



al toller
/upcycling furniture\

Giving a second chance to furniture

Andrés Felipe Del Rio Silva

“No medicine cures what happiness cannot.”

Gabriel García Márquez

Nobel Prize in Literature - 1982

AL TALLER

Up-cycling service for furniture

Final graduation paper for PSSD master course

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al taller

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1. INTRODUCTION



Image 1. Bird by Architectmade

Every time we acquire a new thing, we leave a personal mark on it. When something belongs to someone, the thing becomes an object which gets a particular meaning and value. The ownership of this object makes it unique. Even if the object comes from a serial production process.

Therefore, these objects evoke and provoke personal feelings. Feelings coming from their owner. They represent particular social and cultural aspects of their users. So if every person is unique, in consequence their most representative objects should be unique as well. ¹

¹ E. Cartasegna; *La clinica delle cose*. Milano, pg. 12, 2008

1.1 ACKNOWLEDGEMENTS

I would like to thank in the first place my family. My parents who always encouraged me to keep on going despite bad moments. Who always kept me on track to accomplish this new goal. To my sister who has always believed in me and who I owe in big proportion who I am. Who helped me in tough moments here in Europe and lifted me in times of crisis.

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1.2 ABSTRACT english

Now-a-days, the modern society is forgetting the real value of objects. One proof of this is the cost of some mass products. They can be bought for a very low price. This Low-price products are generally not appreciated and valued as high-cost ones. The connection with its owner is limited by the short period of time that the object is used. Sometimes, the object has no meaning further than its immediate function. This trend is leading to an irresponsible way of consume creating besides, a problematic of disposal and landfill.

Furniture is one of the items that creates more inconveniences for disposal. In one hand, it doesn't fit in a regular trash can and it's not categorized for recycling. But in the other hand, it also represents the extension of a space. It determines the interaction between users, spaces and between each other.

In some popular communities in Colombia, furniture is inherited. The big step of moving out of the parents house means establishing a new home on their own.

Generally, this step is accompanied with pieces donated by the parents. This practice goes on and on through out generations and establishes a connection among the family through the furniture piece. However, this practice has not always a happy ending. Some of this furniture after some generations is old and broken, it's not wanted anymore, or simply has reached a state of un-use. Contributing to increase the landfill.

The challenge for AL TALLER, is to give a new reason to this old pieces of furniture. To change their life cycle so they are wanted once again. The designers have the important role of analysing the object state, interpreting the users needs and desires and providing a creative solution. A solution giving a brand new purpose to the object. Making it enter again in a cycle in which it will last much more. Furthermore, the biggest value imprinted to the new furniture piece, will be the presence of the hand of an artisan, which with its particular know-how creates a personalized and unique piece.

1.3 ABSTRACT italian

Attualmente, la società moderna sta dimenticando il valore reale degli oggetti. Una prova di questo è il costo di alcuni prodotti di massa. Questi possono essere acquistati per un prezzo molto basso. Prodotti a basso prezzo non sono generalmente apprezzati e valorizzati come quelli ad alto costo. Il collegamento con il suo proprietario è limitato dal breve periodo di tempo in cui l'oggetto viene utilizzato. A volte, l'oggetto non ha alcun significato oltre la sua funzione immediata. Questa tendenza sta portando ad un modo irresponsabile di consumare creando inoltre, una problematica di smaltimento e discariche.

L'arredamento è uno degli elementi che crea più inconvenienti per lo smaltimento. Da una parte, non si adatta a un cestino normale e non è classificato per il riciclaggio. Ma d'altra parte, rappresenta anche l'estensione di uno spazio. Determina l'interazione tra utenti, spazi e tra di loro.

In alcune comunità popolari in Colombia, i mobili sono ereditati. Il grande passo di trasferirsi al di fuori

della casa dei genitori significa stabilire una nuova casa per conto proprio. In generale, questo passo è accompagnato con pezzi donati dai genitori. Questa pratica continua attraverso le generazioni e stabilisce un collegamento tra la famiglia attraverso il mobile. Tuttavia, questa pratica non ha sempre un lieto fine. Alcuni di questi mobili, dopo alcune generazioni, sono rotti e vecchi, non sono voluti più o semplicemente, hanno raggiunto uno stato di disuso.

La sfida per AL TALLER, è quello di dare una nuova ragione per questi mobili vecchi. Cambiare il loro ciclo di vita in modo che si vogliano ancora una volta. I designer hanno l'importante ruolo di analizzare lo stato dell'oggetto, interpretare le esigenze e desideri degli utenti e fornire una soluzione creativa. Una soluzione fornendo uno scopo nuovo per l'oggetto. Facendolo entrare di nuovo in un ciclo in cui durerà molto di più. Inoltre, il valore più grande impresso al nuovo pezzo mobile, sarà la presenza della mano di un artigiano, che con la sua particolare know-how crea un pezzo unico e personalizzato.

1.4 ABSTRACT spanish

Hoy en día, la sociedad moderna se está olvidando del verdadero valor de los objetos. Una prueba de esto es el costo de algunos productos producidos en masa. Éstos pueden ser comprados a un precio muy bajo. Los productos de bajo precio generalmente no son tan apreciados y valorados como los productos de alto costo.

La conexión del producto con el dueño está limitada por el corto periodo de tiempo que el objeto es usado. En algunas ocasiones, el objeto no tiene ningún significado mas allá de la función inmediata que cumple. Esta tendencia está llevando a un consumo irresponsable creando además, problemáticas de desecho y un crecimiento de los vertederos de basuras.

El mobiliario es uno de los ítems que mas crea inconvenientes para el desecho. Por una parte, no cabe en una caneca de basura normal y no está categorizado para el reciclaje. Sin embargo, por otra parte, el mobiliario representa la extensión de un espacio. Determina la interacción entre usuarios, espacios y entre ellos dos.

En algunas comunidades populares de Colombia, el mobiliario es heredado. El gran paso de salir de

la casa de los padres significa establecer un nuevo hogar propio. Generalmente, este paso viene acompañado con muebles donados por los padres.

Esta práctica continúa de generación en generación y establece una conexión entre la familia a través del mueble. Sin embargo, esta práctica no siempre tiene un final feliz. Algunos de estos muebles luego de varias generaciones se encuentran viejos y averiados, ya no son deseados o simplemente, han alcanzado un estado de desuso. Contribuyendo al incremento de los vertederos de basuras.

El reto de **AL TALLER**, es dar una nueva razón de ser a estos muebles viejos. Cambiar su ciclo de vida para que así sean deseados nuevamente. Los diseñadores tienen el importante papel de analizar el estado del objeto, interpretar las necesidades y deseos de los usuarios y proveer una solución creativa.

Una solución creativa dando un nuevo propósito al objeto. Haciéndolo entrar de nuevo en un ciclo en el cual durará más. Además, el mayor valor impreso al nuevo mueble será que el trabajo es hecho por el dueño. Haciendo la pieza un orgullo y especialmente, única.

1.5 METHODOLOGY

Starting from an already existing system, based on an established furniture company, I aim to develop an in-depth Product-Service System Design. To do this, I have divided my research in four phases: Why, Where, What and How. These phases are based on the Golden Circle by Simon Sinek 1 articulating its components to those of design oriented scenarios presented by Professor Ezio Manzini in his paper, Scenarios of sustainable well-being. 2

For the 'Why' I am answering the question -why is this scenario relevant?-. Here there are several parts. A descriptive process in which I recall the social and economical situation of the company and its important location. From there I go into the theory to give a solid foundation to the scenario in which I propose to build the Product-service system as the final result from this research.

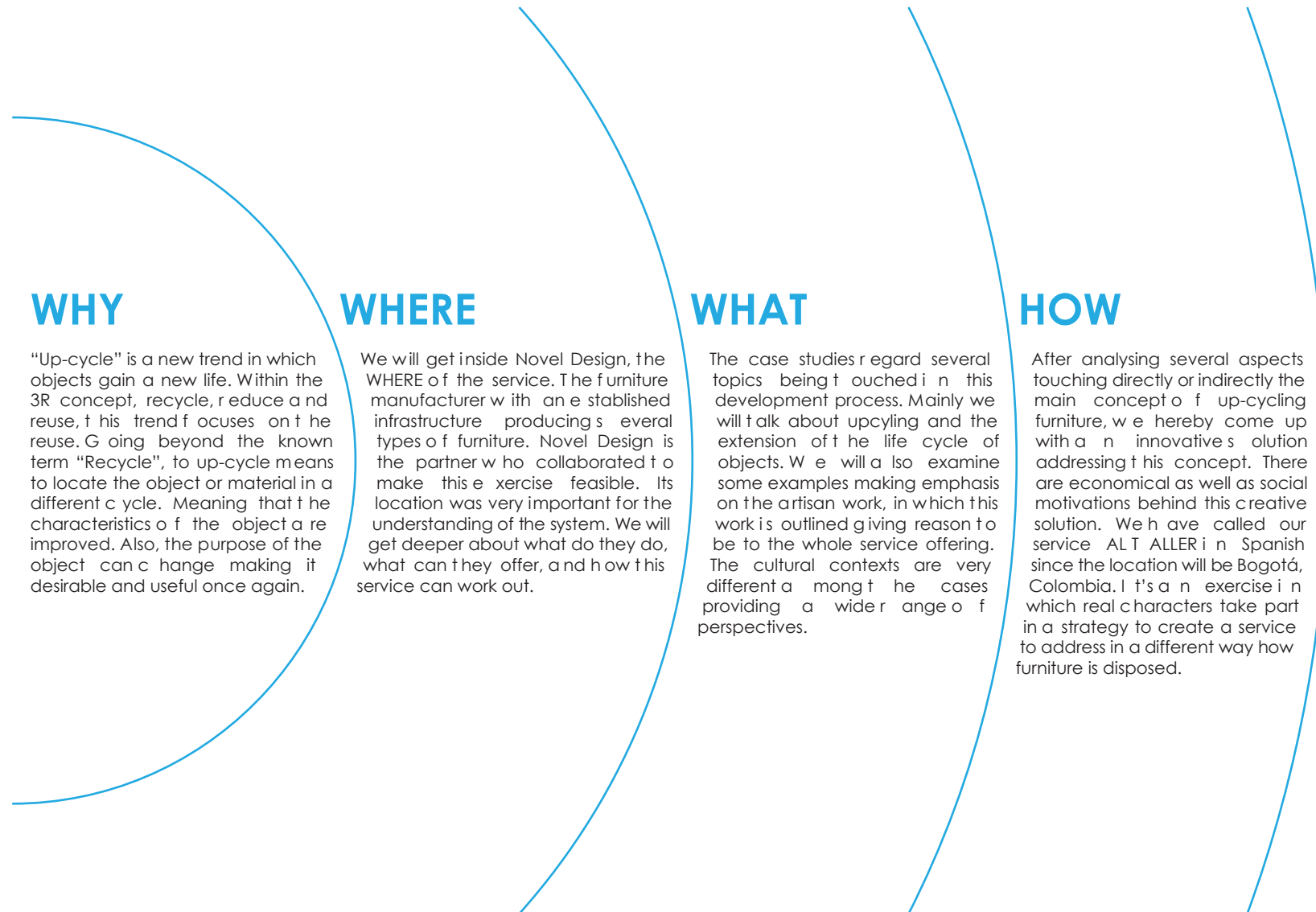
For the 'Where' I go deeper in the understanding on the company, in this case Novel Design, that will provide the service. This to understand the strengths and weaknesses of the established system in order to propose innovative and attractive Product - Service Design approach according to the company's needs and resources.

For the 'What', I attempt to answer the question -what it's done in the world already regarding these topics?-. A combination of both theory and in-depth study cases set the frame in which the given proposal takes its ground. For the study cases, I am following analysis techniques learned during PSSD courses. Tools include systems maps, schemes and business canvas analysis.

For the 'How', I address the question -how to implement the new service system?-. Here the final proposal and design solutions will be delivered under the PSSD structure studied during lectures and workshops. I will provide system maps, personas, user experiences and interactions through story telling, system mapping, and scenarios.

The golden circle of 'al taller'

Scheme 1.



1.6 OBJECTS WITH A SOUL?

The soul of a person is considered as the immortal essence of it. Is the incorporeal and intangible part that characterizes that particular person. Since is considered immortal, is therefore understood that will last for ever. Is the essence that will transcend time beyond death and that will remain in the memory of the living. So the question is, do objects have the same properties?

As people, objects evoke, provoke, bring moods and reveal an incredible amount of stories and relations between them¹. They leave a trace on ourselves and they have the capacity to reflect our own personality. All the objects we possess, have our own personal footprint. The way we use them, the way we take care of them but also the way they respond to us when we need them make them unique as the owner. This develops a soul, an essence that is determined by the interaction between the two parties. Therefore, we can say that objects are alive. They give their input to the owner affecting the owner's life style and even their way of being. This relationship, however, is in both directions having inputs and outputs from both parts. This connects us to the concept of values.

We were all raised with cultural and personal values. These values were impressed by our family, friends and again, objects. By the pass of time, these values can change adapting to the behavioural trends of the particular community and time. Lately, branding campaigns for mass consume products, transmit values of status and knowledge. Pierre Bourdieu, in his book "**The field of cultural production**", emphasizes in

the importance of the interaction between people and objects to structure a *habitus*². Or how he calls it, a "system of definitions" acquired by the person as a result of everything that surrounds it.

In this case, the telecommunications market is a good example. With the recent boom of smartphones, each singular device has its own set of values and it determines the socioeconomic status of the particular user. The technological, the fancy, the practical, etc. As a result, these different types of users are categorized in different status or "definitions" as Bourdieu calls it. However, these socioeconomic status are in a certain level created and impelled by these mass-consume campaigns and accepted by the society. In consequence, the set of built-in values that a product comes with, which is translated into status, can be bought or acquired. This leads to the loss of the essence of the objects having mass consumed values. Fortunately, this doesn't happen with all the objects.

An object can be used in very different ways. As we said before, the interactions are in both ways. The objects could influence us but we can also influence the object. The way we imprint personal and cultural values to the objects is defined by the purpose we give to it. Objects can have practical purposes as well as emotional ones. Practical purposes can be considered as pragmatic ones, in which they accomplish the goal they were supposed to in physical terms. A window is closing a space but is letting the light pass. Simple, factual. In the other hand, emotional

1 E. Cartasegna; *La clinica delle cose*. Milano, pg. 13, 2008

2 [http://en.wikipedia.org/wiki/Habitus_\(sociology\)](http://en.wikipedia.org/wiki/Habitus_(sociology))

purposes are much more complicated to establish. Sometimes it doesn't even matter the object as it self, the fact that matters is the act of giving something special to someone.

An example of these kind of objects are the gifts we used to create by ourselves to our mothers when we where at school. The most important value of these objects was the fact of the self manufacture. Our mothers where delighted to see our work done by our own hands regardless the result. Furthermore, these objects have the capacity to resemble that specific moment in which they where given. To relive emotions felt in that particular time and space.

Knowing that the relation with objects is so important and in a way, contributes to determine who we are, it's therefore possible to study our personal history by reading what the objects have to say. "If the story of the nations is made of battles and monuments, the private story of men is made of those small things (apparently) superfluous, that create temporary passages not belonging to literature or art³. A. Branzi in the book, "Capire il Design" refers to these temporary passages as the values reflected by the objects impressed once by a certain society in possession of them. In consequence, this analysis affirms that the presence of souls in the objects is real. Giving them an important role within the society. Representing extensions of people and space.

3 A. Branzi; *Capire il Design*. Firenze, Ed Giunti, pg. 47, 2007

1.7 EMOTIONAL SYSTEM

In order to comprehend the different types of interactions we have with objects, it is necessary to understand the intrinsic emotions behind these interactions. Donald Norman is probably the best to describe and analyse this topic. In his book "Emotional Design", he states that when we relate to objects, we do it through three different levels of the emotional and cognitive system: visceral, behavioural and reflective.¹

The visceral level is fast: it makes rapid judgments of what is good or bad, safe or dangerous, and sends appropriate signals to the muscles (the motor system) and alerts the rest of the brain. This is the start of affective processing. These are biologically determined and can be inhibited or enhanced through control signals from above. The behavioural level is the site of most human behaviour. Its actions can be enhanced or inhibited by the reflective layer and, in turn, it can enhance or inhibit the visceral layer. The highest layer is that of reflective thought. Note that it does not have direct access either to sensory input or to the control of behaviour. Instead it watches over, reflects upon, and tries to bias the behavioural level.

The three levels do more than simply determine what

¹ D, Norman; *Emotional Design*. Milano, Apogeo, 2004

we find attractive or not, The result is that everything you do has both a cognitive and an affective component – cognitive to assign meaning, affective to assign value. You cannot escape affect: it is always there. More important, the affective state, whether positive or negative affect, changes how we think.²

Emotions, moods, traits, and personality are all aspects of the different ways in which people's minds work, especially along the affective, emotional domain. Emotions change behaviour over a relatively short term, for they are responsive to the immediate events. Emotions last for relatively short periods – minutes or hours. Moods are longer lasting, measured perhaps in hours or days. Traits are very long-lasting, years or even a lifetime. And personality is the particular collection of traits of a person that last a lifetime. But all of these are changeable as well. We all have multiple personalities, emphasizing some traits when with families, a different set when with friends. We all change our operating parameters to be appropriate for the situation we are in.³

² D, Norman; *Emotional Design*. Milano, Apogeo, 2004

³ D, Norman; *Emotional Design*. Milano, Apogeo, 2004

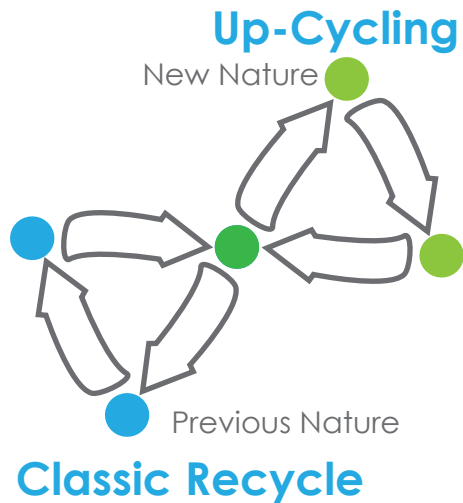
2. WHY THE SERVICE



Image 2. Photo shoot for chair floetotto

“Up-cycle” is a new trend in which objects gain a new life. Within the 3R concept, recycle, reduce and reuse, this trend focuses on the reuse. Going beyond the known term “Recycle”, to up-cycle means to locate the object or material in a different cycle. Meaning that the characteristics of the object are improved. Also, the purpose of the object can change making it desirable and useful once again.¹

1. <http://en.wikipedia.org/wiki/Upcycling>



Schema 2.
Upcycling graphic



Image 3. Landfill Harmonic trumpet



Image 4. Couchsurfing couch

2.1 TO RESCUE THE VALUE OF OBJECTS

Objects have soul, they mean something to us. As people, objects evoke, provoke, bring moods and reveal an incredible amount of stories and relations between them.² We connect to them through an Emotional System in 3 ways; reflective, behavioural and visceral.³ An object can be used in very different ways. The interactions are in both ways. The objects could influence us but we can also influence the object. The way we imprint personal and cultural values to the objects is defined by the purpose we give to it.

