the laminated cutting machine.

As we approach Tuomas's market we noted that their clients are industrial glaziers who own a company with between five and ten employees, who do not renew the machine until after many years and expect that the spare parts, repairs and maintenance are taken care of onsite.

Specifications

The project consists of defining and designing a new automatic machine for cutting laminated glass. As the development of new techniques that benefit the project exceeds the estimated time required in the Diseña Project, it was agreed to intervene in all aspects to be improved for users of the machines: desktop control, software screens and fairings of the machine, to provide security and distinctive and recognizable aesthetics, with the intention that solutions can be extrapolated to all product lines.

Distribution in Tuomas is direct between manufacturer and customer, the consultant conducted interviews with clients and users who indicated a high interest in machine to be designed. There is an upward trend in the use of laminated glass and a need to offset the cost of the machine by increasing its productivity.

Production capacity and delivery time is one of the weaknesses Tuomas must solve, the more so if they intend to enter the European market.

We analyze each part of the machine together with users and customers to identify requirements, improper use and applications to include in the new machine.

Various proposals are made for the software interface to control the machines, according to its intuitive use and improve reporting on the status of the machine at all times, their conditions of exploitation and management, fault reporting, etc..



Proposed interface for software control of the machines.

In turn the consoles developed improved ergonomics: visibility of the screen and accessibility and use of controls.

Fairings are also designed that are practicable or removable without tools and do not vibrate during operation of the machine.



3D images of the console.



3D images of the fairing.

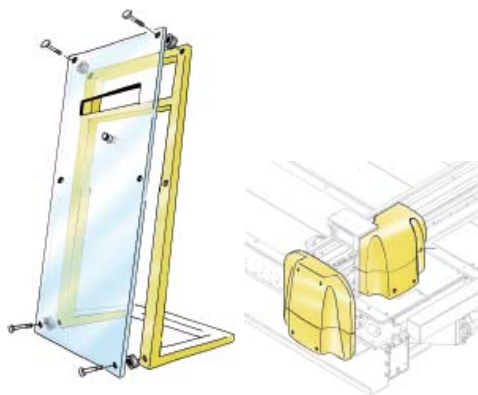


Proposals for multiple display types for the interface selected.

Design process

Concept generation

The designers propose several concepts for each design element.



Sketch of one of the concepts presented.

Evolution of alternatives

Best valued alternatives are developed.

The designers bring proposals for secondary functions of the console such as space for operator's materials, systems for fixing the worksheet and cabling protection.

As for the fairings we explored more robust and durable shapes and materials such as metal, polyester or fiberglass. Several screens of the interface type selected for the software are made.

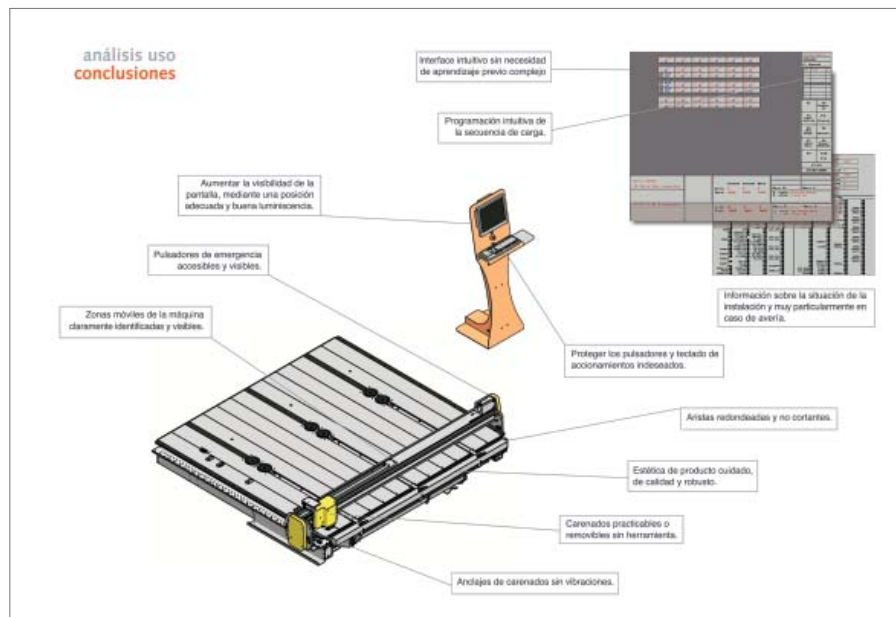
Definition of the final concept

The design studio developed all the interface screens for the selected alternative. To help better communicate Tuomas's innovative proposal a console is developed with very simple aesthetics that combines indigenous materials in the sector, such as metal and glass.

With the intention to enhance the brand, this is added in relief on the fairings to be put on the machine. Fairings that protect the moving parts of the machine can be made in polyester or fiberglass.

Tools

Summary of findings for use on the main elements of the project.



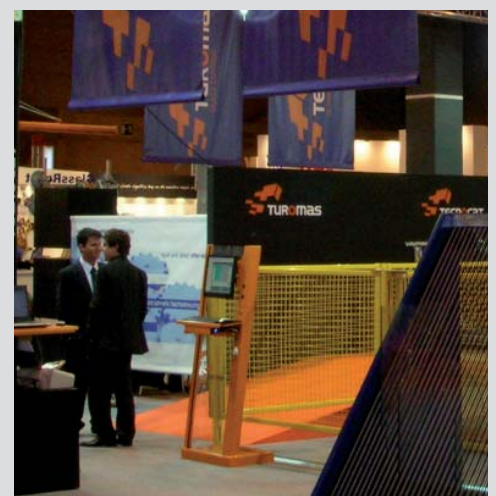
Final 3D image of the console.



Final 3D image of the fairing.



Final 3D image of the final image of some of the console screens for the interface.

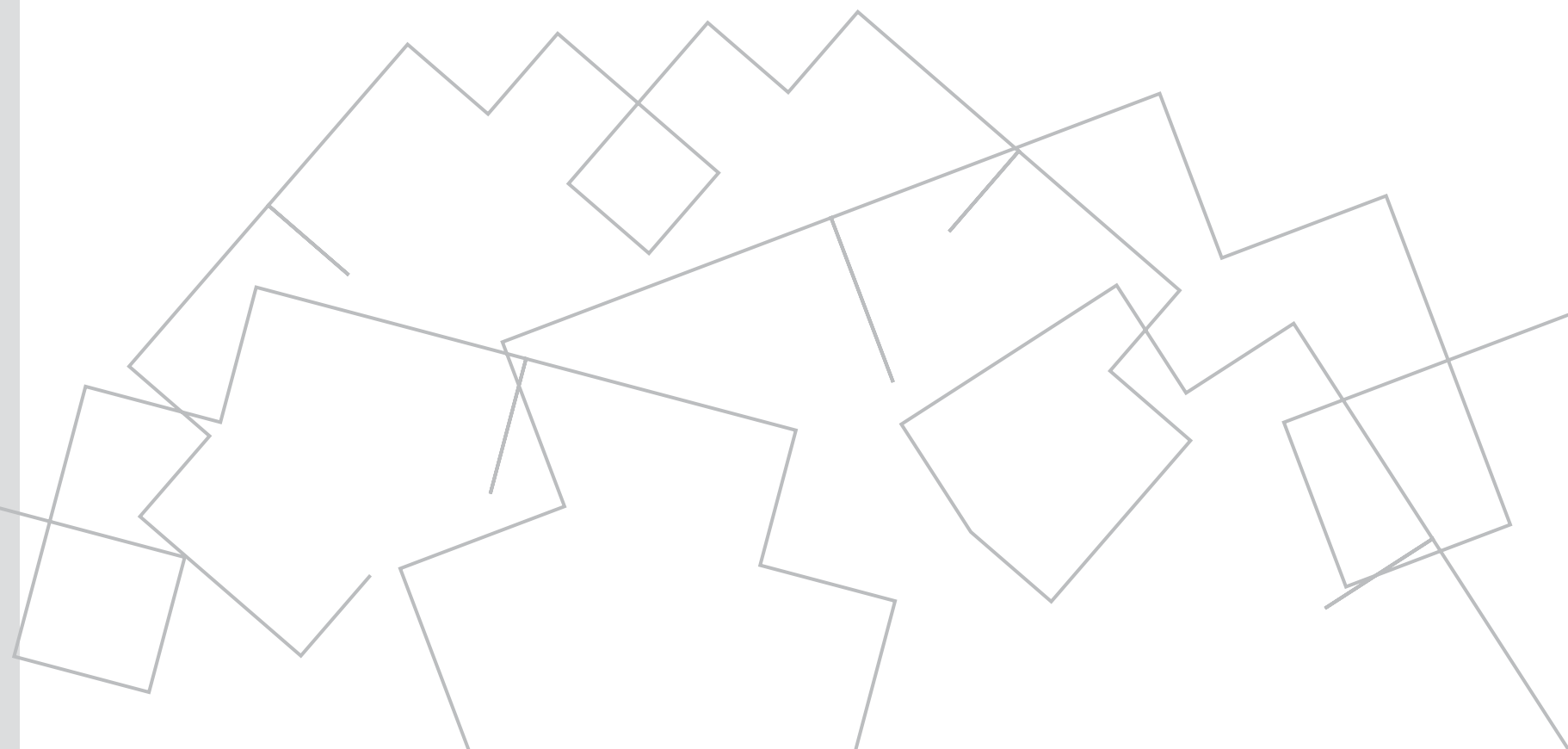




PRO- JECTS DEVELO- PED



Diseña Imagen y Marca



Brand Redesign

COMPANY	Creaciones Taberner, S.L.
CONSULTANT	I.T.M. Consultants, S.A.
DESIGN STUDY	Batidora de ideas, S.C.
YEAR PROJECT	2006

Creaciones Taberner, S.L. is a company dedicated to the textile industry aimed at children. It is located in Fabara (Zaragoza), has ten employees and a turnover of less than one million euros (2005).

Diseña Project for Creaciones Taberner

"The main result of our experience in Diseña Project Imagen y Marca has been the belief that design helps us make strategic decisions tangible. It has helped us to find the right way of transmitting our values and communicate appropriately in all media. The decision to seek the views of psycho-pedagogues, teachers and people from other countries helped us to make small design improvements that are key to improving the readability of the brand. It's just one example of how the application of the methodology is absolutely necessary to make decisions accordingly, to ensure both the uniqueness and personality of the solution as well as its functionality."



Carmen Taberner

Methodology

Company analysis Internal analysis

The consultant examines the awareness and commitment of the company Creaciones Taberner, noting that it attaches great importance to issues of strategy and marketing.

They are aware that the market forces them to seek added value to the product to improve their competitive position in addition to being extremely careful with their image. Creaciones Taberner allocates part of their budget to labels, packaging, website, communication, etc.

Positioning. Creaciones Taberner targets children between 0 and 12 years of age. The company covers the whole country and aims at expanding in the international market.

There is a consistent business strategy implicit in the design of a differential product in terms of quality and craftsmanship completion. But the actions to be developed are not formalized or documented.

Creaciones Taberner positioning can be summarized as: serious, craft, well-made and good quality product, like all-time stores with a renewed and sophisticated design.

Creaciones Taberner operates in the market under the brand Carmen Taberner. The use of this mark is made in a more homogeneous way and is normally linked to the product.

After analyzing their products, positioning and segmentation it is considered that

Creaciones Taberner knows their market and make both short and long term decisions. The visual and brand identity are related to the company's strategy, but by implication not specified or documented.

Some confusion is detected in the use of corporate and brand identity, as Creaciones Taberner sometimes appears as a company and sometimes as a brand, while the expectations of the target in each case are different.

Creaciones Taberner has not registered their mark or trade name, only the web domain, while their competitors are protected.

External analysis

The consultant through an evaluation attribute / media chart notes that what best defines the identity and brand is the product itself, the garments, followed by packaging. Their best communicated attribute is craft, while the use and aesthetics are hardly seen.

The consultant gathers the impression from outside observers about Creaciones Taberner, identifying the attributes that best recognized by the key public are craftsmanship and finish and material quality, and in these respects they are positioned above the competition.

We can say that the performance in terms of corporate identity is acceptable and appropriate but may improve their communication and extension of the visual identity.

Creaciones Taberner is on a basic level of implementation of the identity but their use is not standardized and presented in various ways.

Like the corporate identity, the brand is shown in different ways in different media.

They need a manual with usage rules of visual corporate identity.

Conclusions

It can be concluded that in general Creaciones Taberner is a company concerned about issues of corporate identity, but due to the size of the company and the complexity of day to day operations, is not being managed properly. The identity that the company projects is correct and adjusted to what is intended.

It is recommended that Creaciones Taberner separate the company name from the brand, leaving the first for purely legal issues, which logically should be registered, and focus on the design of the visual identity of the brand, to which it is recommended to add exclusive attributes, tenderness and sweetness, along with their quality positioning. They should also protect the distinctive signs and standardize and supervise their use.

It is noted therefore that the project to be made is to redesign the visual identity of the brand and its basic manualization with the objective that the identity structure that separates the company from the scope of the brand is well codified.

Design process

Concept generation

Designers have different alternatives with the intention to communicate all the required attributes.

They bet for using a handwritten font that supports the values of education and the children's sector.

Symbols and colors proposed are also related to this sector and are easier to facilitate their implementation.

Different applications are also presented to achieve an idea to get beyond the perception of a logo alone.



We bet for a handwritten font.

Market research

Concept test. The consultant conducted a test of the acceptance and communication of the choices.

The majority opinion of the participants goes towards option 3, the flower or clover, and the use of green that they find as more modern. Furthermore the logo is perceived as if it was formed by a thread.

Everyone agrees that the handwriting reflects craftsmanship, quality and tenderness. With a handicap, when consulting with psycho-pedagogues and foreign people, they warn about the fact that since the two words in the logo are together it is difficult to read.

It is indicated that the flower symbol conveys more positive feelings than the other alternatives.



Evolution and definition of the final concept

The designers solve what has been observed in the market research. They insist on the reading problem identified. The two words are separated to facilitate comprehension.

Applications are proposed and the corporate identity manual is made.









Application

Specifications

Undertake the redesign of the brand Carmen Taberner. The brand Carmen Taberner must communicate craftsmanship, exclusivity, tenderness and sweetness, in addition to an outstanding quality. They will define the context of use for the brand. Brand applications to be developed are labels, product and packaging. They will proceed to the registration of distinguishing marks.

Tools

Part of the test carried out in the market research.

	
	
	
OPTION 1	OPTION 2

The majority and almost overwhelming opinion of the participants is tilted towards the choice of flower or clover. As for the color, although opinions are widely dispersed, preferences go for green. It looks more modern than blue or turquoise, perceived as being more classical.

Which option do you think best meets the attributes you want to convey?

First 17%
Third 83%

Do you see any contraindications in the graphic representation or symbol?

Yes 10%
No 90%



Name creation and design of brand identity

COMPANY	Eurocatering Juancibi, S.L.
CONSULTANT	I.T.M. Consultants, S.A.
DESIGN STUDY	Línea Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2006

Eurocatering Juancibi, SL. Is a company that offers catering services.

Located in Andorra (Teruel), it has seventy-six employees and a turnover of less than five million euros (2005).

Diseña Project for Eurocatering

"The brand Trufé, a result of applying the methodology of Diseña Project Imagen y Marca, has helped us position ourselves in the segment of high quality catering, the objective of our company, Eurocatering. The naming stage was essential for the final result of the work to allow us to differentiate ourselves and find something that was consistent with our identity. Further design work has led to unite in a graphics solution all our values and potential. Besides, the methodology of Diseña Project has provided us with recommendations so that this is not just an occasional experience but we are able to manage this new brand in the future".

The logo for Trufé CATERING features the word "Trufé" in a large, elegant, black script font. A red dot is placed at the end of the word, serving as a period. Below "Trufé", the word "CATERING" is written in a smaller, black, sans-serif, all-caps font.

Methodology

Company analysis Internal analysis

Eurocatering Juancibi works on strategy and marketing with great intuition with fast and flexible responses to market, like many other small companies, but lacking structured processes.

The company believes in marketing and corporate identity, advertising is considered a large investment for the future.

The company has a permanent staff as well as a flexible one allowing them to adapt to the workload. It is noted that the spirit behind the corporate identity is deeply rooted in the permanent staff. In contrast, temporary workers lack the vision and it is more difficult to project this philosophy to the public.

Positioning. The company develops its activities in the catering sector and in particular on two lines of activity: communities (canteens of schools and companies) and special services (local festivals and events).

Eurocatering want a position in the high-level catering segment, where their competitors outdo them by providing more prestige value, innovation and product quality.

The company Eurocatering Juancibi does not protect its signs of visual identity in an appropriate way. They registered the trademark Eurocatering Juancibi because Eurocatering was already registered by an Italian company. Therefore, the company

is disclosed to the market with a different name to that, which may lead to future legal complications.

Furthermore, the company uses the name Eurocatering as corporate identity and applies it to the media in general and in turn is used as a trademark.

External analysis

Communicated identity is very similar to the image perceived by customers, suppliers and employees.

We can say that the actions of the company in this area are acceptable for the segment in which they are and not appropriate for the one they want to enter. They should improve the attributes of excellence and innovation.

They are at an advanced level in defining the visual elements and the extension in the implementation of their corporate identity, because there is a systematic use of name, logo, colors and typography. The image is applied to the environment of the company, although lacking an identity manual.

The corporate identity of the company does not expand using other brands to identify the different activities or lines of service, a usual practice in the industry.

Conclusions

We can say, as an overall assessment that the company cares about its corporate identity, more about the brand identity than company identity, but should improve some aspects of the organization in terms of marketing.

The consultant recommended a name change and the definition of a new identity for the brand, both directed to the new position in the high-level catering, and also recommended making a subsequent legal protection of distinctive signs, as well as the incorporation of a professional in terms of marketing and relationship with a graphic design firm.

It is noted that the project is to design the new brand identity and its basic manualization.

Design process Concept generation

The designers begin by presenting different options for the new brand name, of which three were chosen to perform a concept test. Trufé is the name selected to serve the new market segment different from Eurocatering. Trufé communicates desired attributes such as prestige, innovation, and exquisite cuisine.

Several concepts of logo are generated with the name selected.



Concepts presented.

Market research

Concept test. While a market test for the choice of name is carried out, the consultant researches the market to assess which of the graphic alternatives is better accepted and better communicates the attributes desired by Eurocatering. Three concepts are selected for this purpose..

The advisory group believes that figure 1 suggests something innovative, excellent, elegant and up-to-date. They refer to creative,



innovative and author cuisine.

The consultant concluded that the respondents have found no significant contradictions between what is perceived and communicated.

Evolution of alternatives

Alternatives are made that suggest small changes in color, shape, secondary name and symbol shape.



Variations of the concept chosen.

We present several applications in order to assess them in the context they will be used.



Proposed applications.

Definition of the final concept

The designers make small tweaks in response to what was observed in the market.

To reinforce the corporate idea, a version is proposed with the first letter capitalized.

We develop some applications, stationery and costumes, from the alternatives generated for a more comprehensive idea of identity.



Final proposal.

Specifications

Define a name and visual identity for the brand to help achieve positioning in the target segment. Distinctive signs shall collect the best valued attributes of the company and its business, excellent service and adaptability, and the ones they need to achieve, prestige and innovation.

Tools

Naming process.

Zaragoza	Nacionales	internacionales
Ebro Restauraciones/Cachirulo	Nombres	Nombres
La Bastilla	Ana katerina	De Facio's
Serunión	Catering Hilda	Carina's
Seral / Senior catering class	Arturo Cantoblanco	Sicola's
La Astoria	Inaki Sarriegui	Expresiones
El Milagro	Isabel Maestre	Chefs & Catering
Comerbiencombi	Arola	Spices Catering
	Ester Conde	Bella Cucina
	Moncho's	Vande Rose
	Ereaga	Haute Touch
	Catering Dama	Buona
	Lugares	Fresh Catering
	Faro norte de la moraleja	Yes Chef!
	The westin palace	Le Patron
	El balcón de Artemisa	Miraglia
	Palau Catering	The Royal Catering
	Mallorca	Queens in the kitchen
	Iruña catering	Lagusta
	Nuevo Coliseo	Casual Catering
	El Olivar	Nomad. food&desing
	La Abadía	
	Expresiones	
	La buena vida	
	La jara gourmet	
	Buen gusto catering	
	Simply Fabulous	
	Food and mambo	
	A la Carta	

Anna Bocca

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El Quintanar

Alta cocina
Cuidado y esmero
Detalle
Buen gusto
Experiencia
Belleza y atractivo

trufé

registro marca disponible
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Tradicón
Prestigio
Solera
Infraestructura
Autenticidad
Lugar emblemático

Prestigio
Innovación
Internacionalidad
Exquisito
Originalidad
Alta cocina
Lujo y caché



DEFGHIJKLMNOPQRSTUVWXYZ
!@#%/*?()=-_1234567890
abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNOPQRSTUVWXYZ
1234567890

Trufé.
CATERING



Corporate identity and brand redesign

COMPANY	Gestiones, Estudios y Realizaciones, S.A.
CONSULTANT	Append, Investigación de Mercados, S.L. Novotec Consultores, S.A.
DESIGN STUDY	Línea Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2006

Gestiones Estudios y Relaizaciones, S.A. , hereinafter GER, is a company in the air conditioning sector, both at industry and agriculture and livestock levels. GER has a different range of products: heating, ventilation, refrigeration and air conditioning.