2. E. Cartasegna; *La clinica delle cose*. Milano, pg. 13, 2008

3. Norman, Donald; *Emotional Design*. Milano, Apogeo, 2004

2.1.1 Furniture as heritage

In some popular communities in Colombia, furniture is inherited. The big step of moving out of the parents house means establishing a new home on their own. Generally, this step is accompanied with pieces donated by the parents. This practice goes on and on through out generations and establishes a connection among the family through the furniture piece. However, this practice has not always a happy ending. Some of this furniture after some generations is old or broken. It's not wanted anymore, or simply has reached a state of un-use. Despite this, objects are the only historical event still happening in the present.⁴ All the historical information imprinted along

4. Peña, Cesar; *Clase Historia 2*, Bogotá, Universidad Nacional de Colombia, 2006

the years, by the different members of the family is very important and emotional. All this information is our material and non-material heritage.⁵ It determines who we are and gives us strong roots to understand who we are. All this information, is worth to rescue and to pass it on over generations.

2.2 BEFORE LIQUID SOCIETY ARRIVES

When we speak about liquid society, we refer to the concept that Z. Bauman describes in his book "Liquid life". A liquid life is not able to keep in a long term a defined shape.⁶ This caused by changes in lifestyle, working places, habits and belongings that are happening in a quicker pace. Furniture brands such as IKEA with its policy of low-cost mass-products contributes to this changes to happen faster. In consequence, this conducts to the called by Bauman "IKEA generation". A generation which is defined as a high-consuming society. A society in which

5. <http://www.musicastradicionalescolombianas.org/memorias/patrimonio-inmaterial-colombiano>

6. Bauman, Zygmunt; *Vita Liquida*. Roma, Laterza, 2006

the times of usage of a piece are short, generating limited connections between the objects, activities and people. Since the prices are low, a characteristic of this society, is the non-satisfaction rate.⁷ There's always a need to possess something else, something different, again triggered by the low prices. Next, an example of different business models focused in different aspects. IKEA as one of the most important furniture brands and EXTREMIS which is a Belgian company in which I did my internship.

IKEA is a multinational company present in more than 50 countries around the world. The biggest presence is in Europe with the 80% with a total number of 27 stores. The rest of the stores are located all around the world in North America, Asia Pacific and Middle East. However, the only presence in Latin America is in Dominican Republic, part of the United States economic zone. It's not coincidence that in Africa or South America there's no presence, at least not yet.

7. E. Cartasegna; *La clinica delle cose*. Milano, pg. 13, 2008

OUTDOOR DINING TABLE 4 seats



IKEA Torsby/Erland

MATERIALS

Table top: Polypropylene
Legs: Steel, Chromed
Seat frame: Polycarbonate
Legs: Steel, Chromed

END COSTUMER PRICE

€ 330

LIFE EXPECTANCY

1.5 years
6 seasons

REPAIRING

Possibility to paint and sand paper Polypropylene
Chromed surface unable to recoat

OUTDOOR DINING TABLE 4 seats



EXTREMIS Marina Bistro

MATERIALS

Table top: Acrylic
Legs: Aluminium coated
Seat frame: ABS
Legs: Aluminium coated

END COSTUMER PRICE

€ 1880

LIFE EXPECTANCY

10 years
40 seasons

REPAIRING

Possibility to paint and sand paper Acrylic and ABS
Aluminium Recyclable possible un-coating

Schema 3.
Comparison of the
materials and quality
of the two reference
brands

OUTDOOR DINING TABLE 4 seats



IKEA

USAGE

1 piece /1.5 years

Number of pieces used in a period of 10 years
6.5 pieces

Money spent in 10 years
€ 2145

OUTDOOR DINING TABLE 4 seats



EXTREMIS

USAGE

1 piece /10 years

Number of pieces used in a period of 10 years
1 piece

Money spent in 10 years
€ 1880

Schema 4.
Comparison of the
duration of furniture
pieces depending on
the quality and price

2.3 FOR A BETTER SUSTAINABLE CONSUME

The selection of the materials and processes is key to determine the life period of a product. Choosing recyclable materials and reversible process gives a possibility to the piece to extend its life cycle and have further repairs when needed. Investing in durable materials, high-quality and sustainable processes guarantees a longer life and less mass production. Outdoor pieces are submitted to harsh climate and weather changes therefore in constant quality check. Good assembles and joints are a key factor as well.

In a long period of time, the money invested in buying the piece throughout the years, is higher in low-cost mass products. However, the amount of pieces used for the same period is considerably higher. This is translated into more material usage, more packaging, more waste and more productive processes, that sooner rather than later, will end up in landfill. In addition, the energy and resources used in the transport and manufacturing of each of the pieces is also multiplied in this kind of products. In conclusion, encouraging people to give to extend life cycles of furniture contributes in a high rate to consume more consciously, reducing waste and gradually, saving money.¹

1. Data taken partially from the websites. Extra info after further

2.3.1 Reducing disposal works

“Bulky Waste” is an organization in the United Kingdom that is facing the issue of furniture disposal. Bulky Waste is a versatile recycling scheme that is giving benefit to communities all over the UK. In simple terms, they aim to reuse and recycle more, landfill less and support low-income families by increasing bulky waste and furniture recycling rates. The past year, the statistics they gathered were quite impressive. As a charity/donation based structure, the organization helps collecting any kind of furniture no matter the state of the piece. “Bulky Waste” comes right before the disposal of the piece, avoiding the piece from going directly to landfill. The statistics listed next gives us an idea that reusing and recycling furniture has a powerful impact in economic, ecological and social matters. This model can be extrapolated to different countries and communities having as a baseline that smarter disposal gives results. Of course, the data can change in each country, but the problem is the same, giving us the chance to think in a solution. However, particular furniture disposal data, is yet not precisely found in Colombia.

1. “Four million children in the UK live in households

analysis from inside the company EXTREMIS
<http://www.ikea.com/it/it/catalog/products/S19010711/>
<http://www.extremis.be/products/marina?album=keyfacts>

that cannot afford to replace worn out or broken furniture and three million children live in households that cannot afford to replace broken electrical items.”

2. “10 million items of furniture are thrown away in the UK every year. 3 million of these items could be easily re-used; more could be repaired.”

3. “Furniture reuse in the UK diverts 90,000 tons of waste from landfill”

4. “Up to £13 million of furniture is reused already each year”

5. “Producing steel from recycled metal saves 75% of the energy needed to make steel from virgin material”

6. “The UK landfills more than 18.8 million tons of household waste- two million tons more than any other EU country”

7. “UK landfill space is expected to run out by 2018”²

London with 8,1 million inhabitants and Bogotá with 8.2 million can be comparable in terms of waste production. Bogotá produces approximately 6,500 tons of solid waste daily, of which about 70%, including furniture has a the character of usability, meaning that they have the potential for recycling, reuse and other types of exploitation.³ Out of the 2,372,500 tons produced per year, just 10% of the solid waste is recuperated. When talking about high-volume (bulky) waste, the different waste-collecting

2. <http://www.bulkywaste.org/partners/statistics/>

3. <http://www.alcaldiabogota.gov.co/sisjur/normas/Norma1.jsp?i=41936>

companies in Bogotá provide a special service for the collection of this kind of waste. The classification of this kind of waste includes: large volumes of timber, appliances, branches, soil and wreckage.⁴ This classification however, is too wide. Making the re-usage more difficult, starting from the point that there’s no differentiation in the source. This is why “Bulky Waste” starts with collecting the piece to accurately recovery of reusable or recyclable material. This is an opportunity for the service. Also because there are no proper campaigns for recycling, reducing or reusing in the city , neither from private or public sectors.

2.3.2 Not only about sustainability it is also a business opportunity

Sustainable Brands is a global community of business innovators who are shaping the future of commerce world wide. The goal is to inspire, engage and equip today’s business and brand leaders to prosper for the near and long term by leading the way to a sustainable abundant future. In one of the latest conferences Terracycle CEO Tom Szaky told the SB’13 crowd that much of the consuming we do is based more on want than need, which results in five billion tons of waste each year.⁵

4. http://www.lime.com.co/portal/index.php?option=com_content&view=article&id=13&Itemid=10

en.wikipedia.org/wiki/London, en.wikipedia.org/wiki/Bogota

5. http://www.sustainablebrands.com/digital_learning/event-video/many-consumer-faces-trash-treasure

One way to reduce waste is to increase demand for it by finding innovative alternative uses for otherwise discarded products and materials. Szaku insist that there's a treasure in trash, that people are not aware that they are throwing away money. "It's not that people don't want to do something, it's that they need the opportunity to do something,". Packaging disposal campaigns in Brazil, Canada and U.S.A. proved that motivating users to recycle the packaging of the products, actually increased sells.⁶ One important actor in this process where children, which where highly motivated in recycling and encouraged parents to do so.

By 2012, Sweden officially ran out of waste. The population's remarkable pertinacious recycling habits are inspiration for other garbage-bloated countries where the idea of empty landfills is scarce. In fact, only 4 percent of all waste in Sweden is land-filled, a big win for the future of sustainable living. By using its two million tons of waste as energy and scrapping for more outside of its borders, this country is shown in international comparisons to be the global leader in recovering energy in waste.⁷ This a great example in which is demonstrated that waste is energy, energy is money, therefore, waste is money. The swedish situation is so drastic, that now they are importing rubbish from Norway, buying waste that later will be transformed into energy.

6. <http://www.sustainablebrands.com/>

7. <http://www.trueactivist.com/sweden-runs-out-of-garbage/>

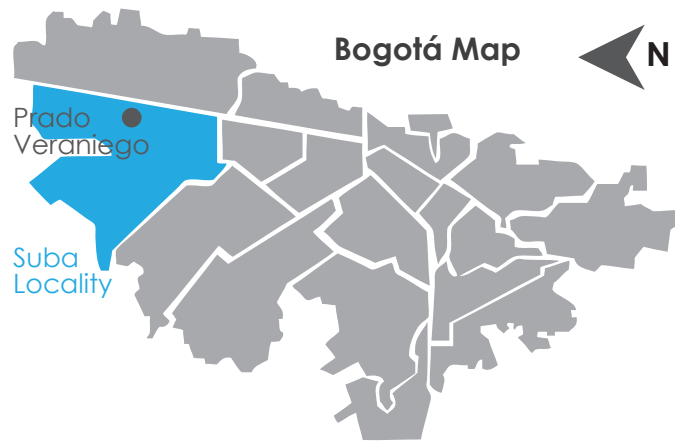
2.4 AN OPPORTUNITY FOR SOCIAL INNOVATION: THINK GLOBAL, ACT LOCAL

Bogotá, as the capital and biggest city of Colombia, has a particular demographic distribution. Is divided into 20 administrative units or called localities and in all units there is as manager council elected by popular consultation. Each of these localities,has a different socioeconomic distribution.

This is why, Novel Design, the partner company for the development of the service, plays in as a key actor. Novel Design SAS is furniture manufacturer specialized in living room and dinning room pieces. It is based in the popular neighbourhood of "Prado Veraniego" which is located in the north-west area of Bogotá within the locality of "Suba". Novel Design is a key actor to develop this system. It has the role of partner in order to make the service function as a reality. Besides, is a determining character with in the local community. The strategic location of Novel Design gives an important value to both "0 kilometer-design" and "artisan work". Later on we will come to detail about Novel Design.

2.4.1 Prado Veraniego neighbourhood Locality of Suba

Bogotá has been always a dynamic city and during the past 50 years, has been growing in very high rate. Prado Veraniego, which in English is translated

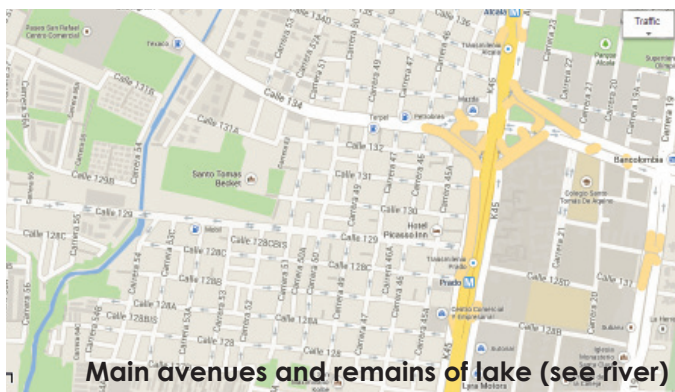
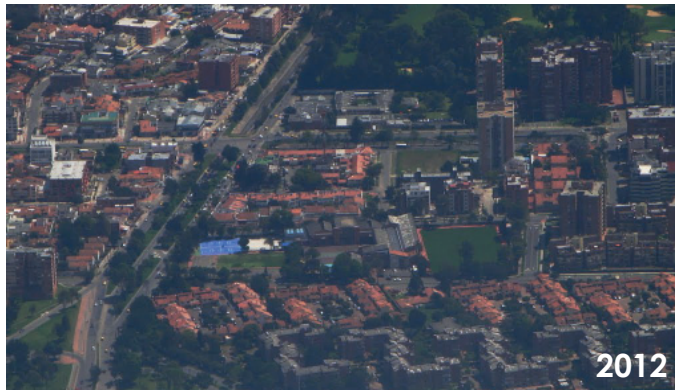


to summer field, during the 50's, had a particular transformation of the landscape and its inhabitants. Until 1958, this neighbourhood was occupied by big farms owned by couple of families which dedicated the land to breeding cattle due to the big extensive pastures and the presence of lakes like "la bajada" in the area.¹

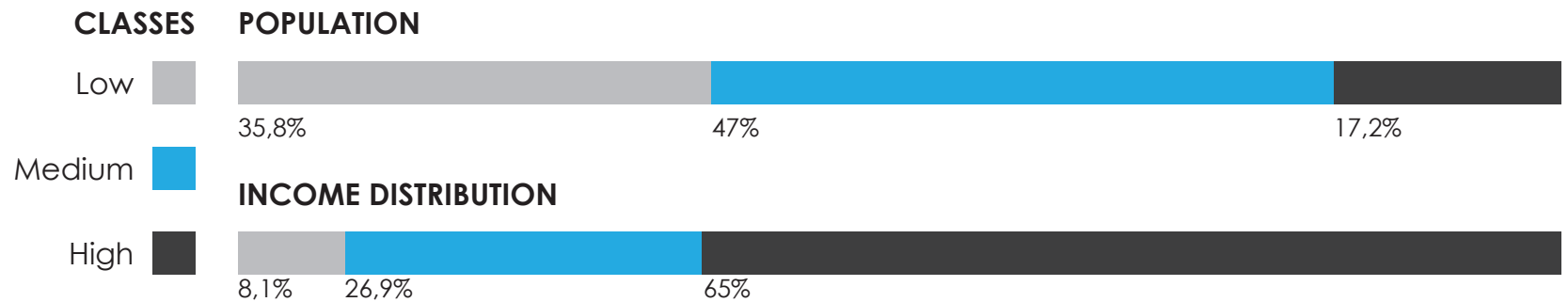
By 1959, farmers from small towns nearby Bogota, decided to try luck in the capital of the Republic. Housed in the city center at first, then they located some lands near the municipality of Suba. There were extensive farms such as the "Hacienda Niza", "Hacienda Tierra Linda", Hacienda San Rafael (currently exists), "Hacienda Veraniega", among others. Landowners Barriga and Bocanegra, "Veraniega" owners, divided their land into blocks and these into lots. The farmers from these nearby towns, started to buy the lots for around three thousand pesos by the time, to build their houses. This is how this popular neighbourhood began.²

1. http://www.movilidadbogota.gov.co/hiwebx_archivos/ideofolio/06-CaracSciocoBta_15_1_40.pdf

2. <http://juanfevelasquez82.wordpress.com/reportajes/pradov>



Schema 5.
Development of the
landscape of "Prado
Veraniego"



Suba is one of the most populous localities of Bogota. With almost a million inhabitants, (954,950 aprox. for 2012), is a very dynamic area with different types of businesses and commerce. It represents the 8.5% of the whole population. Due to its origins, it has always been characterized by hard workers building up their own business. The socioeconomic composition of this locality can be described in 3 social classes. Low, medium and high. Low class is considered as the population with average income lower than \$COP 589.500 (€250). High class is considered with an income higher than \$COP 2.554.200 (€982).³

- Income: From \$COP 589.500 (€250) to \$COP 2.554.200 (€982)
- Own property: 42%
- Living in rent: 32%
- having fridge 77%
- Persons per home : 5
- Budget /year to spend in new furniture :1.2% (2005)

3. http://www.movilidadbogota.gov.co/hiwebx_archivos/ideofolio/06-CaracScioecoBta_15_1_40.pdf

2.4.2 Neighbourhood stores, power of local communities

As most societies of the world, in this locality, the biggest amount of income is in hands of the minority of the population. However, it's interesting to see that the middle class has an important income but nevertheless not enough. In fact, is precisely this segment being the majority of the population of this locality, the responsible for a fast-growing commerce economy in local scale. This segment rised thanks to its background. The development of the locality came from hard-workers farmers that moved years ago looking for better opportunities.

One interesting outcome of this dynamic development are the local stores or known in spanish "Tiendas de barrio". This is a very strong characteristic of these kind of neighbourhoods in Colombia and that it is very much present in our locality Suba. This phenomenon has a very important impact in the national economy. In total, there are 20.397 local



Image 6. Diversity of products, Offers and special prices

stores in Bogotá, which rank #1 in type of stores in the city.⁴ Its economy is based on small quantities, therefore low prices. In most cases, the salesmen subdivide the products bought from a bigger retailer to satisfy clients needs and capacities. For example; A kilo of rice, is divided in smaller pounds or even by weight so the customer can buy what he/she can afford. This type of business is so important in Colombia that even big brands have had to adjust to these needs. Selling smaller portions of for example cacao, milk, cheese, and other basic products.

Besides the type of trade, another important reason for this kind of stores to be is the social issue. Usually, the owners of the stores are the same salesmen, and are people that have lived for years in the area. Most of the times, the store is located even in the same house where they live, adapting the garage or some other space to a store. These owners are known by

4. <http://servinformacion.com/?q=66/mercadeo-inteligente/info-comercio>
<http://www.supertiendas.com.co/ediciones-2011/edicion-8/asi-se-atiende-9/el-servicio-al-cliente-el-punto-mas-fuerte-de-las-tiendas-de-barrio.htm>



Image 7. Friendly customer service, councils on products

the neighbours and most important, they are trusted. They usually know the name of the clients, and know the needs or products that they buy the most. Their schedule is flexible, depending on the clients needs they could close later than established, or even open before that usual. All for the well being of the clients that are any ways neighbours and almost friends.

2.4.3 Remittances- Family connections strengthen value of objects

Family values are strong in South America. In Colombia by 2012, 6.1 million people have migrated to other countries looking for better opportunities for their families. This migration talks about this people's desire to improve their own life quality based on hard work, even far from the family. Around 60% of this percentage have left alone, meaning with no parents, siblings, partners or children.

What's so interesting about this data? 23% of these emigrants are coming from rural areas such as "Valle

Colombian Emigrants

6.5 million - 2 million in USA

US\$ Millions in Remittances

4.064 from all countries

% of GDP

4.6%

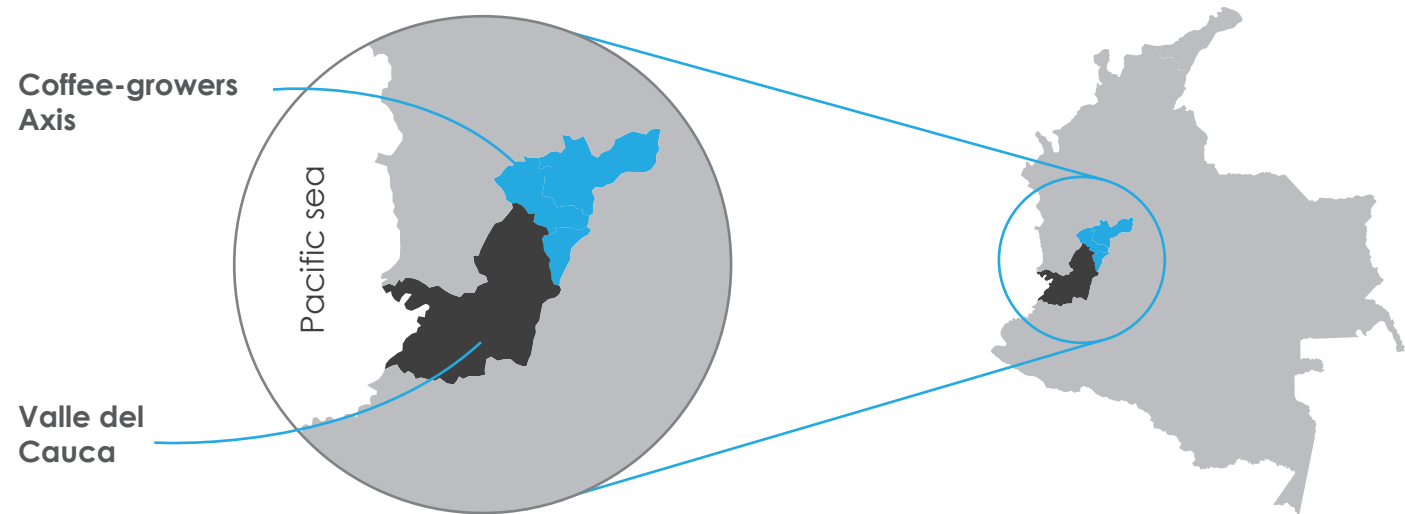
Distribution

23% Rural areas

Mainly Valle and coffee Triangle

Schema 6.

Geographic location of the Coffee growers Axis in Colombia



del Cauca" and "Eje cafetero" (Coffee-Growers Axis or most known as the Coffee triangle) in the east-pacific region of Colombia. Meaning low-mid educational level but strong hard work spirit. Most important, they have a particular know-how to offer as their competitive tool in foreign lands. Out of this 6.1 million Colombians abroad, 1.6 million are located in New York, U.S.A.⁵

Their main businesses regard food and arts. Colombian bars, restaurants, fast foods, deliveries are known for good quality and good taste. Dancing academies, discotheques, concerts, art exhibitions are well appreciated by the locals and represent an important income for colombian businesses. Not for granted, Cali capital of Valle del Cauca region is known in America as the capital of the popular dance "salsa". A colombian know-how pride.

5. <http://www.caracol.com.co/noticias/actualidad/mas-de-5-mil-lones-600-mil-colombianos-viven-hoy-fuera-del-pais/20100501/nota/933685.aspx>

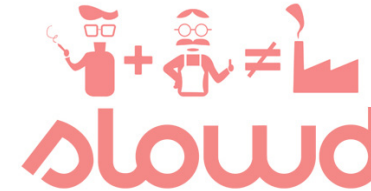
Remittances are known as the money transfers made from a foreign country to its home town. In Colombia, the total amount of money coming from different countries represents around the 4.6% of the GDP (gross domestic product) per year.⁶ Out of a total of US\$ 4.064 million, by 2012, as mentioned before 23% goes to this rural areas.⁷ In some small towns in Valle del Cauca, almost 80% of the income is coming from these remittances. Entire families live from the money that their family members are sending every month product of its hard work abroad. This economical activities reflects the importance of the family for this emigrants. One of the main reason to go abroad, is precisely to give a better life to their family, and considering that every penny count. This shows us how family bonds in Colombia are strong through time and space.

6. http://www.usergioarboleda.edu.co/civilizar/revista10/sector_cooperativo.pdf

7. <http://www.banrep.gov.co/remesas>



GLOBE HOPE



Schema 7.
Logos of the case
studies analysed for
AI Taller

2.5 CONCLUSIONS

In conclusion, the key factors for this service to be a possible and feasible experiment are:

SOCIAL

- The geographic location of the partner Novel Design is important to encourage a dialogue for reusing materials. - In a place where people work together, where any penny counts, opportunities to save money and to have a better quality of life would be always welcome.- Having artisans and clients in the same level, where the local community works almost as a small town, a collaborative service can work out.- Knowing that objects carry important emotional information, strengthen by the family bonds, the extension of used furniture is a possibility.

ECONOMICAL

- Economically speaking, Reusing is cheaper than Recycling- Ecologically, Reusing can be a sustainable habit and it's becoming to be a trend- Behind the concept of waste, there is a huge business opportunity

of raw materials and new purposes

- Upcycling as a new trend, to reactivate life for this historical objects.

Next, we will get inside Novel Design, the WHERE of the service. The furniture manufacturer with an established infrastructure producing several types of furniture. Novel Design is the partner who collaborated to make this exercise feasible. Its location was very important for the understanding of the system. We will get deeper about what do they do, what can they offer, and how this service can work out.



Furthermore, we will get involved on the WHAT. What is an upcycling service, how is it done in the world. New possibilities for furniture. New trends and case studies that gives us more information on how to develop and structure this service.

3. WHERE IS THE SERVICE



Image 8. Novel Design Showroom

3.1 NOVEL DESIGN IN A RURAL-TO-URBAN AREA

Previously mentioned, based in the popular neighbourhood of “Prado Veraniego”, is surrounded by a particular community. A community characterized by hard workers, wanted to give the best for their family and knowing the value of saving money when possible. 75% of the workers of Novel Design, (15 out of 19) live in the surroundings (same area) making them part of the same community. Most of them save time and money going to work, since they live with-in walking distance or a small ride in a bicycle. As in the “neighbourhood stores”

Manufacturing



Pedro Herrera
Age 42



Raúl Barriga
Age 25



Manuela Ávila
Age 33



Carlos Murillo
Age 38



Luisa Salas
Age 35



Pablo Fuentes
Age 48



Rogelio Ramírez
Age 50



Juan Cáceres
Age 38



Cármen Ruíz
Age 35



Ramiro Valdéz
Age 42



Manuel Suarez
Age 27



Victor Muñoz
Age 38



Rosa Clavijo
Age 34

they are known as the artisans of the community and respected for their know-how. A characteristic of these neighbourhoods in Bogotá, is that they still work as small villages inserted in big cities. Is not for granted that they used to be outskirts towns 50 years ago, and since the expansion of the main cities, they got absorbed. They keep this strong heritage and they pretty much work as a complete community, with the tasks and activities well defined among the population.

The interactions amongst all the characters, produces an interesting opportunity for a social innovation based on collaborative networks as a creative community. These 19 workers are distributed in different tasks and assignments.

Administrative tasks such as reception of clients, supplies providers management, sells accountancy ,salaries, orders and dispatch.

Schema 8.
Employees of Novel Design

Administration



Rafael Perez
Age 27



Ana Suarez
Age 27



Maria Ayala
Age 30



Hugo Sanchez
Age 27



Amalia Rojas
Age 28



Teresa Córdoba
Age 35

3.1.1 Artisans know-how, competitive tool



Artisan

- Fabric cut
- Foaming
- Upholstering (fabric covering)
- Sewing



Pablo Fuentes
Age 48
Experienced Artisan

- Metal cut
- Drilling
- Welding
- Structure Assembling



Apprentice

- Wood cut
- Sanding
- Painting
- Glueing

The manufacturing group is divided in different processes done in the factory. The processes are also divided in levels inside the building. The four women working in this area are in charge of the most delicate and less force-demanding activities. The youngest are the apprentices of the eldest performing simple and less experience-demanding tasks. The workers acquire the status of artisans since their knowledge is based on experience and practice. Most of them have high school as higher education and just a few have some extra courses regarding their activity. Therefore, their particular tasks can be divided like in the scheme at the left.

Most of the workers have been working in the company for more than 6 years, the apprentices just got inside the company around 2 years ago. There are constantly supervised by the most experienced and step by step they will start doing more complicated activities or the ones that need more precision. The experienced artisans are doing the most important tasks that consist on structures and assembles, that guarantees a high-quality product in its core. The age of the experienced artisans is not for granted. Most of them worked before in other small workshops developing particular skills that made them earn this job. Inside the company there is a respect hierarchy where the eldest are in the top while the apprentices are starting a career.

Eduardo Murcia, the owner of the company himself, worked in another furniture manufacturer before.

After more than 10 years of service, he decided to open his own factory having all the experience he gained in the previous employer. But for him was important to count on skilled and trustworthy co-workers to start this new adventure. This is the case of Pablo Fuentes that used to work with Eduardo in the previous company. They both believed in a new project with the expectations of improving their income and quality life-style. Now they have been working together for almost 18 years side by side. Pablo is, now a days, the most experienced worker of Novel design in wood structure assembling.

Talking about the inner structures, which means wooden frames or metallic ones for the mechanisms for the sofa-beds, the market is wide. These pieces can be imported ready made from several countries: For example good-quality high-cost from Germany and Low-quality low-cost from China. The differences are big in price and quality and Eduardo knows that. (German = COP 500 - € 200 / Chinese = COP 250 - €100) Quality is always a value that for him is important to maintain clients. Having this as a background he has decided to import partially some pieces and produce others himself. The price might be high but at least he is sure about the quality. 80% of the frames he produces are made of wood. This is a material easier to handle and the workers are much more experienced with it. For him this is an important input to the piece. the hand made work. In Colombia, the hand made work is appreciated, and is even encouraged in some sectors.

The society “Artesanías de Colombia” associated to the Ministry of Commerce of the government of Colombia is the organization from the government supporting handcraft sector. Its main task is to promote the artisan work inside the country. One of the goals of the society is to establish the local know-how as a competitive characteristic in the local and foreign markets. To do this, Artesanías de Colombia, have different action plans to ensure a development for the Artisan sector. Within the framework of the project “Support and strengthen of the artisan sector”, the service could have access to several aids in economic and technical terms.

- Receiving economic and sociocultural importance addressed to the artisan;
- Improving possible quality deficiencies and product innovation;
- Support inside the organization for production and marketing;
- Differentiation from similar industrial products through design;
- Knowledge management for the artisanal sector- Support for new artisans in an apprentice program;
- Administering production costs;

A figure that can emerge from this initiative, is a partnership with Novel Design, This would give some extra resources to the company to sustain further development aiming more productivity. Also, the fact of having apprentices guarantees Novel Design to get this support by encouraging a long life of the artisan practice.¹

3. http://www.artesaniasdecolombia.com.co/PortalAC/C_proyectos/apoyo-y-fortalecimiento-del-sector-artesanal_727

3.1.2 Schedules and factory organization

The working schedules are 6 hours/day per week. Having every month one compensatory day which they can use when ever they want.

Depending on the volume of the orders, they might do extra hours or even night shifts if necessary. The night shifts go from 21:00 to 03:00 but they rarely occur. In average, there are night shifts around 2 times per month. The workshop area of the company is functioning starting from 7:30 to 13:30, an hour break for lunch, and re-starts from 14:30 to 16:30 for the extra hours shifts which are made by some artisans, not by all. This schedule is adapted to the school timings so the workers with children can take their young kids to school and pick them up after they finish, right for lunch time.

The factory is located in a building of 7 meters width X 14 meters length baseground with four levels high. The core business of Novel Design is the manufacture of pieces suitable for dining and living rooms. Sofas and sofa-beds are the main sales product therefore, the infrastructure inside the factory is orientated to the processes involved in these items. However, there can be a good opportunity to improve the techniques in the other process and also, to explore more other markets and improve the business. Each level has its own purpose and currently in the 3rd floor, there is a small sewing workshop for particular projects. However, half of the space in this 3rd floor is unused and there are 4 tables empty.



3.1.3 Organization of the activities inside the company

LEVEL	ACTIVITY
3rd Level	<ul style="list-style-type: none"> - Storage for unused material - Sewing workshop - Empty space and empty tables
2nd Level	<ul style="list-style-type: none"> - Fabric cut - Upholstering - Packaging - Small showroom with a sales Counter
1st Level Inside	<ul style="list-style-type: none"> - Storage for finished product - Workshop for structure assemble - Foaming process - Storage for foamed pieces
1st Level Outside	<ul style="list-style-type: none"> - Reception office - Public attention office - Garage for 2 cars - Entrance for unloading material and loading finished product



Image 9. Novel Design workshop facade

3.1.4 Processes and typologies

Deeper in the manufacturing, each activity has its own process and each process refer to a particular piece of furniture. To understand what kind of pieces the service could handle we associate processes done at the factory to examples of existing typologies of furniture.

PROCESSES BY LEVEL	1st Inside - Foaming - Painting - Sanding	1st Inside - Metal & wood cut - Welding - Drilling	2nd Level - Cushioning - Upholstering	3rd Level - Sewing - Fabric cut
TYPOLOGIES OF FURNITURE ASSOCIATED TO THE PROCESS	 <p>Couch Dinning tableM ultipurpose desk</p>	 <p>Wooden chair Metallic chair Drawer counter</p>	 <p>Bed Sofa Sofa-bed</p>	 <p>Sofa-bed Couch</p>
PICTURE OF THE PROCESS AREA				

Schema 11. Manufacturing processes inside the workshop

3.2 NOVEL DESIGN BUSINESS AND SEGMENTS

With this productive capacity of the factory, Novel Design has a particular business. It has 5 sells segments in which some are lines of products and some others are just one product. This situation is due to the installed capacity and the percentage of revenue that each segment represents. Sofas themselves are considered a segment, and represents the biggest revenue for the company. As additional business, Novel Design produces sofas and other pieces under

license of other companies. Meaning that part of the production is branded to other bigger and more known Colombian companies. For example, around 48% of the sofas produced, are done under license to provide companies such as Kassani, Bima and Altek. As mentioned before, the core business of Novel Design is manufacturing, not only under their own brand. Therefore, the sells under the brand "Novel Design" are less significant. Inside the other segments we find different kind of products. At the bottom we find the other pieces of furniture that are also produced in the factory divided inside the Line segments of the company.

Schema 12. Percentages of the revenues divided in business segments



3.2.1 Novel Design profile sheet









Scheme 13.

GROSS INCOME		Per year COP / Pesos 1,965,000,000	Per year EUR / Euros 700,000	
PIECES SOLD		Pieces sold Per year 1750	Pieces produced Per year 2325	
EMPLOYEES		Administration 6	Manufacturing 13	
TECHNOLOGIES		Per year COP / Pesos 1,965,000,000	Per year EUR / Euros 700,000	
MARKET		Mid - High range income target costumers Domestic Furnishing for common areas Main products Sofas and Sofa-beds 60 % revenue		
PORTFOLIO				
	dining table	sofa-bed	bedroom	couch

3.2.2 Typology- Segment - Process

Scheme 14.