GER is located in Saragossa, has eighty employees and a turnover of less than fifteen million euros (2005).

Diseña Project for GER

"The participation in Diseña has allowed us to understand the importance, not only to apply an identity but for this, the visual identity, to be well structured and to have a pre-defined and limited use. Interaction with our target public has enabled us to know how we are perceived, and evaluate what we could do to find more effective ways to communicate our values."



Methodology

Company analysis Internal analysis

GER's structure has grown over the last few years, it is found that from this growth comes the need to formalize the strategy and marketing processes.

GER has a long experience on the management of the signs of identity and brand, but without a standardized implementation process. There is a need for the company to develop the corporate identity to consolidate its existing brands.

In analyzing the organizational structure of GER, it is noted that Marketing provides guidance on segmentation, positioning and attributes to communicate.

Positioning. The consultant conducted a DAFO analysis indicating that the strengths that characterize GER focus on the degree of innovation, quality, service and experience in the market, while their weaknesses are timing and marketing. Opportunities are identified as market size and a number of threats such as segmentation and the environment. The latter being more intense.

The company faces a big challenge, to achieve a clear distinction with regard to their competitors and a proper and controlled commercial expansion.

The internal analysis from the viewpoint of identity coherence, reveals that there is no inconsistency between the values that they want to convey and their real identity.

The extension in the implementation of their identity is fairly well developed but lacking the creation of a manual that normalizes it.

GER has several trademarks that identify their product lines, thereby responding to a multi-brand structure. These are well defined, but not standardized. There is also a clear idea of what values to transmit for each of them.

GER has always been aware of the importance of the legal protection of their trademarks. Many of the products have their trademark, just as the corporate visual identity itself.

External analysis

The consultant analyzes the outside perception of the company and its brands, noting that both are understood by key audiences. Respondents assert that GER is distinguished by offering higher quality and innovation than their competitors, and the intensification of these features can help them achieve greater differentiation. Respondents also believe that GER should communicate closeness, particularly in commercial dealings.

Also by analyzing the visual elements that communicate the corporate identity of GER in connection with the attributes to communicate, respondents indicate that these elements correctly transmit the target attributes. The management, both internal and external, of identity is good, as well as the level of implementation based on the size and geographical scope of GER. Even though, GER is recommended to move towards a multi-

brand structure but secured by the identity of the company itself, it is also recommended to update their identity to facilitate a more efficient implementation.

Conclusions

The overall assessment indicates that GER is highly sensitive with respect to the brand concept and strategy of differentiation. They get a good mark in terms of definition and development of the visual elements of brands. The level of implementation of identity is somewhat above the industry average, with too much emphasis placed on the brand and not the company.

The signs are adequately protected. GER is perceived by different target audiences as a company providing quality, reliability and innovation but should enhance the communication of these attributes.

The consultant recommends GER to consolidate company and brand identity management. Similarly GER is advised to document everything about the corporate identity and brand, introducing tools to collect internal and external information to assess the state of business in these areas.

Design process

Concept generation

The designers use the information gathered to generate several concepts for GER. They introduce the logo and associated brands.



One of the proposals for brand structure.

We proposed minor variations in color over the original logo as well as different fonts of a technological nature. We also presented different slogans accompanying the logo. Three concepts were selected to test the market and it is suggested to tweak the originally proposed theme "climate technology" with the intention of distancing itself from household air conditioning.

Market research

Concept test. Respondents argue that the name GER suggested a large number of associations. However, over half of respondents associated GER with two of their

products, air conditioning equipment and ventilation equipment.

The first concept is the most liked at first sight, for it is identified with the company and for its colors. In addition respondents associate it with most of the attributes offered such as service, professionalism, quality, air conditioning and proximity. Except for modernity, innovation and heat, which were slightly more associated with concept 2, and cold, which is most often associated with concept 3. The sub-brands obtaining the best score are also the ones in concept 1.



Evolution of alternatives

We present possible variations and adjustments to concept 1, the best valued one in the test. Each concept is presented with its colors, fonts and associated sub-brands.



Variations and adjustments to the concept selected in the concept test

Definition of the final concept

After weighing the above variants the preferred option in the test is finally chosen. During this third stage the corporate identity manual is also developed, offering diverse applications for business such as stationery, clothing, vehicles, advertising, etc.

Rules are developed for the brand GER and one of their associated brands.

All distinctive signs are integrated forming a cohesive family to make it easier to implement and communicate all of them on the different media.

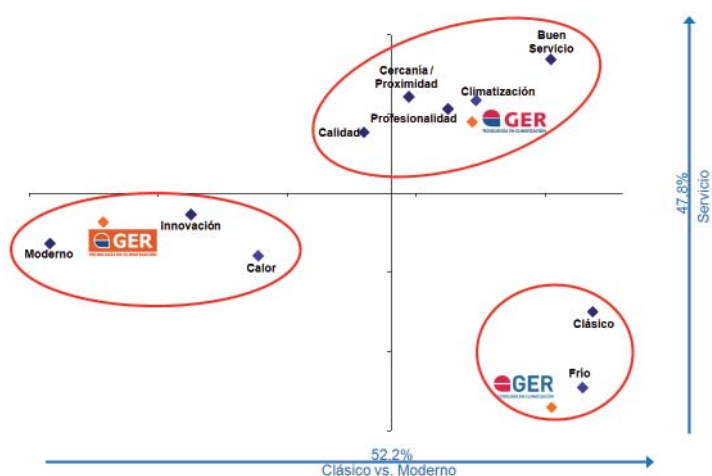
Specifications

Redesign of GER's corporate visual identity and brands, making their manual.

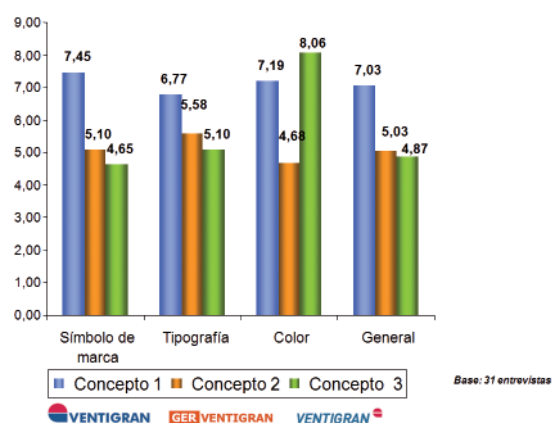
The identity and brands must belong to the same visual set. The redesign should not alter the recognition factor. Carry out alternative application for packaging and vehicles which better display visual identity while providing broader dissemination.

Tools

Brand logo positioning.



Valuation of the logos of sub-brands (average). The logos of associated brands or sub-brands with a score higher both in terms of symbol (7.45), and font (6.77), and in general (7.03) are the ones in Concept 1, except for color, which gives higher scores to the logo for concept 3.



Corporate identity and brand redesign

COMPANY	Griferías Grober, S.L.
CONSULTANT	López y Pellicer Asociados, S.L. Vea Qualitas, S.L.
DESIGN STUDY	Estudio Novo Diseño, S.L.
YEAR PROJECT	2005

Griferías Grober, S.L., GRB at present, is a company dedicated to design and manufacture of thermostatic faucets and mixers.

GRB group is located in Pla-Za, Zaragoza, has fifty employees and a turnover of less than eight million euros in 2008.

Diseña Project for Grober

"Diseña Project Imagen y Marca has helped us to know how our brand was perceived, the possible points of improvement, both in terms of image and message to transmit and clear awareness of the importance of this instrument in corporate communications. In addition, our brand did not clearly transmit the key concept of technology that we intend to convey. Finally, a key concept in our project is differentiation, and any association with a phonetically similar name in the same sector for us is nothing but harmful. This is why, as a result of all the above mentioned facts, we decided to rethink our brand strategy, plan, organize what we communicate and take a first step towards brand management. "



Methodology

Company analysis Internal analysis

After an initial analysis the consultant finds Grober is aware of marketing and identity management. However, these actions are not standardized, nor have staff or resources assigned to them. There is no such thing as a documented strategic or marketing plan, nor specific processes and / or procedures in corporate and brand identity.

Regarding the overall structure of Grober, the staff responsible for each activity are specified in the Quality Management System.

Positioning. Grober is positioned in the medium-high market, with the intention to focus more on high-end. Grober's strengths in its market are innovation, quality and customer service, but in a higher market segment, which they are trying to enter, they would be below their competitors.

Grober performs a segmentation of the market and offer different product lines in response to aesthetics rather than a profitability study for each niche.

Grober's position is unclear, since they do not differentiate the various product lines that have very different values to communicate.

The company name and brand match, ie, Grober has a monolithic brand structure. Grober makes a somewhat proper management of its identity, striving to make it match its strategic vision. But the consultant noted the need to check, through the collection of systematic information, the

results achieved.

Grober has always been conscious of the need to legally protect the mark and their distinctive signs, in order to keep records external assistance is available. The only points to improve are the formal process and the international registration, as they are exporting.

In analyzing the internal consistency of Grober's identity and brand it is concluded that within the company itself the attributes desired for the new target segment are not correctly perceived. It is detected that the changing of logo does not help to consolidate and determine the features of the company.

The attributes that they want to communicate in the future are high-tech and aesthetics differentiation.

External analysis

We consulted the perception that users, sales channels and prescribers have about Grober, observing that there is a significant degree of confusion with the brand Grohe, the technological attribute to achieve is not seen, except in the attribute of aesthetic differentiation. Grober communicates the other features at the same level as their competitors.