Finally with this relations, we understand the complete possible offers of the service. These are all the pieces possible to produce in Novel Design associated to the segments they commercialize and to its particular process.

SEGMENT	PROCESS	SEGMENT	PROCESS
 couch SOFA	<ul style="list-style-type: none"> - Fabric cut - Upholstering - Sewing - Foaming 	 dining table OFFICE/ LIVING ROOM	<ul style="list-style-type: none"> - Wood cut - Drilling - Sanding - Painting
 sofa-bed SOFA-BEDS	<ul style="list-style-type: none"> - Wood cut - Drilling - Upholstering - Sewing - Sanding - Welding 	 multipurpose desk OFFICE	<ul style="list-style-type: none"> - Wood cut - Drilling - Painting - Sanding
 bed BEDROOM	<ul style="list-style-type: none"> - Wood cut - Drilling - Cushioning - Sewing - Sanding 	 drawer counter OFFICE/ BEDROOM	<ul style="list-style-type: none"> - Wood cut - Drilling - Painting - Sanding
 metallic chair OFFICE/ BEDROOM/ LIVING ROOM	<ul style="list-style-type: none"> - Metal cut - Drilling - Welding - Sanding - Painting 	 wooden chair OFFICE/ BEDROOM/ LIVING ROOM	<ul style="list-style-type: none"> - Wood cut - Drilling - Painting - Sanding

3.2.3 Materials

Schema 15.

Inside the supplies of Novel Design, we find four main primary groups of materials. Wood for example, is the most widely used in almost all the different types of products. Pablo Fuentes, one of the most experienced artisans, has a wide knowledge of the material and is in charge of the wooden structure process in sofas. All materials are used in different products and the stock in storage for manufacturing, depends on the orders they receive from the under-license brands. Usually the amount of material purchased per month is double of the amount needed for the order of the under-license brands. This happens to fulfil the demand of the own brand products as well as eventual remakes of the various pieces.

3.3 NOVEL DESIGN MARKET AND COMPETITORS

Novel Design has several target markets. With the combination of good quality, hand made, and good aesthetics, they have managed to achieve some high range products. Among the segment SOFAS there are two lines depending of the quality of the materials, the finishes, and the complexity of the piece itself.

HIGH RANGE

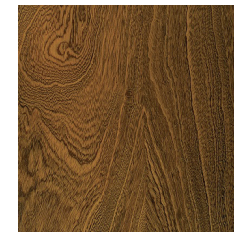
One line is targeted to be sold in a third-party retail showrooms. These pieces are given under consignment agreement. Meaning that the third party only pays the piece once the final customer has acquired the piece. It is not an immediate revenue but is the higher price they get per piece for production. This pieces are usually in a simple 2 seat structure with leather upholstery. Another segment of this high range line is the under-license products. Bima, Kassani and Altek¹ are well recognized brands in the furniture design market in Colombia. These are brands with big product flow with significant sells per month. This alliance is profitable for Novel Design since these companies are able to sell their products with higher prices due to its brand name. These are the products with the top quality production. Usually, these pieces are 3-seat of L structure, thick acrylic double-stitch, imported synthetic fabric or national leather.

1. www.altek.com.co/
www.kassani.com/
www.mueblesbima.com/



COVERS

- Varnish
- Paints
- Colorants



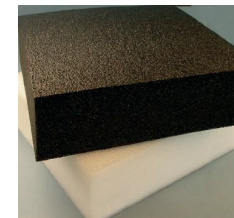
WOOD

- Sheets
- Sticks



FABRIC

- Leather
- Synthetics
- Velvet



FOAM

- FOR:
- Cushioning
 - Structuring



SOFAS

NOVEL DESIGN SAS

52%

OWN BRAND PRODUCTION

bima
Pasión por el diseño

Kassani®

ALTEK

48%

OTHER BRAND PRODUCTION

MID RANGE

In the mid range we find the other segments of products. The expertise of the company make them focus on sofas as the main product. However, the segment SOFA-BEDS it's still an important percentage for the under-license production with the 30% of the total segment. The other segments are considered as accessories or additional products that can be sold as a family with the sofas. This is why also the prices are much lower and they are less promoted products. Usually this products are under request and the stock available is limited.

As a policy of Eduardo, the owner of Novel Design, the low range or low cost products are out of the target. In marketing terms, the Colombian costumers prefer to spend a little more on a good quality piece. Low price means usually low usage-time. For furniture, the Colombian market is keen into buying long lasting pieces, not only for the period of time that it last. As explained before, also because the piece will become and important component of the space inhabited by the family. It will provide a bond strengthen service more over the primary use.

Schema 16.
Market and sales

3.3.1 Segment prices

Schema 17.


Among the competitors, we find three main characters. Due to the main-stream products they commercialize and to the prices they offer to the final consumer.

Brand references*

www.tugo.co

www.bonussa.com

www.mueblesyaccesorios.com.co

				
 Leather Sofa 2 seats	1.700.000 COP 639 €	1.650.000 COP 620 €	1.500.000 COP 563 €	1.700.000 COP 639 €
 Synthetic Sofa 2 seats	1.000.000 COP 376 €	960.000 COP 361 €	899.000 COP 339 €	975.000 COP 366 €
 Dining Table wood 6 seats	850.000 COP 319 €	954.000 COP 358 €	750.000 COP 282 €	850.000 COP 379 €
 Sofa-bed Leather Arm rest	1.900.000 COP 714 €	1.780.000 COP 669 €	1.850.000 COP 695 €	1.720.000 COP 646 €
 Sofa-bed Synthetic No arm rest	850.000 COP 319 €	650.000 COP 244 €	700.000 COP 263 €	765.000 COP 287 €



3.3.2 Competition

Schema 18.

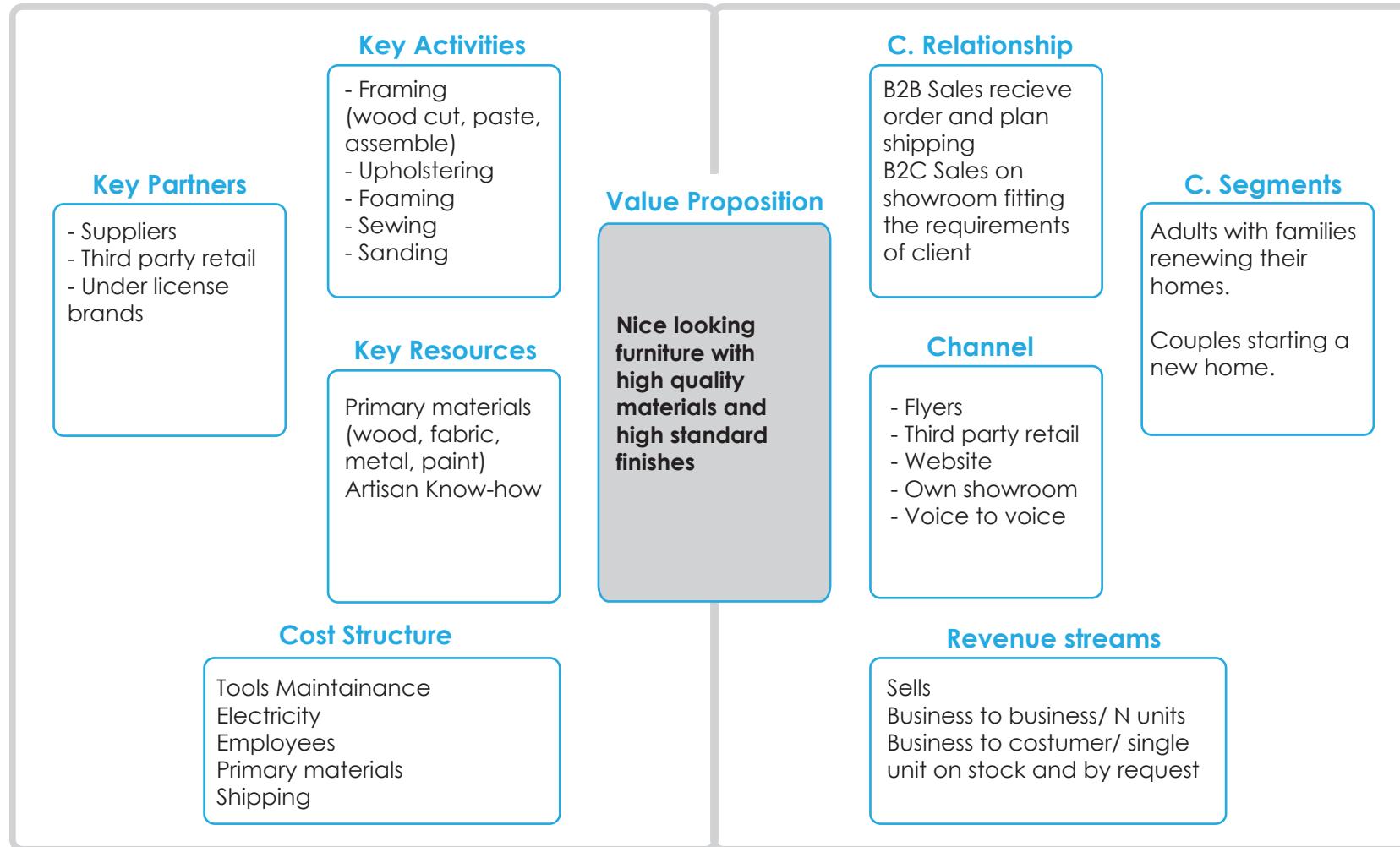
In the furniture business, shapes, materials, processes, usability, etc. are characteristics that change in low range among different brands. We can compare it somehow to the automobile industry. Most of cars have 4 wheels, horizontal doors with windows and rounded steering wheel. Therefore we can say that almost all the cars look the same. In furniture, there is an issue that restrains the possible changes for innovation. Measurements have to be kept inside percentile parameters for a proper usability. In consequence, tables, chairs, sofas are more or less the same height and length. My experience in EXTREMIS showed me that is possible to innovate in shape and use in the furniture business.

Design is crucial for this. It is a way to think out of the box being inside one. Naturally, the price can increase considerably in these new pieces, but for sure the result will be much more appreciated by the user. In Novel Design, the slogan is "Furniture with design". At least this is the goal of the company. Currently, Novel Design furniture is nice looking thanks to the good finishes and materials. There is still some distance to really design furniture. Among the sofas market, the colombian brands are not changing much. The prices varies shortly and the shapes are pretty alike. Therefore, the choice for a piece remains in small price difference and in the popularity remembrance of the brand.



3.3.3 Business model - Novel Design

Schema 19.



3.4 CONCLUSIONS

NOVEL DESIGN POTENTIAL

After analysing the different interactions between processes, materials, products, sells, segments and business, several conclusions can be drawn. The current situation of the company is good. The sells are quite stable. The segment and market is defined, and the production capacity is appropriate for the business. However, there is always room for improvement and opportunities are in the horizon. The opportunities can be organized in three sections.

INFRASTRUCTURE

The installed infrastructure is pretty good. The machines are in good shape and production capacity can be even bigger than the current one. The space availability inside the workshop brings an opportunity to expand the work. There are rooms that are unoccupied due to the lack of activities to perform in those spaces. There is a chance to give good use to this space. Some processes are mastered by the workers, and the brand is known among the clients for good quality processes. This reputation can be used to improve other procedures and products.

BUSINESS

There is a potential in Novel Design for further business development. The financial situation is stable and the prices they handle are adjusted for their target market. Being able to offer good prices, there is a

big opportunity for improvement of other products. The settled infrastructure is able to produce a wide range of products and since Sofas (main segment) is quite competitive, opening new or strengthening other segments with a new fresh design focus is an opportunity for new business.

It is important that designers get involved in this new business. There is a notion of design in the company but with this opportunity, there is a real chance to work from the beginning with designers.

SOCIAL

The know-how of Novel Design is one of the strongest tools for competitiveness. The way its artisans deal with materials and processes is a key factor for good quality products. Since they are an important actor of the micro society previously mentioned, there is an opportunity for social innovation. Design has the chance to drive this precious knowledge, which is an immaterial heritage, for better use. Design is able to give more value to the artisan work, in consequence enhancing their labour within the community. As well, there is a big opportunity to integrate the community with the artisan labour to bring value not only to the company, but to all the actors inside the community.

Coming up next, chapter WHAT. Discovering the main value proposition of each of the case studies. All these values will give a wide scope about the ways to innovate with the upcycling service. Also to know how these kind of services are already done, first not to repeat or copy the same things and second, to improve the possible weaknesses.

4. WHAT IS A SERVICE



Image 10. "Second Hand - Second Life" runway

4.1 CASE STUDIES - NEW TRENDS INSIGHTS

The following are case studies regarding several topics touched in this development process. Mainly we will talk about upcycling and the extension of the life cycle of objects. We will also examine some examples making emphasis on the artisan work, in which this work is outlined giving reason to be to the whole service offering. The cultural contexts are very different among the cases providing a wide range of perspectives. Is important to remember that some of the features of social innovation is to think global to act local and to use traditions as social resources.¹

¹.Manzini, Ezio; *Design and Social Innovation, a catalyst of sustainable changes*. Milano, DESIS Network, 2011



4.2 EXTENDING OR GIVING A SECOND LIFE TO OBJECTS

- **Les Petits Riens** is Belgian organization based in Brussels strongly focused on the second life of objects giving importance to furniture with a yearly fashion show.

- **De kringwinkel** is a Flemish association (north of Belgium) focused on the recovery of old objects (including furniture). In the process of repairing them, they provide jobs to different kinds of people inside the whole system making emphasis in the social inclusion as hand labour. Provides a pick-up service for the big pieces.

- **Restauración del Mueble** is a Colombian company based in Bogotá focused on the repairing and restoration of old pieces of furniture making emphasis on the history of the pieces and the different techniques for the repair.

4.2.1 Case Study 1: Les Petits Riens Spullenhulp

Les Petits Riens (Spullenhulp in Flemish and The Small Things in English) is one of the most known second hand shops in Belgium. Inside their boutiques, some in Wallonie (South of Belgium) and others mainly in Brussels, one can find almost any kind of article, from T-shirts to beds. Established in 1937, Les Petits Riens was a “social economy” well before the term was invented. “Social economy” denotes the production of economic activities of goods or services carried out by companies, associations and foundations whose ethics is reflected in particular by certain principles. Principles community service, purpose rather than profit, self- management, and the primacy of people and work over capital in the income distribution.

The ambition of the social economy is to make “ the economy at the service of man “. L.P.R. economic activity itself is inherently social. First, because it allows employability of hundreds of people on the boundaries of classic work. Then, because the association provides vouchers to people in difficulty whose need is recognized. Finally, because the boutiques are accessible to all budgets.

The boutiques of L.P.R. are divided in 2 sections, “Clothes and Accessories” and “Furniture and Decoration”. The articles that are found here are mostly donated. The clothes are collected through “Recycling Clothing” containers spread all over the cities. Medium size items such as lamps, bags and decoration are dropped off at the storages instead of the landfills by the owners . Some big items such as furniture pieces of big size are picked up from the streets where some people dispose them.



Image 11. Transport truck unloading material



Image 12. Boxes with used clothes and accessories



Image 13. Furniture and decoration section

In other cases, L.P.R. provides a pick-up service free of charge from the house of the owner. A simple call sets an appointment for the collection of the piece.

After an evaluation process, the staff of LPR, organizes the items in terms of “Piece State”. There are basically 3 states in the diagnose. Small, medium and deep intervention. Is in the deep intervention state where they employ people referring to the boundary of classic work. Artisans have an important job in the restoration of the pieces. There is a committee of evaluation directed by an experience artisan guiding the intervention with the new workers and less experience workers. After this there is a process of restoration before the product comes available to sell. There are several promotions and articles with low prices in order to reach most budgets. ¹

¹<http://www.petitsriens.be> - To see more about the show go to <http://www.youtube.com/watch?v=QzYHFj2uTXY>

Every year, at the beginning of November, L.P.R. organizes a fashion and design show in Brussels called "Second hand, Second life" As a social economy¹, the profit of this event goes to charity of the most needed. The topic of the show is the second life that used things can have driven by a creative thinking. Old clothes and furniture are refurbished to become brand new attractive pieces. To do this, recognized designers all over Belgium are called to join this charity initiative.

The system is very simple. As the L.P.R. sells articles at low prices, designers are kindly requested to buy any item they want to transform it in a design master piece. Fashion designers do their work with clothing as product designers do theirs with the furniture. Designers are attracted to the event because it's a well known event with media covering. Being this a great way they get to advertise their work and achieve recognition as talented designers with big heart. Basically the designers input is their work and some accessories they may add to the final product.

¹http://en.wikipedia.org/wiki/Social_economy



Image 14. Poster promoting the event



Image 15. Main runway with the pieces' exhibition



Image 16. Lobby for drinks and the auction

Once the design pieces are ready, they are taken to the fairgrounds of the event to organize the exhibition. As any fashion show, there is a main runway to show the pieces to the public. This runway is not only available for clothing, the furniture pieces also get their spot during the main runway. Furthermore, there are drinks, catering and lobby to admire the work done by the designers.

First, all the pieces are exhibited (furniture and clothing) in different rooms for the public to appreciate them closely. The public present in the event are potential buyers that are interested in acquiring one or some of the pieces of the event. It's a good opportunity for costumers to get design pieces in an affordable price. Then, after the main runway show is over, people gather in the lobby for the general auction. Is here where the profit of the event starts to raise for the charity foundations.

Buyers set base prices and the auction begins for each and every item exposed during the event. Usually the base price is around double the cost of the article, before the up-cycling process. Considering that the designer buys the articles in a lower cost than the original shop cost, the base price during the auction is still affordable for different budgets. As any auction, the most desired designs get the biggest attention and the higher prices. Second hand, Second life has been running annually already for more than 10 years and every year is a bigger success than the previous year.



Image 17. Room for the furniture exhibition before and after the runway



Image 18. The exposure of the piece in the runway during the main event



The furniture pieces get to be under the spotlight almost as an art piece. The visitors can admire and experiment the different pieces since they are on sale. After, furniture has a space in the main runway, this to give them importance so they get spotted for the auction.

Here is a small example of the furniture pieces upcycled and redesigned by different designers during the fashion show "Second hand, second life". These designers worked with different items, functions and styles. These are examples of what can be done with old furniture, introducing different purposes and new materials for the final result. It's all up to the creativity of the designer.



Schema 20. Examples

4.2.2 Case Study 2: De Kringwinkel

“De Kringwinkel” in English means The Cycle Shop. As its name and logo prays, their mission regards everything related to renovation not only of objects, but also about human resource. They want to contribute to a sustainable world focusing on three main aspects. Sheltered workshops: Providing jobs, education and some perspective to people that, for one reason or another, can not do a regular job. Attention for the environment: The fact of recycling stuff in general, prevents it to become waste saving 52000 tons of CO2 and energy sufficient to heat 21317 houses for one year¹. Original and affordable goods: For basic goods, the prices are kept low so everybody can buy basic stuff.

Kringwinkel counts with a network of more than 100 shops spread around Flanders (North of Belgium). Each shop is unique in the sense that there are no repeated pieces among the network. Even though the shops

1.<http://www.tno.nl> - <http://vlaamsbrabant.be/social-economie>



Image 19. Oostende shop - Tableware - West Flanders



Image 20. Mechelen shop - Furniture - Antwerpen area

have all kinds of stuff, some shops have a particular strenght in certain articles. For example, some shops deal with electrical devices and home appliances and some others have a special workshops for bicycles.

De Kringwinkel can be also considered as a social economy. Belgium has big percentage of immigrants due to the Dutch and French ex colonies in Africa and the Caribbean. This is why, a proper integration of these people concerns specifically the Flanders region. But it doesn't concern only immigrants, it also involves people with social or physical disadvantages to develop a normal job. For them, the social resource is a key factor for a positive development of the social fabric. De Kringwinkel exercise could be an example of a SLOC scenario, small, local, open and connected.²

2.Manzini, Ezio; *Design and Social Innovation, a catalyst of sustainable changes*. Milano, DESIS Network, 2011

De kringwinkel provides a pick up service free of charge for big pieces. This is an effort that Les Petits Reins does as well to encourage the recovery of old material avoiding landfill. Since Belgium is a small country, the distances travelled are short and affordable. Naturally, the trucks available are picking-up in the surroundings of the source shop. The jurisdiction of the pick-up service is organized among towns divided in the different regions of the Flanders area. A call to set an appointment is enough to access this service. These trucks don't need any specification for the transport of this kind of merchandise, making them very easy to acquire by De Kringwinkel.

As they emphasize on the social resource, they spot out particular examples about the workers of the shops. Marc and Frank here, are some of these special stories. This makes part of their advertisement as a social economy business to create consciousness about their labour. This facts also attracts clients that are aware of this problematic and that want to collaborate with the cause. Frank for instance, since he was 10, had a fascination about glamour and cabaret world, Due to this particular taste, he was rejected in his previous jobs and was quite difficult to develop freely his personality. In the tableware refurbishing team, his creativity and extravagance are a good combination for his work. This is not anymore his hobby, but it is his way of being. Marc in the other hand, was born with a deficiency in one of his eyes, having a limited panoramic vision. He always had troubles to find and to keep a job due to his deficiency. In De Kringwinkel he was welcomed, he has been working for 5 years and his physical limitation is nothing to be embarrassed about. On the contrary, his particular point of view makes him a happy and good worker. Once more, the value of the social resource.



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22



23

Image 21. De Kringwinkel truck in Krotrijk

Image 22. Part of the tableware refurbishing

Image 23. Part of the unloading team

4.2.3 Case Study 3: Restauración del Mueble Gómez Ordóñez

This workshop was born from the need to provide a highly skilled labour for the restoration of furniture manufactured by “El Mueble Suizo”. “El Mueble Suizo” is very traditional furniture company based in Bogotá. 20 years ago was one of the most popular brands due to its quality of materials and classic “Swiss” style. R.M.G.O. is a special place able to offer the highest level of quality in all processes of restoration. They also have strategic alliances with the same suppliers of textiles, paintings and wood from the original manufacturer.

As we are speaking about restoration, sometimes regarding pieces of a considerable age, there is a research about the artisan techniques of joinery, upholstery and paint, so the craftsmen of the workshop are able to interpret, reconstruct or redesign any restoration project about any piece. There is a very detailed work depending on the complexity of the



Image 24. Joinery workshop



Image 25. Upholstery workshop

piece and its historical value. R.M.G.O. has as a goal to rescue this material heritage that the pieces may carry.¹

The important fact about R.M.G.O. regarding our research is the offering and the value proposition of their business. They work for the complete and detailed restoration of the piece. Can be up to the original state using the same materials and paints, as well as a bit of a modern touch including different finishes. Furthermore, they stress on the value of the craftsmen work to guarantee a polished, neat and clean result. There is a lot of hand made work for the woodwork of joinery.

¹<http://restauraciondelmueble.com.co/>

The service offered by R.M.G.O. is divided in four items CARPENTRY, UPHOLSTERY, JOINERY and BARNISHING. Is organized in processes rather than products. For each process, there is a specific workshop inside the main workshop. Originally, the service was targeted to classic furniture of specific brands but lately, it had spread to all kinds of furniture. Still, they maintain their main asset as a proper and detailed execution of the technique performed. There is also a reference about how they work with some material which are the most used on the furniture business. They outline their work with materials such as wood, fabric, leather and paints.

When talking about restoration, we talk about keeping the original value as much as possible. This means very careful and delicate work. Sometimes, the pieces become art pieces acquiring a high value. This is then translated into highly demanding process in time and tools. The time invested is quite high to achieve the restoration state. Also, some tools might be quite precise meaning high prices on their usage passing from the cost of the tool to the expertise of the operator.

Therefore, a restoration process is considerably expensive in terms of resources and time. Indeed, the prices of "Restauración del Mueble Gómez Ordóñez" are quite high even going over the cost of a brand new piece, plus their timings are long and sometimes difficult to predict. However, the quality of the result is guaranteed due to its experience and tools availability. It's interesting the results acquired, the pieces get a new appearance and look brand new.

Schema 21.
Processes



CARPENTRY



BARNISHING



UPHOLSTERY



JOINERY



4.3 ARTISAN LABOUR

- **CICLOVIA** is an activity based in Bogotá which regards cycling during Sundays and holidays. Using the know-how of mechanics as main character of the service.

- **SLOWD** is an Italian company that gives importance to the artisan labour stressing in the concept of 0-kilometer design and having designers as main leaders.

4.3.1 Case Study 4: La Ciclovía ephimerus mechanics

Bogotá is one of the cities with the biggest amount of kilometers of cyclable lanes in Latin America. With more than 121 kms that covers all the sectors of the city, is an example for other cities in Latin America in terms of human-traction mobility. When speaking about a city with more than 8 million inhabitants, policies about transportation are a big issue for the government. Thanks to its wonderful topography, 85% of Bogotá city surface is completely flat making cycle activities very comfortable for all kinds of users.

Within the policy of "Recreation and Sport Practice", the city hall of the capital of Colombia has established the service of CICLOVIA. This service is available all Sundays and holidays of the year from 7 a.m. to 2 p.m. During the service, some main highways of the cities are transformed into exclusive pedestrian and cyclist use expanding the cycling lanes even more. It's a very



Image 26. Ephimerus stands offering beverages, snacks, repairs



Image 27. Highway occupied by cyclists, pedestrians and skaters

known activity among "bogotanos" and it's very well appreciated by them.¹

What matters about this activity for our "up-cycling research" are the other activities and services provided during the Ciclovía. One of the main services found are the BIKE MECHANICS. These Mechanics are in most of cases persons with an expertise in bicycle repairing. Some might have some studies about it but most are just artisans of the labour with years of experience or with already a workshop settled in some other place of the city. There are 2 kinds of BIKE MECHANICS in the Ciclovía, the certified by the city hall with a small labelled workshop and the autonomous ones with improvised settlements.

¹http://www.idrd.gov.co/htms/seccion-ciclova_27.html

To get the labelled place the mechanic must have a certification of his labour with some studies or with an already established workshop. He gets a little space with an ephimerus stand in which he can organize his work and tools. In the autonomous case, the space is improvised in the sidewalks or medians (central reservations separating the roadway) with simple and basic tools enough to solve almost any breakdown from a flat tire to a problem with the gears. In both cases, what is important is the presence of a mechanic ready to collaborate, working in a holiday doing minor and fast repairs.

In bicycle practice almost all the users - bikers have performed some kind of do-it-yourself repair. We have all suffered a flat tire or a broken brake in the middle of a ride or at the beginning of it. But those self-made repairs are usually temporary or even not well performed. These mechanics in the CICLOVIA are a crucial character for the good functioning of the whole service.

In such a long network of lanes, to have a qualified person available for your breakdown, every couple of kilometers is something that in even cyclable cities as Copenhagen dream about. Of course, these



happens only on Sundays and holidays when the Ciclovía works.

In any of the two types of settlements, (certified and autonomous) what is important is the know-how of the mechanics. The way its expertise is evaluated is very simple. You will see lots of different tools, even hand made ones, that you have never seen before and you will see how fast and accurate the mechanic can be fixing your bike. Some cases the waiting line for the repair is proof enough of the quality of the mechanic. Most of them are already known "neighbours" that have regular clients and that these customer spread the voice certifying the quality of his job. In biking, most of the repairs don't need elaborated tools or infrastructure, it's enough with a good mechanic that knows how to fix them. This is a very good example of doing more with less starting with knowledge, with proper know-how.

Image 28. Certified mechanic

Image 29. Service point provided by the city hall

Image 30. Autonomous mechanic

4.3.2 Case Study 5: Slowd

This is an Italian-based online community regarding crowdsourcing. There is a databank of design projects uploaded by the members of the community to then, have feedback and comments from other designers as well as from artisans. These artisans are also part of the community since they will, in a future, produce the designs. As a flagship concept, SlowD inserts the concept of 0- Kilometer Design. This term is extrapolated from the concept 0-Kilometer Agriculture used by Slowfood.it and introduced by Anna Meroni in the project of Nutrire Milano.

Roughly, the concept regards the distance that food usually have to travel to find the final consumer, involving transport and packaging extra fees, plus the lack of freshness of the food. This is a problematic present in the whole world making the quality of what we eat questionable. With 0-Km Design concept, SlowD makes an effort to reduce completely the



Image 31. Home page banner of the website

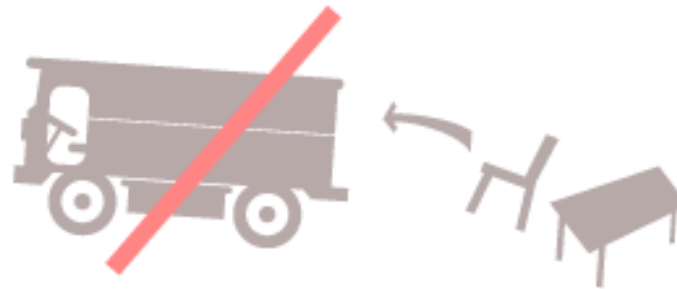


Image 32. Eliminating transport and packaging

packaging and transport issue reducing costs and making a better and sustainable consume. Besides designers as main contributors of the community, artisans play a key role to achieve the 0-Km goal.

One of the competitive tool about artisans is their handwork. As they are not machines, products are unique and high quality. In an artisan labour, quality check is constant and there is no space for defective pieces. Besides, each product will have a special trademark of each artisan every time they produce it, making it special as an unique piece.¹

Produce better to produce less. This is one of the reasons to be for SlowD. As they say, most consumer products are designed on the basis of planned obsolescence that forces us to endlessly re-purchase and consume. Their idea is to have products which are designed to last, to reduce the industrial waste

1. <http://www.slowd.co/call/designer/>
<http://www.slowd.co/km-zero/>
<http://www.slowd.co/manifesto/>

of recycling and the economic and environmental costs of trash. Promoting a productive culture able to use simple technologies and sustainable materials, advanced as far as possible without compromising the functional dimension of things.

Design is for everyone: SlowD has an interesting perspective about the influence of design on the products. Our market-centric culture has caused design to be perceived as a method for making our goods exclusive, expensive and aestheticized. With this new network of designers and artisans, they make and effort to recuperate the culture of universal design To go back to the beginnings of industrial design to rescue the real reason why this discipline was born in the first place. We all know that mass industries have betrayed their mission of democratization. They have restricted mankind's access to good things. Design should be for everyone, everyday objects should be well-made for a fair price, in accordance with the works of the makers and the needs of everyone. As shown in these diagrams, designers have the important

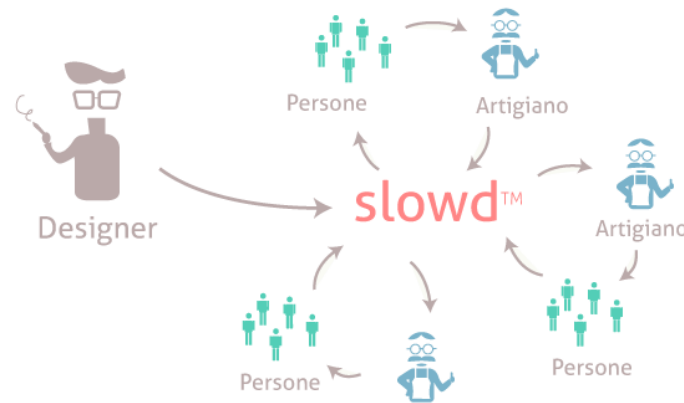


Image 32. System map of the characters



Image 33. Network of artisans

role to produce benefit. Are the main contributors of the system impulsing the network with their creativity. Providing projects available and affordable to everyone. However, artisans are the ones giving live to the whole system. Without them, there is no distribution channel to reach the final customer. They have the role to bring to life these projects that are uploaded by designers. Their knowledge makes the projects feasible for production.

The communication between these two actors is very important for the well functioning of the system. The artisans give a very crucial feedback for the designers to adjust the project to make it a real product and to make it ready for selling. Still, the concept of mass production is not a goal of this system. Going back to the concept of SLOC, small, local, open and connected, this could be a very good example of it. Works with small nuclei spread around the globe that are connected over the internet working with the same baselines. Besides, the work done in one nucleus can be replicated in any other nucleus of the network of course adjusted to the culture and needs of the geographic position.



GLOBE HOPE

4.4 SOCIAL INNOVATION

- **LANDFILL HARMONIC** is an organization located in Cateura, Paraguay. It's main strength is the social transformation achieved creating musical instrument from waste.

- **GLOBE HOPE** is a fashion and accessory design company based in Finland which has as a main added value upcycled products made out of disposal materials.

4.4.1 Case Study 6: Landfill Harmonic

This case develops in one of the poorest slums in Latin America. Just outside Asuncion, Paraguayans capital; Cateura is the city's trash dump. It is built on a landfill. Here, people live in a sea of garbage. And they live from garbage. Every day, tons of rotting detritus spill from trucks and people swarm over it to pick the pieces of trash that are their livelihood. The people of Cateura may be the poorest of the poor but they are proud and the life of their slum is vibrant. Family bonds, rivalries and friendships are intense. Surrounded by stories of drug-violence, alcoholism and destitution, they make herculean efforts to reaffirm their life and dignity.

A few years ago, one of the garbage pickers, Nicolas "Cola", an untutored genius of the slum, got together with local musician Favio Chávez to make instruments for the children of the slum. There was no money for real instruments so together they started to make



Image 34. Daily activity of garbage pickers in the landfill



Image 35. Children of the orchestra proud of their instruments

instruments from trash – violins and cellos from oil drums, flutes from water pipes and spoons, guitars from packing crates. With children like Ada and Tania and with the support of many in the slum, Favio slowly put together one of the world's most unlikely orchestras. It is entirely made of garbage. They call it "The Recycled Orchestra".¹

The world generates about a billion tons of garbage a year. Landfill Harmonic is a beautiful story about the transforming power of music, which also highlights two vital issues of our times: poverty and waste pollution.

¹<http://www.landllharmonicmovie.com/>

The importance of this example is the reason of it and how it was driven. It all came from the necessity of giving an opportunity to these kids to have a better life by giving them purpose. The music teacher Chávez had an idea for this with an activity that could change their lives and to encourage them to improve their own quality of life. Music was the perfect excuse to bring good to the community. Still, he faced a big issue and was the lack of instruments and resources. His solution was to use the resources they had the most and on reach, a landfill full of waste. Now it looks an obvious solution but it took a lot of courage to believe on it and hard work to realize it.

What we have here is a need for a social innovation. A real bad situation that reached misery levels that encouraged collaboration among the community.



Image 36. Violins made of aluminium cans



Image 37. Saxophone made out of old water pipes

To stress more the need, the lack of resources made them take desperate measures. Using waste as a main resource is not new in the world, but is certainly not yet a trend. They had no idea if it could work out, but they were brave enough to give it a try and to make it happen. This is a great example that rubbish can be transformed into anything being recycled, reused, readapted, etc. In technical terms, what they did with the waste was upcycle. They took old materials such as metal sheets and cans, plastic tubes and gave them a whole new purpose and use. They were no longer old milk cans and became shine new violins. Landfill harmonic demonstrates that upcycling is good solution for a social innovation, it only needs a strong reason to be. Can be an economic reason but it can also be need for community improvement.

4.4.2 Case Study 7: Globe Hope

As part of the composition for the concept of AL TALLER, an invited Case Study comes along. Glope Hope is a Finnish company specialized in fabric recovery. 90% of their material is collected within Finland. In the description of their products, they stress on the activity of upcycling. Their products are made by using already existing materials into something new. The material selection includes recycled textiles, textile industry dead stock and various hard goods. As their slogan, they redefine fabric considering this old textiles as brand new raw materials.