It is found that the brand is recognized only by industry specialists. The identity of elegance and precision of its products is

slightly dimmed by the lack of continuity and the design of their logo.

Although Grober broadcast their identity in applications such as stationery, brochures, packaging and product, extending the brand is not effective because of this lack of consistency.

Conclusions

The target positioning, high-tech and aesthetic differentiation, does not correspond to the communication strategy observed and the lack of continuity makes identity recognition and value association difficult.

Grober is recommended to consolidate their corporate identity, restructure their organization, all in accordance with a mission, vision and values of the company consistent with the positioning to be achieved.

The consultant also advised to consider steps towards a multi-brand structure, separating corporate and brand identity, or change the current one to avoid confusion and enhance one of its most distinguishing features, technology.

Design process

Concept generation

The consultant performs a naming process to implement the new identity to Grober and testing later to collect the impressions of the target audiences. The proposed solution also requires the ability to generate different brands that segment and classify Grober's products.



Presentation proposal chart.

The design team prepares proposals based on the future trend of the market for high-end faucets.

Evolution of alternatives

Each concept has its own associated colors and fonts. To be able to get a real idea of its subsequent implementation, we generated some proposed applications.



Applications.

We selected to test the sub-brands Nature and Grober to accompany GRB and a third one called Grisanex.

Market research

Concept test. Respondents argue that the name of Grisanex is difficult to remember and does not produce any positive sense, while the other two alternatives reported in the case of GRB Nature: nature, freshness and ecology and GRB Grober produces a sensation of technology, safety and strength.

The poorest valued logo in the concept test is Grisanex, although it is believed to have chosen the right color. The color of concepts 1 and 2 reported no activity that is related to the company.

We conclude that the identity that better represents the most important attributes of the company is GRB Grober. The design of

visual identity and corporate elements recall optimal technology, product quality and a well-made product.



Definition of the final concept

We finally opted for a visual identity for the company formed by the joint legend GRB, Grober, the application to product being, in general, the letters GRB.

An identity manual is made for GRB Grober as well as applications for stationary, catalog, packaging and product.

Specifications

Redesign of corporate identity and brand.

Achieving an identity consistent with the features of high-tech and aesthetics differentiation.

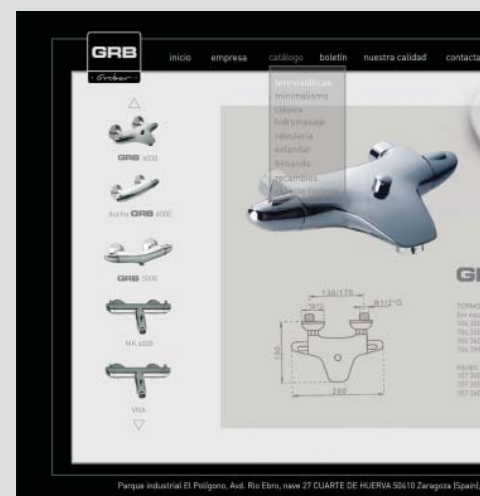
Making a manual with special attention to applications to the products.

Tools

Proposal for a color coding of one of the alternatives.



Proposal of icons associated with the brand.



Brand identity redesign

COMPANY	Harineras Villamayor, S.A.
CONSULTANT	Factor ID (Think Twice S.A.L)
DESIGN STUDY	Activa Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2006

In 1934 the Villamayor family started the production of high quality flour and semolina. Harineras Villamayor, S.A. is located in Huesca, has a staff of sixty-seven and a turnover of less than thirty million euros (2005).

Diseña Project for Harineras Villamayor

"The use of a brand is something that transcends its printing or application on packaging. Diseña Project Imagen y Marca has helped us to understand that the mark was an expression of our corporate identity. The redesign of the graphic elements of our identity along with the applications developed, make us feel more comfortable and safe when facing a new stage in our development as a business. "



Methodology

Company analysis Internal analysis

It was found that awareness and commitment of Harineras Villamayor on strategic planning is obvious. They develop a three-year plan from various perspectives, economic, environmental and social.

By analyzing the structure and functions involved in managing the corporate identity it is observed that Harineras Villamayor has shortcomings in the specific field of marketing actions such as the existence of a genuine identity management.

Harineras Villamayor do not have a marketing plan formally prepared, but begins to feel the need to formalize their business. Therefore, they lack a market pull, which allow them to define, evaluate and control the signs and elements of their communication.

Positioning. Its strategic pillars each are certified quality, foreign markets and product innovation.

The attributes that best express the identity of Harineras Villamayor are: quality in its two aspects (homogeneity and organoleptic properties), a range or choice, respect for the environment, high price and tradition.

Harineras Villamayor's identity structure corresponds to a monolithic model in which brand and corporate identity coincide.

The hallmarks of the company are its trade name Harineras Villamayor, accompanied by a picture in the form of a wheat ear.

The variety of flours are coded by the color used in packaging. In this sense Harineras Villamayor was a pioneer in using a color code to identify and distinguish their products in the industry.

It is noted that the company is in a stage of protection of distinctive signs consistent to what they should be doing.

External analysis

The consultant assesses each of the attributes of the brand / identity for each of the media on which they have been applied. We conclude that there is consistency between the company's identity and image that is perceived of it, but they need to update and formalize it.

It is noted that the projected identity of the company to its key audience is perceived, recognized and differentiated positively. Therefore, the identity of Harineras Villamayor conveys the desired values, the above mentioned quality, choice and respect for the environment, which clearly and positively differentiate it against its main competitors.

When analyzing the sector it is detected in the name aspect of brands the main criteria for distinguishing the type of flour are generic ones, depending on their strength, destination, origin, segment, etc. For example: special, unique, power, white, croissant, etc. In this type of products packaging is the main element to spread the brand.

Conclusions

The overall assessment of Harineras Villamayor, in terms of corporate and brand identity, indicates that although they are aware of the importance of the image perceived by the market, they do not use enough and / or appropriate means to exploit the good position the company enjoys, nor develop a comprehensive and structured process.

Although the company has developed its corporate identity, it is limited mainly to the graphical applications of the basic elements. That is, this indicates that the company feels something identity as something graphic and not strategic.

Nevertheless, Harineras Villamayor is working to underpin their differentiation, as it is the only company in its sector that broadcasts a message on his website about social and environmental responsibility.

The consultant also proposed a methodology to implement which includes marketing activities within the organization of the company, Harineras Villamayor is advised to explore the possibilities of moving towards a model with a more differentiated brand structure, define new media or applications for the expansion of the corporate identity as well as normalized development of a basic manual for brand applications.

Design process

Concept generation

The designers present different alternatives to show various ways to approach the solution for corporate and brand identity, together as they are now, or looking for a different brand. They also propose various options to represent wheat, suggesting fonts, colors and other options for the new logo. It is agreed to include the "flours and semolinas" specification, that is the option of a different brand, and the ear as a symbol.

Evolution of alternatives

New alternatives are made with respect to the system envisaged in the previous phase. It redefines and simplifies how to represent wheat with the intent to facilitate and increase the recognition factor.



Proposals presented.

Market research

Concept test. The consultant conducted a test of the acceptance and communication of the choices. Our conclusion was that the best option is alternative 1, as well as possessing the required attributes, has a modernity factor that today in this sector is associated with positive values, unlike traditional as it does not seem strategic. .



The designers receive the findings of this research market, indicating possible improvements identified interesting opinions observed.

Definition of the final concept

The designers make small tweaks in response to what was observed in the market research.

The selected brand is applied to the proposal for promotional stationery and other media. In the case of bags of flour it was agreed to maintain the aesthetics and color coding used at present for existing varieties of product, but integrating the new logo. All this so as not to break sharply with Harineras Villamayor's recognizable codes in the market. For new flours a new color coding is established. These new formats will use the brand in the top and larger than it was in previous bags to provide it with more importance and prominence. It also incorporates the graphic elements, the new ear, which serves as a union between the top dedicated to the brand and the lower background color, showing the technical specifications and location data of the company.



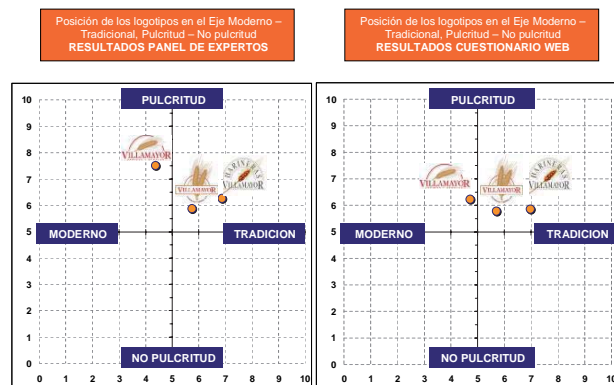
Application to sacks.

Specifications

Redesign of the brand identity of Harineras Villamayor. Design and development of a basic manual of applications, including business stationery, multimedia presentations and applications to product.

Tools

Positioning of the various proposals.



The experts interviewed in the initial part of the study and questionnaires obtained at this stage from industry professionals, agree on the position of the logo on Axes MODERNITY – TRADITION and NEATNESS – NO NEATNESS (See comparative chart).

Part of the test devoted to assessing the applications.

In this sector, the role of different forms of packaging of products is very important. So much so that when a baker receives a sack of flour with the new image, Harineras Villamayor wants him to continue to identify it with the current packaging and the company.

Currently, the graphics in the sacks of Harineras Villamayor is:



If the company finally opts for one of these proposals, graphic development designed for the packaging would be:



Package proposal 1 Package proposal 2

Question 1

In light of these new bags, please indicate if you feel that they represent a step forward compared to the current packaging, or on the contrary, the new bag is a step backwards in terms of graphics.

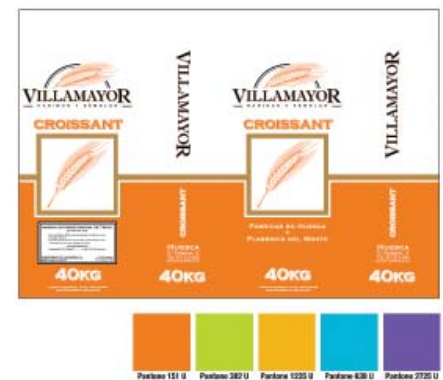
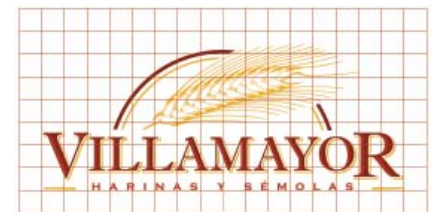
Package proposal 1 ☐

Package proposal 2 ☐

Question 5

In the light of these new bags, please indicate if you consider that the new packaging is identified with the current packaging, or rather, the new bags are misleading and not associated with the former or the company.