Their different interpretation of resources is by realizing that there are already lots of materials in the world, we don't need to produce more. "The world does not suffer from the lack of material but the lack of mind. We believe that all sorts of materials can be given more time in this world if we just let our ideas flow free." ¹ Their basic but fashion aesthetics creates utilitarian and appealing products. The different products start with a specific material, then the diversity of items that can be done with each material is up to the creativity of the designers. Their main products are clothing, accessories and jewellery.

This case study gives us an insight about a whole new business created with old materials. Besides this, their flagship is to

1.<http://www.globehope.com/en/materialit/>



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Image 38. Bag made with air plane safety seat belts



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Image 39. Women's sneakers made of army utility sacks



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Image 40. Brooches are made of old or dead stock zippers

reinterpret raw materials by the process of upcycling. The concept of giving new life is present in the marketing of the pieces. "I'd never thought I could be considered good-looking at this age - I was retired from the Italian army! Well, a little tuning can make miracles!" ² Is not only about reusing materials, is also an opportunity to create some limited edition pieces coming from unique compositions of the materials. As they say, creativity is all they need. Now with this example we understand how could be possible for Novel Design and AL TALLER to develop a new brand and therefore a new branch for their business. In this way, the projections of new markets opening are very encouraging to establish and infrastructure for upcycling.

2.<http://www.globehope.com/en/materialit/>
<http://www.globehope.com/en/products/konala.html>

4.5 CONCLUSIONS

After analysing several scenarios based in diverse contexts and with different objectives, we can find concepts that are common between all the scenarios. These concepts will give us a bottom line to develop the next part of the research. The next chapter HOW will show us in fact, how to involve these concepts already present in exercises around the world into our service of up-cycling furniture. Is important to outline that creativity has driven innovation in different levels. Creativity leaded by designers and design thinking creating innovation in social terms, consuming habits and business making.

Another founding of the chapter WHAT is the importance of a particular know-how. Precisely, artisan handwork was demonstrated along the case studies, to be a top asset for the different business and offers. Artisans are manufactures facing a big problematic heading to the disappearance of this practice. Mass products are more and more becoming the main goods of consume carrying another big problem of actual society. The increasing of landfill is a problem that is right now affecting the world and that we are still too stubborn to address. This research demonstrated that creativity is a key factor to face this problems. With the help of the artisans, a lot can be done. An important conclusion is that there is an opportunity of business in the base of the pyramid¹. Unfortunately, low income population is much bigger than the rich one. Therefore, providing solutions to these target population means a lot of users and costumers that are urging for a social change. Being this an opportunity fro new business models.

1. www.hbs.edu/centennial/businesssummit/business-society.html

EXTENDING OR GIVING A SECOND LIFE TO OBJECTS

- **Les Petits Reins:** Showed us the big potential there is behind old and used stuff. Fashion shows and innovative boutiques gives special importance to these old objects, showing new ways to use them. The show "Second hand, second life" proved how important is design leadership in this transformation. Designers get in the spotlight for better and more wiser consume.

- **De kringwinkel:** It's most interesting contribution is the concept of Social Economy having a strong purpose towards communities. Focusing and giving a main roletto every simple worker as a main stakeholder of the offering. Another important input to the research is regarding the way these objects are recovered and refurbished. Creating a network of workshops, specialized in different types of object is a good way to address this business. Plus, providing transport to pick up big pieces gives solution to contributors.

- **Restauración del Mueble:** Their top and competitive asset is the artisan labour. Making this "traditions as social resources"² like Manzini stablished. This is relevant for the research since they could be a competitor of our Up-cycling furniture. In this way we discover a market and gives us insight on how to provide a different solution.

ARTISAN LABOUR

- **Ciclovia:** This service gives us an insight about the colombian artisan culture. Here it's possible to

2. Manzini, Ezio; *Design and Social Innovation, a catalyst of sustainable changes*. Milano, DESIS Network, 2011

interact with the artisan and to see their work in action. They are just repairing but still have a precious know-how. Another interesting fact is that it takes place during holidays taking advantage of this time to create business.

- **Slowd:** The 0-KM design concept, that in other terms by Mazini is a distributed manufacture, brings a possible solution to make design reach any place in the world in an affordable price. Besides the sustainability issue is another example in which design, with the support of artisans, lead a transformation of habits.

SOCIAL INNOVATION

- **Landfill Harmonic:** A happy outcome of what a proper social innovation can provide for the benefit of a community. Again creativity was the fuel to drive a social change that rapidly was recognized all over the world.

- **Globe Hope** A big potential for recovered materials. Creativity is all they need.

5. HOW IS THE SERVICE



Image 41. Ad about the process of upcycling

5.1 INTRODUCTION

We hereby come up with an innovative solution addressing the concept of upcycling. It's key to keep in mind the main motivations that lead us to the development of this kind of service. There are economical as well as social ones behind this creative solution. We have called our service AL TALLER in Spanish since the location will be Bogotá, Colombia. AL TALLER is a product-service design approach that aims for a better and sustainable consume. It's an exercise in which real characters and places take part in a strategy to create an innovative service to address in a different way how furniture is disposed.

5.1.1 Motivations

Sustainable consume: Previous concepts mentioned like “liquid society” or IKEA generation inspire us to produce solutions to this recurrent situation of overpopulation of good, that more and more is having serious consequences on the environment. Additionally, the heritage and value of object goes beyond its price, it reflects our human culture that is worth to prolong.

Opportunity for business: Currently, trash could be mentioned as one of the biggest resources in earth. In consequence there is a big potential of business behind waste. Plus, a better and wiser disposal will guarantee the maximum advantage of this resource.

Design at the service of people: “Design will save the world” some people say. Creativity is our main fuel for problem solving therefore is our duty as designers to serve our main customer, people. It’s our responsibility to work together with other fields to exploit their potentialities to the top.

Collaborative community: The integration and connection of the different actors of a community will be translated into wealth for the community. This will be possible just with the empowering of people capabilities.¹ Everybody has something positive to contribute with a proper guidance. The creation of SLOC (small, local, open and connected) scenarios will encourage this interactions giving importance to all the feedback of the community.

¹Manzini, Ezio; *Design and Social Innovation, a catalyst of sustainable changes*. Milano, DESIS Network, 2011

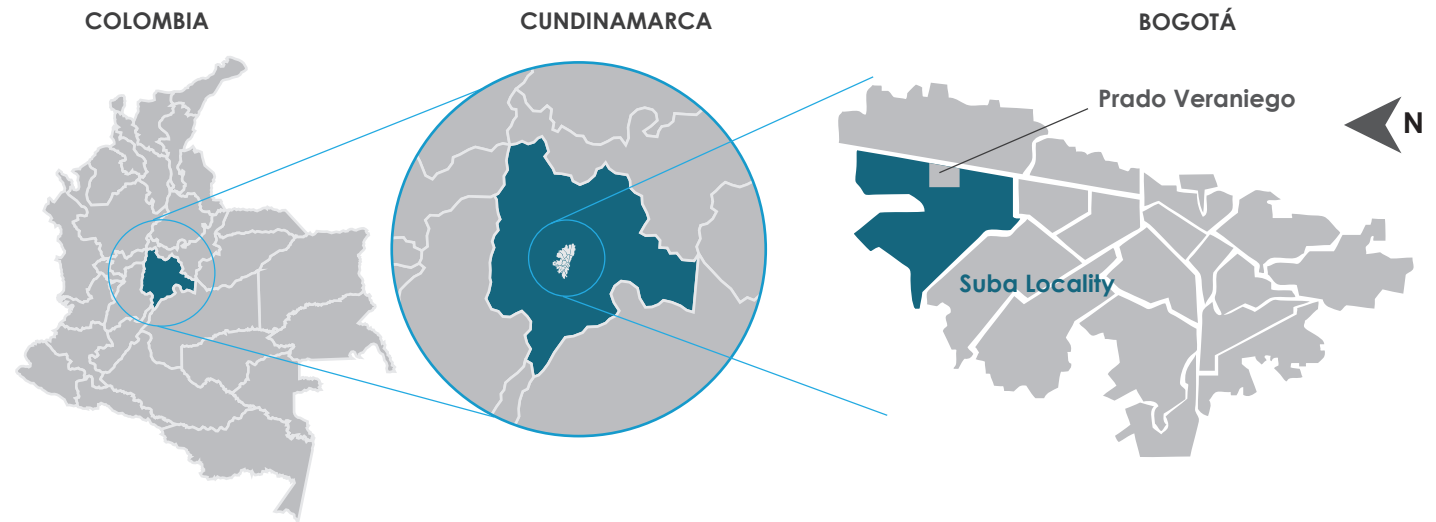
0-Km: The distributed manufacture brings benefits to the local production. Saving extra unnecessary costs and outstanding the labour done. For this, a social innovation to bring a social economy is crucial to fairly distribute the income among the characters. Once more, the artisans have a main role to make this happen.

5.1.2 Concept

As mentioned, AL TALLER will take place in an existing company called “Novel Design”. Since we analysed the current infrastructure of the company, its business and potentialities, we have decided to open a new brand for this service. The main element of this product-service system is the presence of a physical space encouraging the interaction among users, artisans and designer providing a maximum live flow of ideas. AL TALLER will have a different business model and focus so it won't interfere with the current market of Novel Design. This brand will work under two main streams of business. The model is similar to the one practiced by “Les Petits Reins” where they have two branches targeting different markets and customers.

1. Providing furniture owners assistance so their old pieces get a new purpose so they can be reused again in a better way. There will be communication between the actors to make each piece a successful answer for the needs of the user.

2. Opening a segment on new products with an ECO-brand having design, social development and sustainability as the main competitive added values.



5.1.3 Context - Scaling up

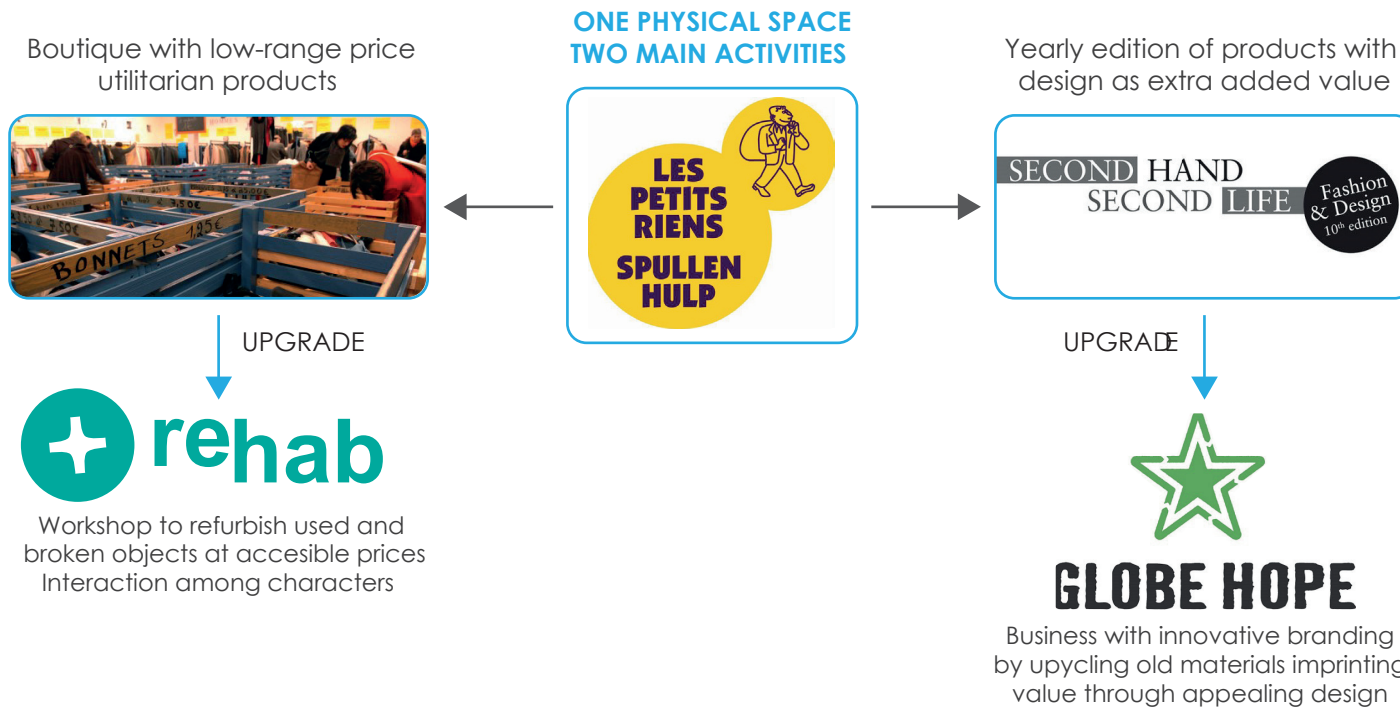
Schema 22.

We mentioned before the context in the chapter WHY, but here we want to recall the location of the service and to graphically represent a concept. We show here the politic distribution of Colombia and a zoom-in of the region. Novel Design is based in the neighbourhood of “Prado Veraniego” in the locality of Suba in Bogotá, the capital of Colombia. A particularity of the map of Bogotá is that its orientation shows north to the left instead of upwards.

There is no clear explanation of it but since the directions are given due to a Cartesian plane having the axis in the center of the city, the street numbers increase going north. However, these kind of schema expressed here show us the concept of scaling-up. A

characteristic of a successful services is that they are possible to be replicated in other locations. “Solution ideas can move around and find new contexts where they can be adopted, adapted and re-localized”¹. As a further development, AL TALLER can start opening new nuclei around Bogotá, Cundinamarca, Colombia and why not the world. .

¹.Manzini, Ezio; Design and Social Innovation, a catalyst of sustainable changes. Milano, DESIS Network, 2011



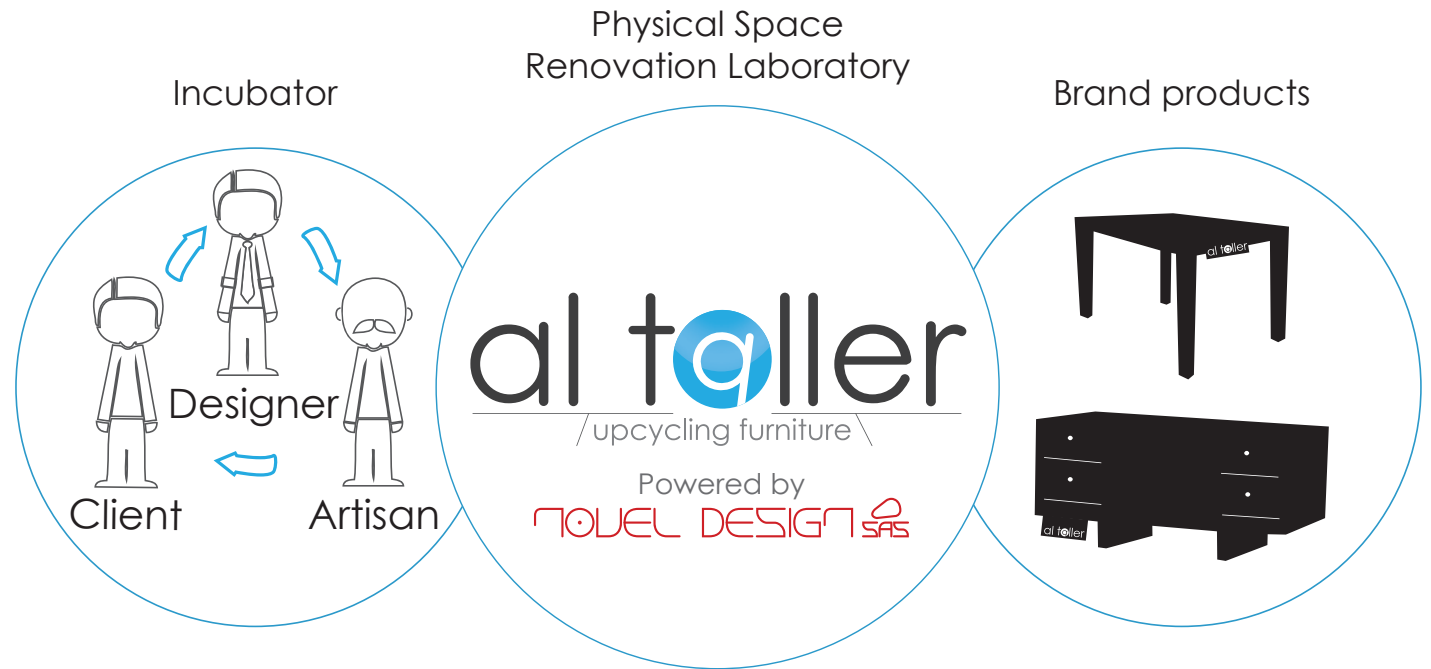
5.1.4 Concept - System elements

Schema 23.

One of the referents to develop this thesis was a previous research mentioned, made in the Product Service System Course of Politecnico di Milano. "La clinica delle cose" developed a service called "ReHab" in which the focus was on rehabilitate old furniture pieces. The upcycled process was mentioned and the service is developed in a physical

space with interaction among users. As guideline, we considered important the existence of a space to work in. Stressing in the fact of encouraging the exchange of ideas. Therefore, the conceptualizing for AL TALLER came from the following. ¹

¹ Ref: E. Cartasegna; *La clinica delle cose*. Milano, pg. 12, 2008



5.2 SYSTEM

Schema 24.

Having identified the elements and characteristics of the guidelines, AL TALLER will identify itself by these components and will work under this structure. Basically we take the structure of “Les Petits Reins” and upgrade it with the concepts of “Rehab” and “Globe Hope”. To keep in mind that designers are the main characters in all the states and parts of the structure.

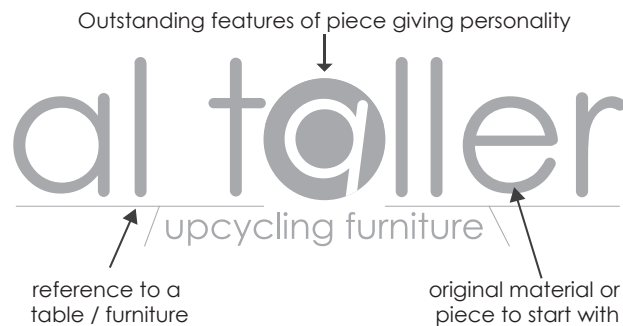
Incubator: Inside the workshop, this component will be the incubator of ideas and here the collaborative work will take place. Designers will be the leaders of the development intermediating between the clients

needs and artisans feedback. Clients will have the chance to get their pieces upgraded depending on their personal purposes.

Brand Products: This component will be a new business line that Novel Design will launch. The ideas and materials will come from the result and work of the interactions in the workshop plus designers initiative to innovate. The products will be produced in the available space of Novel Design. The flagship of the brand will be design, eco-friendly and social innovation.

5.3 IDENTITY

The identity of AL TALLER is composed by logo and name. The use of basic and clear symbols are crucial to express the concept of artisan labour and the rescue of the traditional work. In order to make easy recognition components, we come back to the origins and elaborate simple and pragmatic elements. Concepts to outline: Outstanding and originality.



5.3.1 Logo

Schema 25.

The use of a subtle table as part of the logo connects to the furniture world. The fact of outstanding the center letter with another colour denotes the upcycling concept of giving or adding extra value. The theory of colour says that every colour has a personality and psychology. When artisans and designers come together to work in a piece, there is a big component of customizing and imprinted personality on the objects. In summary, the logo represents an designers putting a personal and unique touch to an object communicating particular

emotions. The selection of the blue as corporate colour comes from its meaning. "Blue is seen as trustworthy, dependable and committed. The colour of sky and the ocean, blue is perceived as a constant in our lives."¹ Traditions are constant in our lives. Some need to be rescued because of the value they can give to us. AL TALLER wants to reinforce the concept of the reliability of the artisans, also to outstand them as important characters in the society that are worth to conserve and preserve.

5.3.2 Name

AL TALLER means literally "to the workshop" in Spanish, since the service will take place in Colombia. The word "Taller" has a special connotation related to handcraft. In Colombia the imaginary of "Taller" is directly related to artisans inherently meaning hand work. Inserting the directional article of "Al" is an invitation from Novel Design to come to the company, to get to know the project and to collaborate as an active actor. The use of the font Century Gothic, transmits a modern touch. This font wants to communicate the contribution of design in all the processes of AL TALLER. This Gothic font is a sans-serif font meaning clean and without extra elements at the end.

al taller

Let's go or come
"to the workshop"

¹ <http://arts-humanities.squidoo.com/colorexper>

5.4 OFFERING

“Welcome to AL TALLER, a place which gives a second chance to your furniture. In this renovation Lab you will find different solutions for your old or broken pieces of furniture. They were active part of your family and life so don't let them finish in landfill. We offer different options for this, they still have a lot of life give”. Once clients reached the Lab, they will find different kinds of services. Most of them are inside the lab, but there are others that can be provided in a long distance term. As we saw in the previous chapter with the case study of “Restauración del Mueble”, they focused on the processes they are specialized in. Offering in this way refurbishing services for furniture such as upholstery and joinery. On the other hand, the offer of AL TALLER will be focused on the furniture typologies that Novel Design already manage and produce, previously analysed in the chapter WHERE. This to avoid any further gross investment and to take advantage of the knowledge and infrastructure available. Next the offer that Novel Design can handle.

PROCESSES

These are the processes that AL TALLER will do to upcycle the furniture. The main material to work with will be wood. Some other processes of Novel Design

are excluded here since the target of the furniture pieces is different.

MATERIALS

“Novel Design has almost 20 years experience in the furniture manufacturing field. We have master processes in 4 specific materials. Novel Design is in the capacity of producing almost any type of piece which has mainly four materials.” Therefore, Al Taller will handle products that are composed mainly by these materials. In some cases, foam will have to be replaced and depending on the state, the original cover of the piece will be also removed.

PRODUCTS

AL TALLER will reinforce some particular product segments as a new line of Novel Design. Due to the nature of Novel Design business, sofas and sofa beds will not be in the portfolio of products available to renovate in AL TALLER. Besides, renovating these kind of pieces due to the mechanisms and leather use in most cases, will make the upcycle process too expensive and time consuming. Therefore the pieces possible to renovate will be the following.

PRODUCTS



dining table



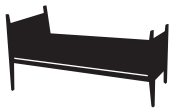
multipurpose desk



drawer counter



wooden chair



bed

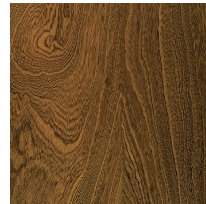


sideboard

MATERIALS



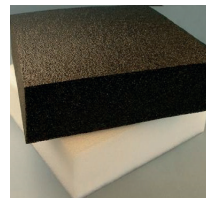
COVERS



WOOD



FABRIC



FOAM

PROCESSES

**PAINING
SANDING**

**PRINTED SKINS
WOOD CUT**

**UPHOLSTERING
CUSHIONING**

**HOLE FIXING
DRILLING**

Schema 26.
Offering

5.5 PERSONAS ANALYSIS

With the study of personas, we understand the needs of each kind of client. This is important to acknowledge how to drive the user through our service and to develop the best way to catch their attention through different touch points.

Besides, to best satisfy their needs and desires with the adequate answer. The style of AL TALLER will be defined by this analysis to establish a baseline for the design of the pieces

1. Carlos Murillo and Pilar Silva

Married couple with a child - 35 years old

Image 42.



"we want to give to our child, something with a personal touch full of emotions"

BACKGROUND

They have been married for 5 years already. They have a stable job in a bank company and have a 4 years old son. Last year, they got a mortgage with a special taxes plan from their employer to buy their new own house to settle down. They are hard workers and are aware of recycling issues. They like modern and technological stuff. They like to go out for dinner once a week in a nice international food restaurant to enjoy and spend time together. Currently they are living in the new house a little up north from "Prado Veraniego" with furniture they used to have when they were single, taken from the house of their parents before they moved out.

VALUES THEY ARE LOOKING FOR IN "AL TALLER"

DESIGN: They like contemporary colours and shapes

CUSTOMIZING: They like a personal touch on their properties

SUSTAINABILITY: They care about the environment

NEEDS AND FURNITURE IN POSSESSION

Their boy is turning 5 and since he is starting to sleep alone in his own room they want a special decoration for him. They like colourful accessories and furniture to have a cozy environment for their child to develop in a proper atmosphere. The brand new furniture they like in a design shop is too expensive and they have to measure their budget. They have a good-shape old table set that Carlos had in his single room and a bit more broken dresser that Pilar used to use when she was teenager back at parents home

HOW DID THEY GET TO KNOW ABOUT AL TALLER

When they were visiting different showrooms and shops looking for their baby furniture, they got to Novel Design's showroom and the salesman told them about this new service. They got curious about the offer and besides, the environmental effort called their attention. After the showroom. They paid a visit to Novel Design offices.

TPOLOGIES



2. Hugo Serna and Marcela Cortéz

Just-married couple - 28 years old and 26 years old

Image 43.



"we just got married and we want our new place to be fantastic for when our friends come to visit us"

TPOLOGIES



BACKGROUND

They just got married couple of months ago and in 3 months they are moving to their first home together. They bought a small apartment to the east of "Prado Veraniego" but they are currently living in this neighbourhood in a rented flat. They haven't been working for 3 years in the architecture firm where they first met and fell in love. They are design lovers and like to go to art exhibitions, theatre plays and cinema at least once a week. Like to visit interior design fairs and are aware of the latest styles and trends in architecture and furniture including customizing and eco-processes.

VALUES THEY ARE LOOKING FOR IN "AL TALLER"

DESIGN: They like modern colour combinations

CUSTOMIZING: They have in mind which is the motive they want to use

SUSTAINABILITY: They are aware of the benefits of recycling and reusing, is not only a trend, is for a better future

NEEDS AND FURNITURE IN POSSESSION

They want a stylish place as a new couple in new apartment. They want to have an attractive interior for when their friends come to visit to have dinner or party. They have a pretty clear idea of the atmosphere and colours they would like to use, just don't have the time to execute the work themselves. Hugo still uses a sideboard their parents gave him for his own room once he turned 18. It's in good shape and wants to take it with him.

HOW DID THEY GET TO KNOW ABOUT AL TALLER

Walking by the neighbourhood to take the bus to go to work, he passed by Novel Design workshop and saw the offer and catalogue of the service. He got curious to know more about a possible project for his old sideboard so he went Novel Design workshop with pictures of the piece.

3. Maria Camila Valenzuela

Single lady and entrepreneur - 30 years old

Image 44.



"after some working experience is time to open my own office, to work for myself"

BACKGROUND

She moved to Prado Veraniego since she was 18 and has been living alone ever since. She moved to the capital from Zipaquirá, (20 km north from Bogotá) to study psychology. Her parents drove her to the city with her room furniture to start a new life. She still has her furniture with her in which she stores all the books and papers she wrote during university. Now after years of working in the university she graduated from, she decided to open her own psychology consulting room with another friend. She has already rented premises for this and needs to furnish the room. She is thinking on buying furniture for the consultory but doesn't want to spend big quantities.

VALUES SHE IS LOOKING FOR IN "AL TALLER"

DESIGN: She has a sober but good taste, wants advise about which style to use

EMOTIONAL CONNECTION: She's looking for a way to reuse her old furniture rather than throw it away

NEEDS AND FURNITURE IN POSSESSION

Maria doesn't want to throw away her old furniture because it reminds her about her student phase. It just needs some fixing and a little update, therefore she needs help to reuse her furniture that has such good memories of her. For the consultory room, she and her friend want to have modern but simple consultory room. They don't know much about design but they recognize good aesthetics when they see them. Maria has sideboard with superficial damages and her friend has an abandoned desk she is not using for a long while. To start, those pieces can be a lot for the office.

HOW DID SHE GET TO KNOW ABOUT AL TALLER

Searching for new furniture for home and office over the internet, she crossed by Novel Design website ads. Besides the new pieces, she saw the offer of upcycling by Al Taller. She sees a great opportunity for her beloved old furniture to accompany her for even longer time. So she gave a call.

TYOLOGIES



4. Diego Alcántara

Man and entrepreneur - 30 years old

Image 45.



"I want to open a modern but cozy bar-café to have my own business"

TYPOLOGIES



BACKGROUND

He is a very active person. He likes sports and travelling. He works as a chef in a very fancy restaurant and he is planning to open a new bar-café in the traditional neighbourhood of Usaquén located at the east of the city. His current employer is also located there. He is aware about design trends and have a certain passion about it. In his idea of opening his own small coffee bar, he has a traditional but modern mix concept in mind focusing in traditional food with a modern touch. He wants to have a cozy environment to make people feel like at home eating healthy food.

VALUES HE IS LOOKING FOR IN "AL TALLER"

DESIGN: He likes modern colours but with a sober touch, looking for functionality

CUSTOMIZING: He has clear the concept for the bar, but he needs some guidance for the design

GOOD QUALITY: He needs good finishes and processes in the furniture to improve the status of his coffee bar. He is aware of the good quality of real wood

NEEDS AND FURNITURE IN POSSESSION

He needs furniture adequate to the type of products he wants to offer. He wants something classic but not too contemporary. This kind of furniture in the market cost too much. He wants customizing but at a reasonable price. He remembered that in his parents house there is an unused dining set and some partially broken chairs in the garage that could fit the type of atmosphere he wants to transmit in this bar.

HOW DID HE GET TO KNOW ABOUT AL TALLER

One of his friends saw the Facebook page of Novel Design and spotted out the upcycling service of Al Taller, he remembered about the project of Diego and recommended him to have a look. Diego got interested from the examples he saw on the page so he e-mailed Novel Design.

5. Anamaria Rios

Lady and worker - 25 years old

Image 46.



"after some working experience is time to open my own office, to work for myself"

BACKGROUND

She is a happy lady with a good taste for fashion. Likes colours and good combinations. She works at home with tourism agencies all over the world. She spends a lot of time at home but likes to go out every now and then. Her boyfriend and friends visit her quite often so she uses her place in different ways. She lives in a small flat located north from Prado Veraniego that belongs to her father from the time he had his office there. Her parents moved to the countryside to have a more relaxed life after they got retired. She always has tea to offer to visitors and she is always available for her friends. She has a working area which is combined in the same space with the living room.

VALUES SHE IS LOOKING FOR IN "AL TALLER"

DESIGN: She appreciate good design, she is fashion but with sober touch

GOOD QUALITY: She is aware of the good quality of the furniture she has, she wants to preserve it

NEEDS AND FURNITURE IN POSSESSION

Her place is her parents' old place. The furniture is good quality wood but the style is not inspiring. She would like to make her place more cheerful for the visitors that come so they can have a good time. She has small dinning table set which is a little burned from warm things. She works in her fathers' old desk that could also use some fixing. The desk is working fine is not that appealing. Since her job is at home, she would like to have a more comfortable and inspiring place to work.

HOW DID SHE GET TO KNOW ABOUT AL TALLER

Looking over the internet for ideas to revitalize her apartment, found out the Facebook page of Al Taller. Got interested about the concept of upcycling so checked the examples of upcycled furniture. Thought that that's a great idea for her current furniture so decided to e-mail Al Taller for further information.

TYPOLOGIES



6. Sergio Bermudez

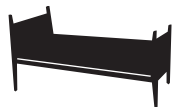
Only son - 27 years

Image 47.



"I want to open a modern but cozy bar-cafe to have my own business"

TYPOLOGIES



BACKGROUND

He is a very happy and smiling person. He finished his university couple of years ago and he has been working as an assistant manager in a private office for 2 years. He is moving fast in the company and he is doing great progress. Likes to party and hang out. He finally decided to leave his parents and to start his new life. However, his relation with his parents is great. They travelled a lot when he was younger and they had a really good time together. He didn't want to leave home but now it's time to move on. He wants his new place to be modern but cozy.

VALUES HE IS LOOKING FOR IN "AL TALLER"

DESIGN: He is up-to-date in trends and new colours, frustrated designer

EMOTIONAL CONNECTION: His room reminds him about a lot of happy experiences. He loves his bed

SUSTAINABILITY: He concerns about where the world is going, he encourages his parents to recycle and reuse.

NEEDS AND FURNITURE IN POSSESSION

As his room brings him so good memories, he wants to have these old memories with him but in his own space. Moving out means some costs and he would like to invest a little in his new atmosphere. He sleeps great in his bed and is quite comfortable. Though is a little damaged but still in good shape. His desk reminds him for when he was child, he used to play football with his toys under there. These pieces have lived a lot and remind him good times.

HOW DID HE GET TO KNOW ABOUT AL TALLER

His parents bought recently a couch from Novel Design and they recommended him to check out the upcycling service of Al Taller. So he decided to pay a visit to see the workshop and decided to use the service.

5.5 COMPLEXITY LEVELS

Schema 27.

After analysing possible user types, we have disclosed different possibilities of offerings and services. This is pointed to the different kinds of needs, situations and desires of our target market costumers.

Settling down different levels of complexity of the offer, gives us a wide panorama to perceive how deep or superficial we can go. Also to determine the amount of resources in terms of money, time and human labour that each piece will have invested. In order to provide a wide offer without wanting to cover all the possibilities, which would make the service unsustainable, we have settled 3 levels of complexity plus a special additional offer. Next, the offer of what AI Taller can do for your piece.

PALETTE

As part of the offer, we give a sample palette of the kinds of items to apply to the furniture. Depending on the colours and possible skins chosen by the users, we will determine the complexity of the project, therefore the duration and cost.

PRICE LIST

After determined the colours and complexity, we come to the costs of the project. Here we expose the price list of the offering. Depending on specific requests of the client, the timings and prices might slightly change.



Original State

We receive the original piece or pictures. We give an evaluation of the piece: Colour state, missing pieces, broken pieces, accessories and fabric state.



Low-Restoration

Low restoration. Aims to restore the piece to original state as possible. Restoring original colour and possible pieces missing.



Medium-Personalize

The medium level has an extra touch o clients. Could mean a different colour of surface, or even a custom made decal or fabric.



High-Customizing

Customizing means your touch imprinted. We can do decals, skins, extra pieces and accessories. It can also mean a redesign the use of the piece.



Redesign

Thorough process of redefining the purpose of the piece. It can change the use and aims to have a brand new appearance of the piece so it can even be sold.

5.6 PALETTE

Schema 28.

Accent Colours

TURQUOISE

CYMK (94,58,46,44)



SKY

CYMK (78,23,8,0)



LIME

CYMK (50,0,100,0)



SUN

CYMK (0,50,100,0)



Wood/Base Colours

LIGHT



DARK



WHITE



BLACK

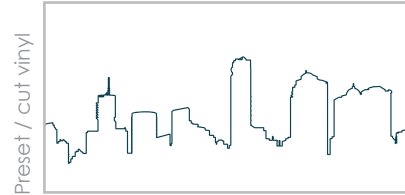


Decals

NATURE



SKYLINE



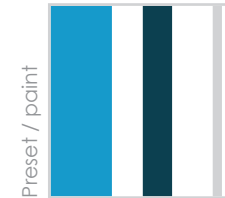
FANTASY



CUSTOMIZE BY CLIENT

Skins

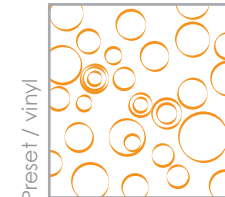
STRIPES



SQUARES



CIRCLES



CUSTOMIZE BY CLIENT

Textiles

TURQUOISE



SQUARES REVERSE









CIRCLES REVERSE



BROUGHT BY CLIENT

5.7 PRICELIST: PIECE AND LEVEL OF COMPLEXITY

Schema 29.