- Package proposal 1 ☐ YES It is identified with the previous package and the company.
☐ NO It is not identified with the previous package and the company.
- Package proposal 2 ☐ YES It is identified with the previous package and the company.
☐ NO It is not identified with the previous package and the company.



Corporate identity redesign

COMPANY	Horno de leña Esplús, S.L.
CONSULTANT	I.T.M. Consultants, S.A.
DESIGN STUDY	Activa Diseño Industrial y Gráfico, S.L..
YEAR PROJECT	2006

Horno de leña Esplús, S.L., as its name suggests is a company dedicated to wood oven bakery, where bread is made in addition to pastry.

Horno de leña Esplús, located in Esplús (Huesca) has three employees and a turnover of less than one million euros (2005).

Diseña Project for Horno de leña Esplús

"Now when we market our product with the formats and graphics designed (packaging), we convey a set of values that we already had but were not perceived by our clients and potential customers. We can say that Diseña Project Imagen y Marca has opened doors when it comes to market the product and make ourselves known, but above all has helped us to understand who we are and what the strengths of our company and our products are."



Methodology

Company analysis Internal analysis

Actions concerning the identity of the company and brand have always been taken with their own resources and as a purely intuitive and personal decision.

Positioning. Horno de leña Esplús is a small family business which has no organizational or specific functions for each worker.

They define themselves as village craft bakers. The consultant found that even without raising marketing or commercial strategies, Horno de leña Esplús is restless and tries to define their future. In order to do so, they are considering creating a series of more elaborate, traditional products for a gourmet segment extending to Saragossa.

The attributes that characterize Horno de leña Esplús are: a traditional process, healthy, quality, craft, family and home: from Esplús.

There is awareness in relation to concepts of identity and brand, but the application of resources is scarce. They well understand the importance of creating a visual identity that identifies and protects their products.

The brand structure is monolithic, in Horno de leña Esplús brand and identity coincide. Is not managed in a systematic way, nor follows a defined process for use. The consultant notes that the company was lively and responsive to change their situation.

Horno de leña Esplús markets its products through the brand Esplús. The best

communicated attributes are tradition and origin. The company had advice to protect their brand, but has only registered the name. Therefore, the company has not registered any distinctive graphics or logo.

The consultant noted the need to protect, maintain and control Horno de leña Esplús's brands.

There is an adequate level of consistency between what they are and what is transmitted, but this does not occur equally for all applications or media. The consultant indicates that the most important points to improve are stationary applications and the environment of the oven.

External analysis

From the outside, Horno de leña Esplús is observed as a small artisan bakery factory that elaborates traditional products.

The attributes identified by customers and distributors are tradition, natural product and origin, quality is the least noticed. Therefore, the perceived image is consistent from the outside, but not distinct from any other village artisan baker.

Horno de leña Esplús applies its identity to business cards, dossiers as catalogs and packages containing product. Because they have not developed the corporate identity it is unevenly used in terms of colors, shapes and even the name itself.

The visual identity of Esplús has a very basic development. The symbol consists of an oven connected to the name, trying to emphasize the role of the production process, seeking a direct association.

Conclusions

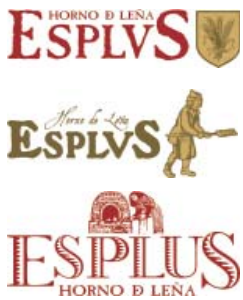
The consultant concluded that in general the corporate identity may be correct for the activity at present, but is not valid and needs a new approach for which they want to do in the future.

It is recommended that Horno de leña Esplús enter the market of traditional pastry in Zaragoza. Developing the range of products, paying attention to new channels, for which the new identity should be applied in order to reinforce the target attributes and add brand value to the product.

Design process

Concept generation

The designers presented several concepts that communicate the target attributes. They generated several symbols associated with origin and the wood-fired oven.



Proposals presented.

Evolution of alternatives

The designers propose new options for symbols, logos and fonts with changes that strengthen the idea of a craft product.



Options proposed for symbols.



Options for logos.

Through internal assessment tables we selected the most valued symbols and logos. Again variants are made to reach the six options that were finally tested.

Market research

Concept test. The views collected from the concept test show that the ear and the font of options 1 and 2 provide an image closer to traditional and craftsmanship.

They believe the ear symbol should be modernized, since it is not a differential resource. The fonts of options 2 and 3 help to give a touch of modernity and cleanliness to the whole.

The option that best conveys the set of attributes: traditional, natural, craft, healthy, origin, according to reviewers is alternative 1.

Variants are made on the best valued option in the initial test, which are re-tested.

The key audiences see in the vertical ears, in the font with rough edges for Esplús and in the date of commencement of the activity of

the oven some signs perfectly associated with the attributes to convey: traditional, natural, healthy, craft and linked to its hometown.



Definition of the final concept

We incorporate the views of the key public, the implementation of the new identity to the different product packs is carried out and the corporate manual is developed.



Implementation of the new identity to the packs.

Specifications

Redesign of corporate identity for Horno de leña Esplús and the subsequent realization of their manual.

Achieving an identity consistent with the positioning they want.

The attributes of tradition, nature and origin must be strengthened by adding craftsmanship and healthy product.

Pay close attention to packaging and product exhibitors.

Tools

Check list of the structure, functions and formalization of the strategy, marketing, corporate identity.

Has been rated by the degree of compliance:

2	There are people with responsibilities for strategy and marketing
2	There are people with defined responsibilities for corporate and brand identity
1	Market / consumer / user research is often carried out
0	Strategic analysis, such as SWOT or similar, is performed
4	Mission, Vision and Values of the company are defined
0	The annual Marketing Plan is defined
0	Segmentation is defined
4	Positioning is defined
4	There is a corporate and / or brand identity strategy
0	All or most of the above issues are formalized and documented in writing
0	There is an external office which collaborates or a specific person with defined responsibility for corporate and brand identity
0	The actions were monitored, as well as their implementation and development.

VALUATION	POINTS
1. Points earned =	17
2. Divide by 12 =	1,4
TOTAL POINTS	1,4

Interpreting the Ratings

Score	Interpretation
1	Activities related to Strategy, Marketing and Corporate Identity Management are not organized, there are no people with assigned functions. There is no documentation or formalization of the strategic management nor marketing or corporate and brand image.
...	...
10	There is a detailed organizational chart with people, roles and responsibilities for Strategy, Marketing and Corporate Identity. All actions are formalized / documented.

Evaluation of the structure, functions and execution of the strategy, marketing and management of corporate identity

1

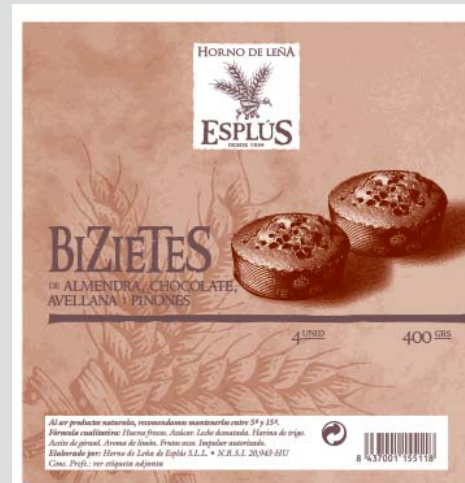
Some results of the concept test

Best choice of symbol and typography?

First	33,3%	Fourth	29,2%
Second	8,3%	Fifth	20,8%
Third	0%	Sixth	8,3%

Do you see any serious contraindication?

Yes	12,5%
No	87,5%



A B C D E F G H
I J K L M N Ñ O
P Q R S T U V W
X Y Z a b c d e
f g h i j k l m
n ñ o p q r s t
u v w x y z 1 2
3 4 5 6 7 8 9 0



Name creation and corporate identity design

COMPANY	Olivos del Ebro, S.L.
CONSULTANT	I.T.M. Consultants, S.A.
DESIGN STUDY	Estudio Novo Diseño, S.L.
YEAR PROJECT	2005

The company Olivos del Ebro, S.L. is a productive center of olive oil. Olivos del Ebro, located in Mequinenza (Zaragoza) has five employees and a turnover of less than five million euros (2004).

At present Hacienda Iber S.L.

Diseña Project for Olivos del Ebro

"In our case, betting for Diseña Project Imagen y Marca marked a turning point. Diseña Project helped us to create an identity while also taking part in defining the strategy and product concept. It has been successful, which is evidenced by the fact that after Diseña Project we have continued to develop our identity, applying it to our facilities, mill, media, etc. taking steps towards global brand management. All this would not have been possible if we had not counted on the design methodology and the appropriate consultants who helped us get our positioning on the trend of genuine oil, and to define a brand that conveys authenticity and origin."



Methodology

Company analysis Internal analysis

Olivos del Ebro has been concerned about production, but little or not at all about the marketing and the definition and implementation of a marketing strategy, a marketing plan or in the translation and management of its identity. They have no personal or financial resources allocated, nor specific budgets for this.

At this time the company believes it is clearly important to define its strategy and develop a marketing plan to successfully address the market.

Positioning. They have signed an agreement with an expert on Italian oil with international recognition. The task is to guide the company to achieve a product with a first level "cupage" that enables them to position in the international market with guarantees.

Olivos del Ebro, S.L. is a legal designation that affects only the production company, the mill.

The company has not defined the visual elements of their identity, brand and product so there is still no legal protection of distinctive signs.

Therefore, Olivos del Ebro does not manage its corporate identity, but shows interest in learning about the tools, processes and benefits it would provide.

The officers of the company are aware of the importance of protection of distinctive signs, both nationally and internationally and it is

expected to perform the appropriate actions for their protection, at the right time.

The first step is identifying the traits that represent the company's reason and way to perform actions, then look to the market.

External analysis

The consultant finds and highlights there is a large presence of multinational companies on the market which take good care of the implementation of their identity, particularly in terms of packaging and labeling. The attributes currently most communicated are quality and health. It is emphasized the perception that Italian is best, so they shows their origin in the product, and what is cheapest is Spanish.

This analysis shows that, although the olive oil from Olivos del Ebro is of high quality, it would require careful planning and the use of various tools to gain a competitive edge.

From market analysis and the approach of the company it is found that it is necessary to address it in two segments of extra virgin olive oil: the "star" range aimed at competitions and gourmet customers and other "gold" of high-end aimed at customers seeking high quality.

Since the initial target is competitions and gourmet customers the brand "star" will be given priority.

General attributes for a position in this market are those of an innovative company with a natural park, with an international vocation

and a 100% natural product, fruity, guaranteed and exclusive.

The consultancy tested these attributes with international experts, opinion leaders in the oil sector. These stand out as the product attribute to be enhanced its fruity personality (intense and light), guarantee, exclusivity and the origin of their own trees. As for the values to enhance related to the company they are the possession of a mill on-farm (or chateau) and the environment of the natural park.

The consultant analyzes the features and the extension in the implementation of the identity of competitors having some common factors, the main features to convey are tradition and quality, using gold and other colors associated with luxury, and media are labels, packaging and advertising.

Conclusions

As a general conclusion we can say that Olivos del Ebro is taking its first steps in the commercial side of their business by defining aspects related to the strategy to address international markets.

We recommend first defining a name for the mill which can reach the whole company and / or brand with a concept close to the Italian farm, the French chateau or the Spanish "pago".

In order to do so, the project to be done by Olivos del Ebro within Diseña Project is the design of a corporate identity for the land and

/ or a generic brand, as well as address and define the brand, or sub-brand aimed at the "star" segment. Define their names and register them later.

Design process

Concept generation

The designers prepare several concepts, each one more incident in one of the attributes to be conveyed by Olivos del Ebro. One of them about authenticity and origin, one that is more cutting edge, and a more traditional look.



Attributes chart and one of the concepts.

Three names with different symbols and their possible application to labels are presented.

Evolution of alternatives

The concepts are applied to the bottle to assess the potential of each alternative. We suggest different types of bottles that would best suit the brand.

Similarly we study the various opening and closing systems of glass bottles in order to know what the preferences are.



Brand adaptation.

Market research

Concept test. Market research is carried out to know the views on the selected concepts.

The first name is too long, plus the word hacienda in the U.S. market is associated with low quality, while Domus Iber sounds too Latin.

As for the symbols, the first is seen as common, obsolete and very close to wine. The second one is considered to be too abstract

and modern. The third one seems to have found greater acceptance although it is identified as similar to beer or wine.



Definition of the final concept

We seek the fusion of the best valued elements of the previous proposals, trying to strengthen and enhance the attributes that are to be represented, and creating the name Hacienda Iber. In turn, we develop proposals for the star segment. The name "único" is selected.

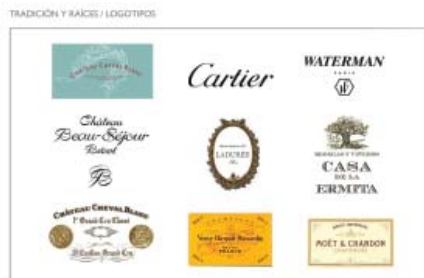
Ultimately, the solution involves the creation of the generic brand Hacienda Iber, whose use will also help to identify the company in the commercial area.

Specifications

Define a name and logo to reflect and express the characteristics that identify and differentiate the company and the product. It should have an adequate pronunciation at an international level, permitting its legal protection. Making the corporate and / or brand identity manual with its basic applications to the corporate environment and the product.

Tools

Other panels for the expression of the attributes listed.



Market research

3. Preferences on labels

Label 1	Label 2	Label 3

- Which is the best overall?
 - And the worst overall?
 - Which one has the shape you like best?
 - Would you combine elements of the three labels? Which ones?
- They would obviously choose shape 1 with the descriptive name 3



Name creation and brand identity design

COMPANY	Tecnofeed Sistemas, S.L.
CONSULTANT	I.T.M. Consultants, S.A.
DESIGN STUDY	Línea Diseño Industrial y Gráfico, S.L.
YEAR PROJECT	2006

Tecnofeed Sistemas, S.L. a company dedicated to automation and dispersed processes remote control, to facilitate its management: food, ventilation, water, etc. They manufacture both standard and tailor-made products. Tecnofeed Sistemas, located in La Almunia de Doña Godina (Zaragoza), has seven employees and a turnover of less than one million euros (2005).

Diseña Project for Tecnofeed

"The activity of the company had changed so much that the elements that made up our identity no longer represented us adequately. After the analysis Diseña Project Imagen y Marca proposed, we learned how to find the tracks that have led to a restructuring and management of our corporate and brand identity, customized according to activities, but coherent as a whole. "



Methodology

Company analysis Internal analysis

Despite not having all the resources and experience necessary Tecnofeed has recognized the importance of designing a corporate identity in a consistent way and managed as professionally as possible.

With regard to its organizational structure Tecnofeed, despite being a company with few employees well assigned functions. Responsibilities relating to corporate identity are included in the marketing department.

Positioning. Tecnofeed Sistemas has four major customer segments based on their activity: farming, hydrology, civil engineering and animal waste.

Tecnofeed Sistemas focuses on improving development of remote control and automation technologies.

Despite having a corporate visual identity, this does not communicate properly the segmentation or positioning of Tecnofeed. The consultant notes that identity is something that is projected away from the strategy.

Both the name and slogan Tecnofeed have refer to animal feed, which is far from being the only activity it undertakes.

It is found that Tecnofeed's name and slogan, "the first in food technology", show a clear reference to the animal feed sector, which now only represents a fourteen percent of their business.

Tecnofeed wishes to convey the fact that in addition to providing technology solutions, they attend other sectors besides the food one.

In Tecnofeed corporate and brand identity coincide. It is noted that, although it has standardized the use of the name, logo, fonts and colors, no visual identity management, implementation and control are made.

Tecnofeed Sistemas has registered its trademark Tecnofeed, their logo and web domain, but does not execute any surveillance action on the brand.

External analysis

Tecnofeed has two faces as a company, one related to agriculture and other farming and the other one in the areas of remote control and automation.

This implies that the consistency of values to be transmitted is difficult to achieve because it must fulfill in various sectors, some of which are very different from others.

The lack of a clear identity of Tecnofeed contributes to uncertainty among its customers about the actual quality of service they will find and response capacity for future business in terms of aftersales service.

But on the other hand, Tecnofeed is perceived abroad as a close company that incorporates state-of-the-art technology to provide innovative and simple solutions.

Among the attributes reported, the most perceived ones are technology and innovation. While the attributes differentiating with respect to the reference companies concerned are simple solutions and proximity.

Tecnofeed has been concerned to extend their corporate identity, the creation of stationery, catalogs, advertising, tradeshow, products, website, etc.

Conclusions

The consultant concluded that in general corporate identity requires a new approach for the activity to be developed in the future.

The identity should communicate solutions, not product. The name of the identity should not be linked to the activity, but the way it is done.

The consultant recommends that Tecnofeed remains as a brand dedicated to the agricultural sector. It is proposed to move from a one-brand. monolithic structure, to a supported structure in which brands are supported by the identity of the company.

It is noted that the project is to design the new corporate identity, core applications and their manual.

Design process

Concept generation

As the name Tecnofeed will only be used for the farming side, the designers proposed several names for the company. Opting for "Verne", considered very good, easily remembered and praising the innovative and visionary personality that makes them different in the market. We recommend the use of an underline to clarify its activities.

The designers presented five concepts of different logos that capture the attributes identified in the previous analysis.



Some of the concepts presented.

Evolution of alternatives

By means of an evaluation chart we selected the concept that best communicates the attributes of the company. We present alternatives for the preferred option which suggest variants of color and composition of logo.



Variations of color.

Verne is considered as a group and new names are created for each of the activities / brands.

Market research.

Concept test. In this research, besides the selection of the name "Grupo Verne" variations of the chosen alternative are tested in order to ascertain which one communicates stronger and better the attributes of innovation, high technology, proximity and simple solutions.

Respondents argue that the name seems appropriate. They believe that Option 2 is the one that best communicates the attributes specified and do not detect any contraindication for any of the three alternatives. Once the alternative has been chosen for the group, they consult the brands

that distinguish the various activities of the company, obtaining the same positive outcome.



Definition of the final concept

The designers made small corrections to the selected alternative in accordance with what was observed in the concept test.

They proposed different implementations of the corporate identity for Grupo Verne and brands, specifically for Tecnofeed.



Implementation of Grupo Verne and one of its brands.

Specifications






Define a name and corporate visual identity to communicate correct segmentation and positioning of Tecnofeed Sistemas. The identity must include the attributes that provide greater differentiation with regard to their competitors, such as: innovation, proximity, high technology and simple solutions.

Tools

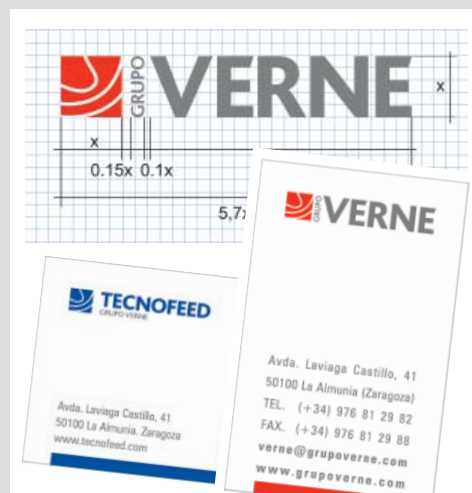
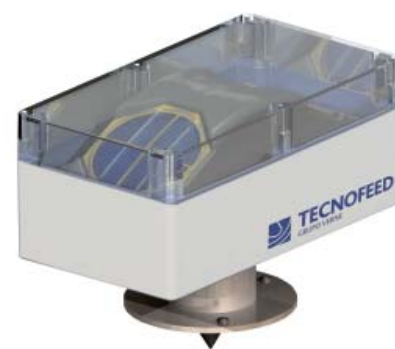
Check list of awareness and commitment to the strategy, marketing and corporate and brand identity.

1. EVALUATION OF CONCERN AND INVOLVEMENT OF THE MANAGEMENT OR DIRECTORATE GENERAL IN MARKETING AS COMPANY PHILOSOPHY	POINTS
1. Does not exist. The company has a clear sales strategy and is focused on the commercial area without investing or worrying about analyzing the environment and the market and planning at medium and long term from the perspective of Marketing.	0
2. Occasional. The company occasionally collects external information from suppliers, distributors, important customers ... and take it into account in planning their next steps, but does so in a non-systematic way. Marketing actions are occasional and do not respond to a formalized plan.	2
3. Complete. The management understands the management of the company as an exchange relationship with the market, and seeks its satisfaction as well as achieve its objectives through the analysis of the situation (environment, competition, customers ...) and design, implementation and control of marketing plans. Marketing actions are common and are part of an annual formalized plan.	3
2. 1. EVALUATION OF CONCERN AND INVOLVEMENT OF THE MANAGEMENT OR DIRECTORATE GENERAL IN CORPORATE IDENTITY	POINTS
1. Does not exist. There is no worry or concern about the definition and development of corporate and brand identity. It is not an important issue.	0
2. Exists but is weak or inconsistent. There are concerns about issues related to management of corporate and brand identity but it is not organized or planned. They act occasionally and usually in response to some external factor. Virtually no time devoted.	2
3. Exists and is important. The company management is involved, plans and conducts regular reviews of the status of corporate and brand identity. They act in a systematic way. Part of the organization has been involved in these processes.	4
6. EVALUATION OF THE INVOLVEMENT OF THE WHOLE COMPANY IN THE CONCEPT OF CORPORATE AND BRAND CULTURE	
1. Does not exist. There is no sense of belonging to a company with a specific identity, there are no specific values of corporate culture. They do not live the brand.	0
2. It exists but is very scarce or irregular. There is some awareness of identity, but only in certain departments or individuals. They live the brand just a little.	1
3. It is constant. There is a clear sense of belonging to a company with a specific culture. Corporate identity is manifested in many of the actions of the company. They live the brand.	3
1. Points earned=	13
2. Divide by 2=	6,5
TOTAL POINTS	6,5

Decision matrix.

Corporate image design			proposal 1		proposal 2		proposal 3		proposal 4		proposal 5	
Nº	Basic specifications attributes	Weighting	Points	value 0,5	Points	value 0,5	Points	value 0,5	Points	value 0,5	Points	value 0,5
1	Innovation, differentiation	0,3	3	0,9	4	1,2	5	1,5	3	0,9	3	0,9
2	Proximity	0,2	4	0	3	0,6	3	0,6	4	0	3	0,6
3	Simplicity	0,2	4	0,8	4	0,8	3	0,6	4	0,8	4	0,8
5	Solidity	0,3	5	1,5	4	1,2	3	0,9	3	0,9	5	1,5
TOTAL		1	16	4	15	3,8	14	3,6	14	3,6	15	3,8



Name creation and corporate identity design

COMPANY	Transdopar Aragón, S.L.
CONSULTANT	I.T.M. Consultants, S.A.
DESIGN STUDY	Estudio Novo Diseño, S.L.
YEAR PROJECT	2005

Transdopar Aragon, SL, hereinafter Transdopar, is a company dedicated primarily to banking pouch and courier services. It also offers logistics services, mail, etc. Transdopar, located in San Juan de Mozarrifar (Zaragoza) has twenty-four employees and a turnover of less than five million euros (2004).

Diseña Project for Transdopar

"We had the resources and structure to offer besides a pouch service like the one we had, a more complex one like the courier service, but our image did not transmit this possibility. Diseña Project Imagen y Marca has helped us to reflect on this and find the right way to redesign our brand in a way that best conveys our capabilities. In turn, a program has been defined to implement to any element (physical or otherwise) that is visible (vehicles, clothing, commercial dealings, etc.). Now the market recognizes us as a company in logistics services."



Methodology

Company analysis Internal analysis

Transdopar develops internal analysis of historical review of the company, DAFO analysis and strategic definition. However, they do not carry out market research and key audiences and other important issues for the management of corporate identity.

Furthermore there are no means or resources allocated to manage the corporate and brand identity.

Transdopar have a defined strategy, but not a marketing organization or structure, nor to manage their corporate and brand identity.

The consultant advised include marketing and trading functions in the organization of Transdopar, pointing to their owners the responsibility of developing a marketing plan and manage a coherent identity along time in a regulated, constant way.

Positioning. Among the services offered by Transdopar we highlight the bank pouch, being the leading company in Aragon, offering a high quality service and proximity to the customer, the fact that the company is based in Aragón is also appreciated.

Transdopar want to expand their market, adding to the pouch or courier services, for which they also aim at being a reference point. They have daily pouch routes throughout Aragon, which favors the courier division for Aragonese companies. Transdopar has a clear objective, to be recognized by the companies of Aragón for their quality of service.

The consultant appreciated that Transdopar has defined positioning and market segmentation and is attentive to opportunities that may arise.

Transdopar has not registered their trade name. They have no staff responsibility for these functions, which explains the situation that both the name, and the owner and logo in use do not match the ones registered.

The consultant analyzed by means of an evaluation attribute / support chart the internal consistency of the identity projected by Transdopar, noting that better perceived attributes, although below expectations, are proximity, service and reliability. The medium that best communicates is stationary, while the website, clothing and personal attention must improve.

External analysis

The external perception of Transdopar is very different for the pouch and courier services, this is the sector that they want to strengthen.

As for the pouch, Transdopar is very well positioned with regard to their competitors, their traits of reliability, proximity and business stability are well perceived. With respect to the courier service, Transdopar is found to be below its competitors, price and lack of technology are their most negative aspects.

All public consulted agree in saying that the identity of Transdopar should be updated to something more commercial. They also indicate the absence of custom clothing, identification of vehicles and a closer, more continuous attention.

Conclusions

The consultant indicates that Transdopar is at a basic level of extension in the implementation of the visual corporate identity. Both the identity and their applications are used in neat form, but not standardized and they lack a manual that regulates them.

The overall assessment of the analysis shows that Transdopar barely meets a process of corporate identity management. The organization of the company is not adequate. The identity of Transdopar is not consistent with the position they want to achieve and expansion to their services is less than required.

The consultant advised to adapt or redesign the identity of Transdopar, to improve their positioning in the courier service. Develop more applications that extend their identity beyond stationary.

From what is observed it is determined that the project is to undertake the redesign / renaming of the company and its identity, thus maintaining a monolithic structure.

Design process

Concept generation

The designers carry out market research to obtain information for the sector in order to obtain guidelines that place Transdopar in the position desired.

Several concepts are developed for the brand name. These are included in concepts of logos to highlight, in each case, one of the target attributes to convey, such as proximity, security and reliability.



Proposed concept and influence chart.

Evolution of alternatives

Los diseñadores elaboran aplicaciones de papelería, vestuario y vehículos sobre las opciones que se valoran como más consistentes. Esto permite concebir una idea más clara del potencial del logotipo y sus aplicaciones.



Proposals for vehicle branding.

Colors, fonts and other resources were sought to differentiate them from their competitors and add technological features.

Thick fonts are intended to convey the features to achieve: security and reliability.

Market research. Concept test. The consultant conducted a name and concept test.

As for the name, Velox is the most valued option as it transmits the values associated with the activity done and is easy to pronounce and memorize.

As for the logo the most valued ones are concepts 1 and 3, the color combination blue-green is the most popular. The applications that have been more liked on stationery and vehicles are also concepts 1 and 3. The most valued option is alternative 1, this is perceived as reliable, trustworthy, fast and efficient.



Definition of the final concept

Applications are formalized for stationery, clothing and vehicles. The identity manual is made.

Specifications

We aim to achieve a clear identification and differentiation based on the following attributes: service, price, reliability and proximity. The values of the positioning to be reached in the courier service should be added. Define their core applications and others such as clothing, vehicles, and standards of business dealing to help expand commercial identity.

Tools

Influences on the generation of one of the concepts.

VELOX LOGÍSTICA. opción 1

seguridad, juventud, modernidad, poder, velocidad, ecología

logística

dirección, transporte, naturaleza, transporte ecológico



The overall assessment of the status of corporate and brand identity management.

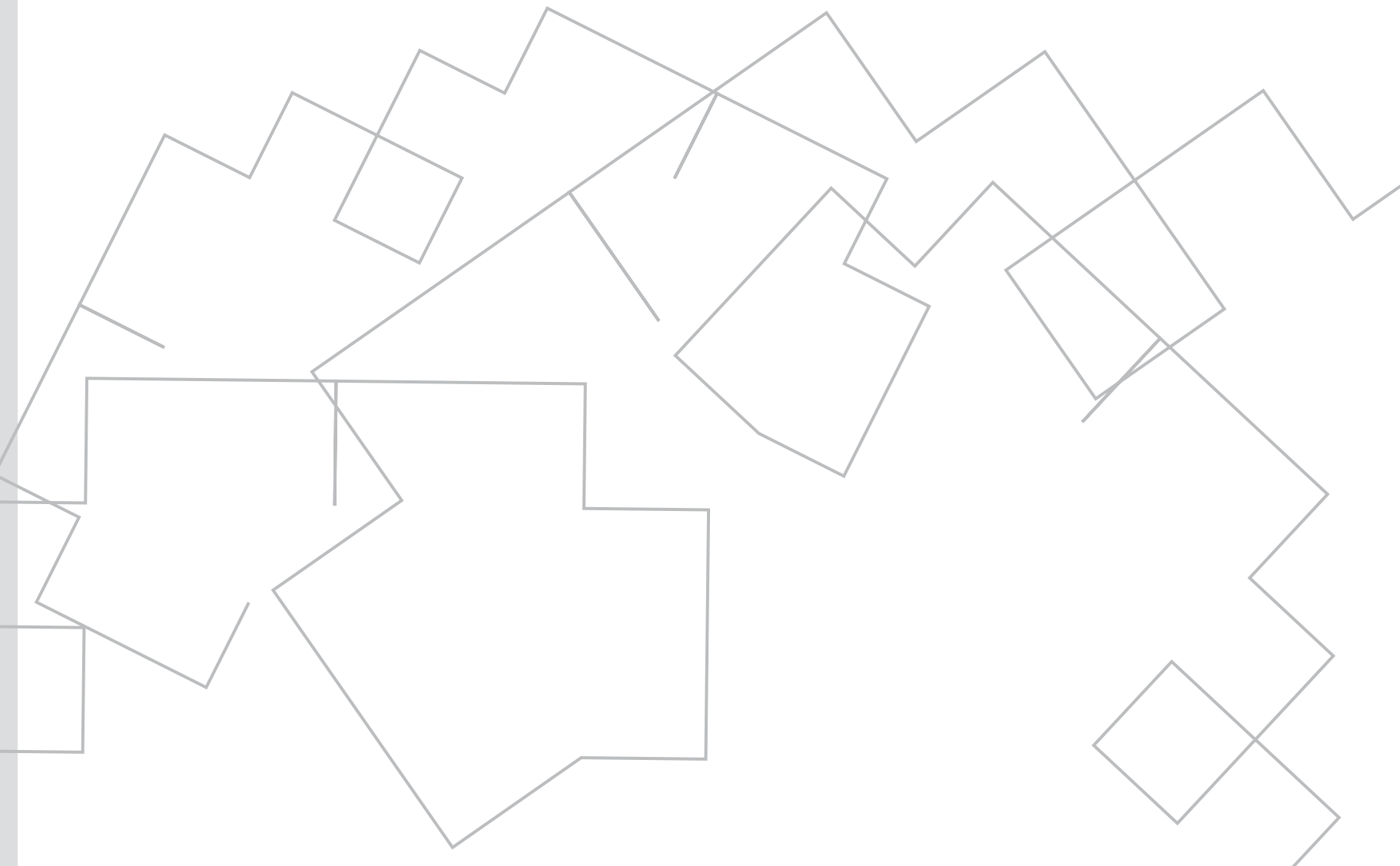
Assessment criteria	1	2	3	4	5	6	7	8	9	10
Awareness and commitment to the strategy, marketing and distinctive signs					*					
Structure, functions and execution of the strategy, marketing and management of ICYM			*							
Relationship between strategy and marketing with ICYM					*					
Good practice in corporate identity management	*									
Good practice in brand management										
Situation of legal protection of distinctive signs	*									
Internal consistency of ICYM				*						
External consistency of ICYM					*					
Level of development and corporate identity expansion				*						
Level of development and brand expansion										

The graph is called ICYM 100 management implying that a company which scored 100 points would be in a superb situation in terms of ICYM management. On the other hand the graph allows valuations in future years so that progress in Diseño can be measured at a specific frequency.



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Acknowledgments



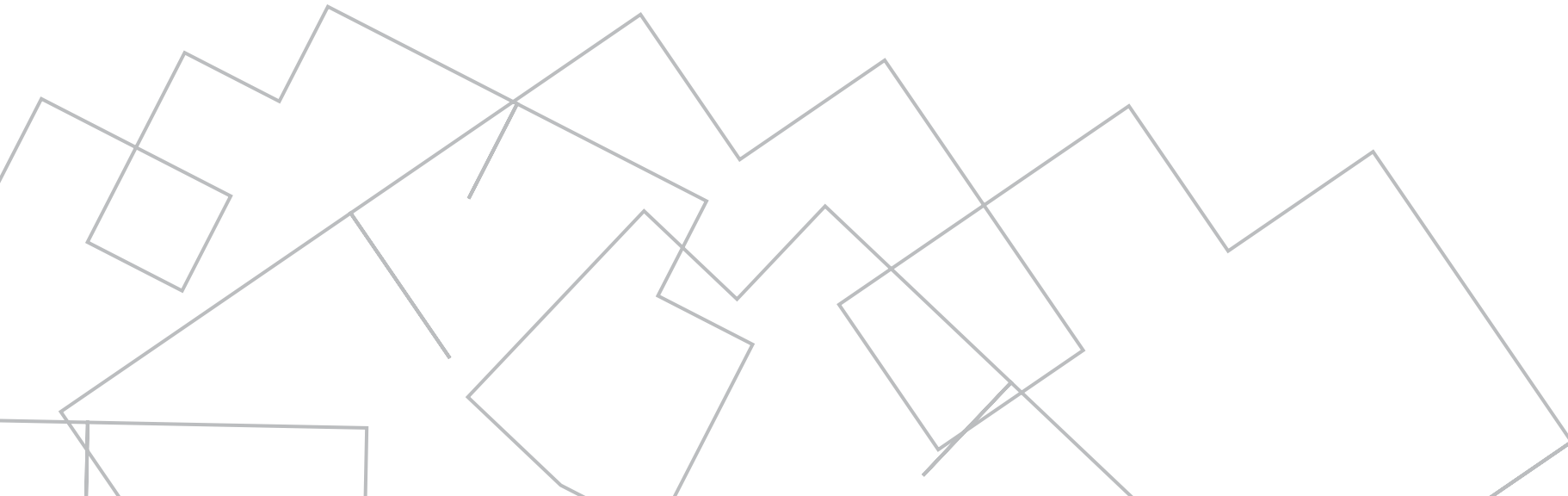


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Companies

Talleres Alcomobi, S.L.
Argonza, S.L.
Babin Iberbaby, S.A.
BTV, S.A.
Calvera Maquinaria e Instalaciones, S.L.
Cafés El Criollo, S.L.
CDC Augusta, S.L.
Cerney, S.A.
Construcciones Mecánicas Alcay, S.L.
Creaciones Taberner, S.L.
Escaleras Yuste, S.L.
EMESA, Estampaciones Metálicas Épila, S.A.
FELESA (Fabricación de Elevadores, S.L.)
FAMESA (Fabricantes de Menaje, S.A.)
Gelital Ibérica, S.A.
GER, S.A. Gestiones, estudios y realizaciones, S.A.
Griferías Grober, S.L.
Harineras Villamayor, S.A.
Horno de leña Esplús, S.L.
Industrias H. Pardo, S.A.
Industrias Masalco, S.A.
Infor Aragonesas, S.A.
Juancibi, S.L. (Eurocatering)
S & B muebles de diseño, S.L.
Moldiber Aragón, S.L.
Monza J. Esteban, S.L.
Mz del Río, S.A.
Nurel, S.A.
Olivos del Ebro, S.L.
Oscainox, S.L.
OX CTA (Compañía de tratamiento de aguas, S.L.)
Pastelería Tolosana, S.L.
Romar Bosque, S.A.
Sallén Electrónica, S.A.
Setafenix, S.L.
Sley, S.L.



Talleres Enrique Tejero, S.L.
 Talleres JJ Agapito, S.L.
 Tecnofeed Sistemas, S.L.
 Thermolympic, S.L.
 T.Pack, S.L.
 Transdopar Aragón, S.L. (Velox Logística)
 Tuomas-Mecánicas Teruel, S.L.
 As Dispel, S.L.

Companies from previous years

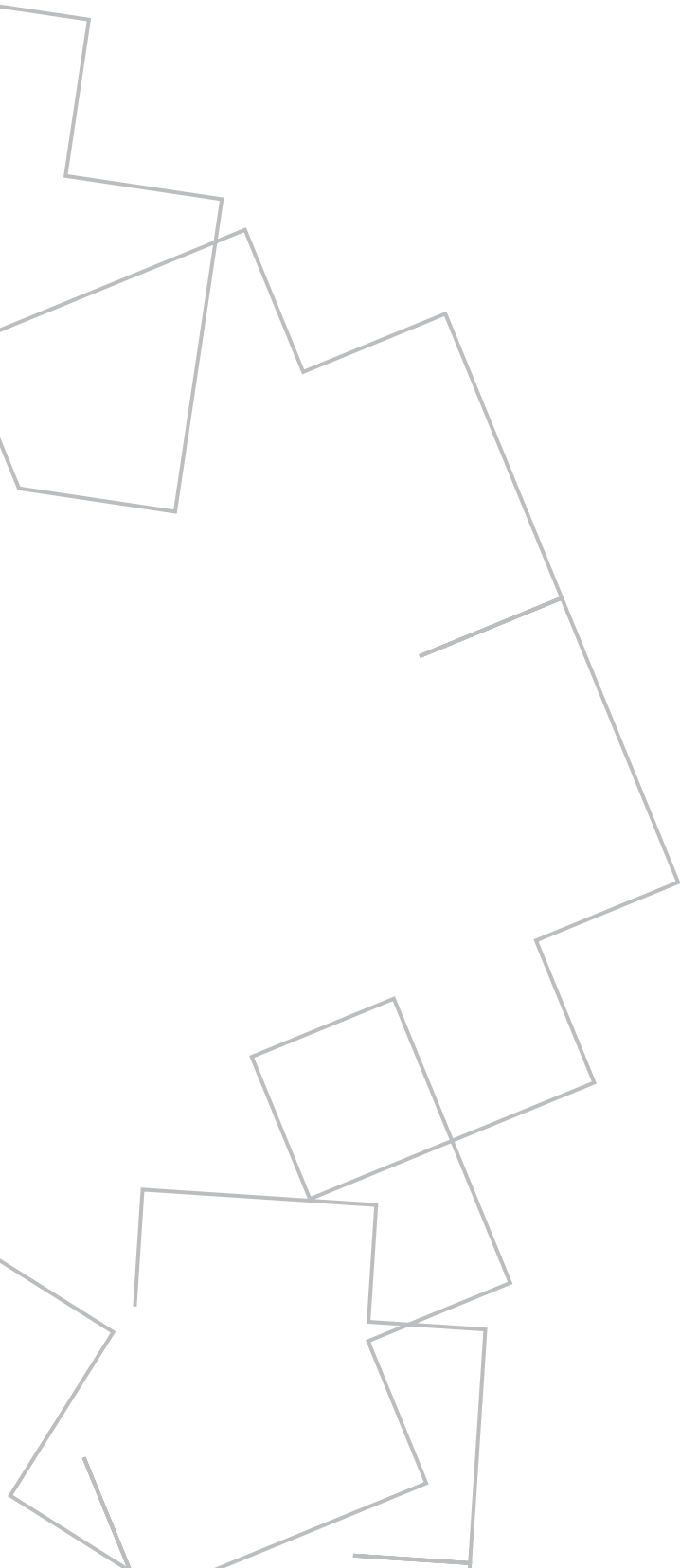
Armarem, S.L.
 Ilusol, S.A.
 Menaje & confort, S.L.
 Pikolin, S.A.

Consultants

Append, Investigación de Mercados, S.L.
 Aragonesa de Consultoría, Estudios y Sociología Aplicada, S.L.
 Asistencia para la Innovación, S.L.
 Calidad y Dirección Norte, S.L.
 Factor ID - Ramón Añaños
 Gabinete Técnico Impro, S.L.
 Idom Zaragoza, S.A.
 Ingeniería, Medioambiente y Sistemas de Gestión, S.L.
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Activa Diseño Industrial y Gráfico, S.L.
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Útil Diseño Industrial, S.C.
Versus Estudio Gráfico, S.L.
Weiss Design Asociados, S.L.