	Low	Medium	High	Redesign
 Dinning table	250,000 COP 85 EUR 20 days	350,000 COP 115 EUR 25 days	500,000 COP 170 EUR 40 days	700,000 COP 230 EUR 40 days
 Multipurpose desk	300,000 COP 105 EUR 20 days	450,000 COP 152 EUR 25 days	500,000 COP 170 EUR 35 days	800,000 COP 250 EUR 35 days
 Wooden chair	100,000 COP 30 EUR 10 days	150,000 COP 50 EUR 15 days	250,000 COP 85 EUR 20 days	300,000 COP 100 EUR 25 days
 Dresser	200,000 COP 65 EUR 20 days	350,000 COP 115 EUR 25 days	500,000 COP 170 EUR 20 days	650,000 COP 220 EUR 25 days
 Bed	250,000 COP 85 EUR 20 days	400,000 COP 130 EUR 25 days	600,000 COP 210 EUR 30 days	1,000,000 COP 330 EUR 30 days
 Sideboard	250,000 COP 85 EUR 20 days	300,000 COP 100 EUR 25 days	500,000 COP 210 EUR 20 days	750,000 COP 351 EUR 25 days

5.8 SERVICES

Schema 30.

With the different typologies and complexities mentioned before, the clients can access to several kinds of services. The study of "Personas" gave us insights of what can be offered in order to satisfy the biggest amount of needs and costumers. Next, a list of services as they could be announced.

Consultancy made by professionals in design and manufacture to develop a fast and accessible project to renovate old, broken or unused furniture.



Experts

If the piece is too big or you don't have the means to bring it to Al Taller, we provide a pick-up service on date agreement. The cost will be included in the renovation fee.



Pick-Up/Delivery

Want consultancy about a furniture piece? Send us pictures and a description of it. We will drive you through the process and invite you to develop the project with us.



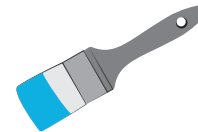
Consultancy

If extra material, we have strategic alliances to provide these materials at a very comfortable price. Our providers are certified.



Materials

Customized and personal touch imprinted on your project. The combination of your taste, desires, furniture configuration and budget, will create an unique piece worth to live much more years.



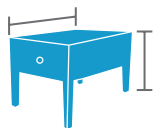
Customization

Don't need your old furniture but want to make some money out of it? Do a renovation project with us, and we will commercialize the piece for you giving you profit once we sell it.



Participate

Analyze your old piece of furniture to see what can be done with it and how much could cost upcycling it depending on your needs and tastes.



Analysis

Don't know how to analyse your piece? No worries. we have a home service for it. For a small fee, one of our technicians will come to your place and give you a thorough analysis.



Home Analysis

Old furniture? Don't throw it away! with our ECO-disposal service we will pick it up free of charge, just call us and we recover the piece. Thanks for contributing!



ECO Disposal

5.9 TOUCH POINTS



Image 48. Novel Design Showroom



Image 50. Novel Design Headquarters

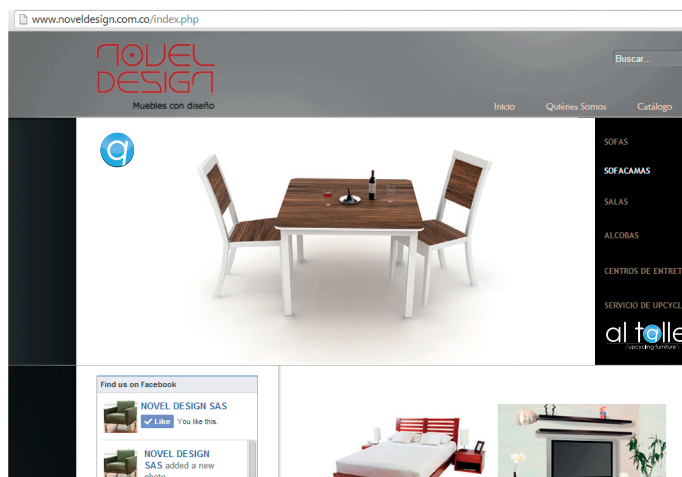


Image 49. Novel Design Website

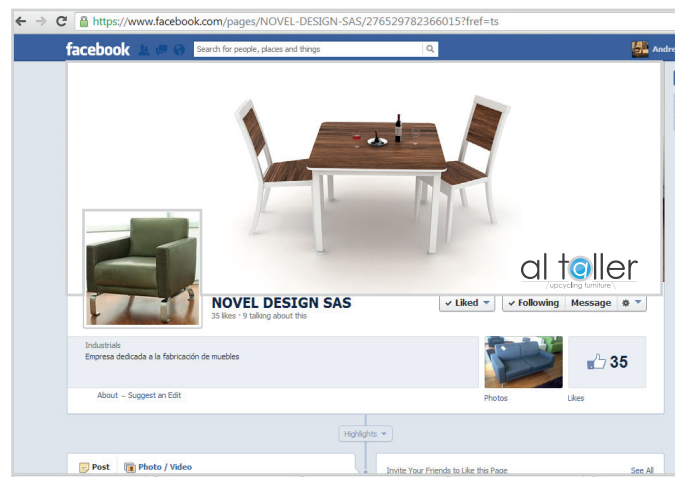


Image 51. Facebook page

The touch points will determine how to advertise among the potential clients our new service. These previously mentioned ones will be the main channels of distribution that fortunately are already settled by the company. Further on, we will discover new ways of advertisement using other kinds of channels that can be also provided by Novel Design. Following the development, we continue with a customer journey showing how the service can be used by one of the personas analysed before.

5.9.1 Customer Journey: Married couple 35 years old

After presenting the offering and services, in terms of complexities, possibilities and prices of the upcycling service, we expose here an example of one type of user that the service will possibly have. This will be stressing on the touch point of the showroom. With the actual existence of a showroom of Novel Design, is interesting to see how to drive a new client of the service. This showroom will be the most active advertisement channel of the service.

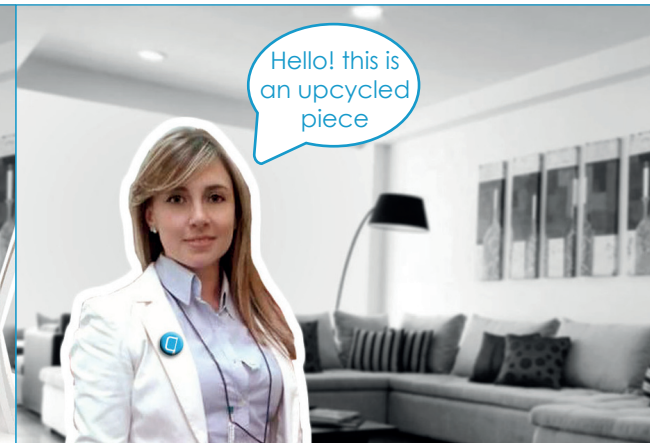
The showroom gives us the possibility to show physically examples of products made by AI Taller and also, gives the chance for users and customer service agents to interact in order to get deeper in the whole service and to know better about what is upcycling, what it's done with old furniture and how it's done by AI Taller.



1 Carlos and Pilar are checking pieces at Novel Design showroom. They like the pieces in general but there is a section that calls their attention.



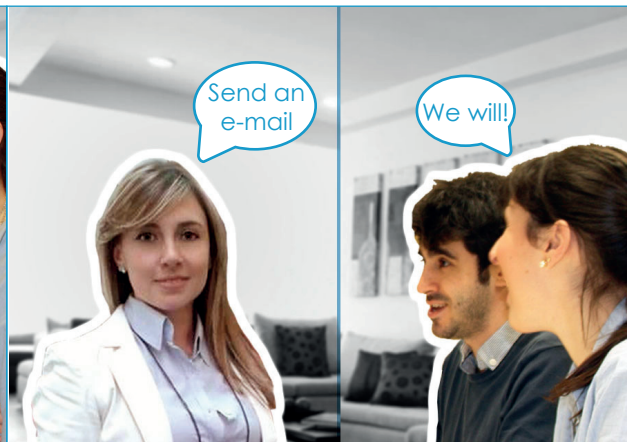
2 They see an upcycled piece got curious about it. A salesperson comes to help them providing more information about it.



3 The saleswoman comes and explains more about the nature of the piece. Explains the concept of upcycling.



4 Carlos and Pilar look at the catalogue and he sees the opportunity for his old furniture at his parents place



5 The saleswoman tells them that they can send an e-mail with pictures and more information about the state of the piece they have



6 Carlos gets a prestablished form to fill out for the diagnose of the piece



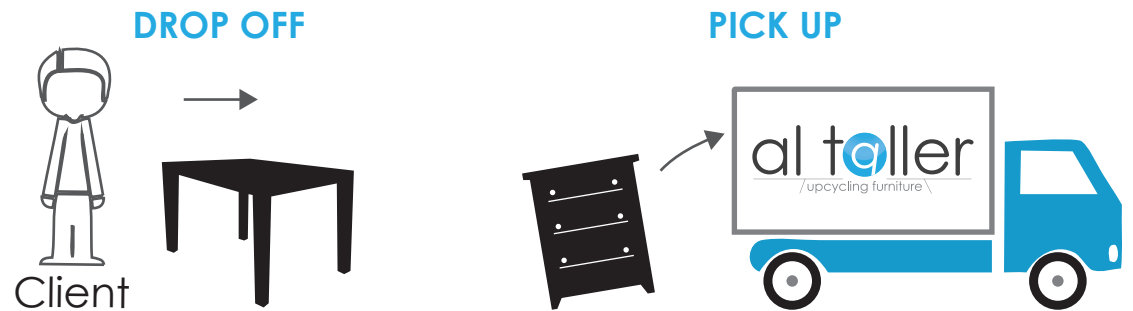
7 The designer at AL TALLER, receives the info by mail. Starts to think which modifications from the catalogue can be done. Set an appointment with the client to discuss



8 In the appointment they discuss the tastes and budget. Is 1 hour meeting and has an initial fee of consultancy. Here the project is decided



9 The cost of the refurbishing is settled. Timetables and delivery times agreed. 50% payment has to be done to start the project. The pick up has extra charge. Deal done! upcycle!



10 The date of the pick up or drop off is settled. In the pick up, the process of the time table starts from the next day of the arrival of the piece to the workshop. In the drop off case, has to be coordinated with the time table so it might start some days after.

5.9.2 Analysis form

Schema 32.

The analysis of the piece is done by the client with a preestablished form provided. This to make easier the processing of the information, to homogenize concepts and to set boundaries on the processes

possible to make. This is a state in which the user makes the work at their place so they don't have to move the piece before hand. Also to save time and resource. This process can also be done on delivery, meaning that a technical from Al Taller goes to the place to make the analysis, this has a small fee.

al taller
/upcycling furniture\

NOVEL DESIGN SAS

Analysis form of actual state of the furniture

Structural Analysis



- Joints _____
- Connections _____
- Bases, legs _____
- Glued comp _____
- Screws, nails _____
- # Missing parts _____
- # Doors, Drawers _____

Functional Analysis



- Slides _____
- Opening _____
- Spins _____
- Rotations _____
- Insertions _____
- Wheels _____
- Covers _____

Superficial Analysis



- Types of textile _____
- Type of wood _____
- State of barnish _____
- Color of paint _____
- Color of material _____
- Extre pieces, function _____
- Handles, accesories _____

Global sizes



- Weight aprox. _____
 - Total surface cm2 _____
-
- Width _____
 - Hight _____
 - Depth _____
 - # Drawers _____

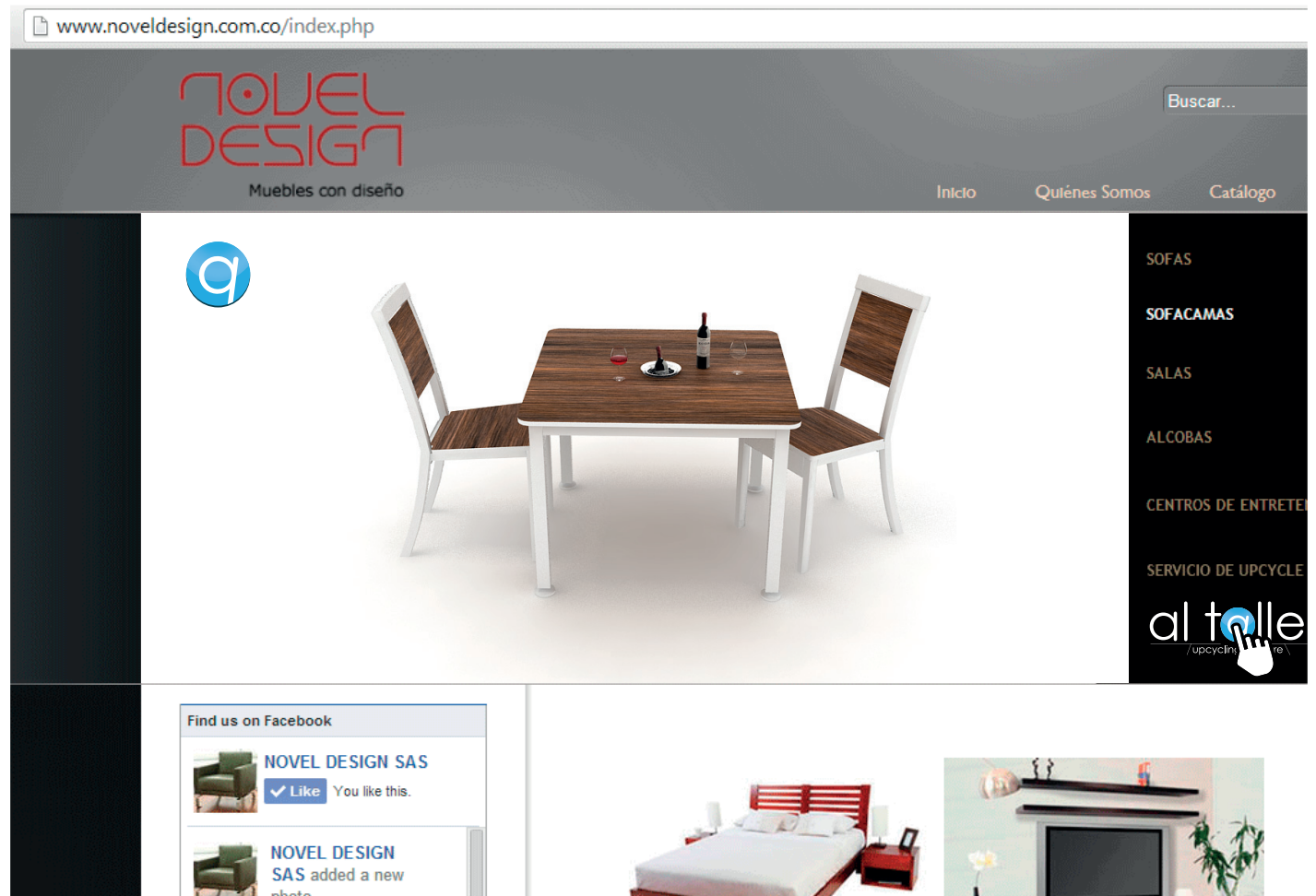
Furniture picture here

5.9.3 Website

Schema 33.

Novel Design has already an established website for their products. Since their main revenue are sofas, the website has mainly these kind of products. As

design is the main proposition and added value of AL TALLER, the upcycling service will be developed in a different layout. This to stand out the service and to attract different kinds of clients and markets. There will be an Ad on the main banner and an extra button in the main menu linking to the new website.



Schema 33.1 Home Page

The website is another important touch point. After driving the user through in a physical space, we come to the virtual and most spread media, Internet.

This would be the home page of Al Taller. Here we can visualize the main offers and possibilities to deal with old furniture. 3 main topics are exposed.

+571 6089032 ? f e

HOME SERVICES ABOUT UPCYCLING CATALOGUED ISPOSAL

al taller

/upcycling furniture\

Welcome to the upcycling service of Novel Design. Here you will find different ways to deal with your old furniture. Remember, most of these pieces still have a lot of life to give!

HOW DOES IT WORK

What is upcycle? Recycle is good, but it needs energy and resources to come to the initial state. Upcycle is an effort to give a new life to objects. Creativity is all we need!

[learn more](#)

LATEST PROJECTS

Take a look to the newest pieces upcycled by Al Taller. This effort is thanks to the initiative and motivation of our clients

[learn more](#)

Global sizes	
● Weight aprox.	30 kg
● Total surface cm2	14,200 cm2

● Width	50 cm
● Hight	70 cm
● Depth	30 cm
● # Drawers	3

ANALYSE YOUR PIECE

Have an old piece of furniture? Don't want to throw it away but don't know what to do with it? Analyze it here to see what can be done with it

[learn more](#)

Schema 33.2 About Upcycling

Here we view the services available, There is one for analysis on line. This to awake curiosity in users so they get ideas of what is upcycling.

al taller
/upcycling furniture\

+571 6089032 ? f e

HOME SERVICES **ABOUT UPCYCLING** CATALOGUE DISPOSAL

Services

Complete consultancy made by professionals in design and manufacture to develop a fast and accessible project to renovate old, broken or unused furniture.

Experts

[learn more](#)

If the piece is too big or you don't have the means to bring it to Al Taller, we provide a pick-up service on date agreement. The cost will be included in the renovation fee.

Pick-Up/Delivery

[learn more](#)

Want consultancy about a furniture piece? Send us pictures and a description of it. We will to drive you through the process and invite you to develop the project with us.

Consultancy

[learn more](#)

If the project needs some extra material, we have strategic alliances to provide these materials at a very comfortable price. Our providers are certified and known in the market.

Materials

[learn more](#)

Customized and personal touch imprinted on your project. The combination of your taste, desires, furniture configuration and budget, will create an unique piece worth to live much more years.

Customization

[learn more](#)

Don't need your old furniture but want to make some money out of it? Do a renovation project with us, and we will commercialize the piece for you giving you profit once we sell it.

Participate

[learn more](#)

Analyze your old piece of furniture here to see what can be done with it and how much could cost an upcycling process depending on your needs and tastes.

Analysis

[learn more](#)

Dunno how to analyse your piece? No worries, we have a home service for it. For a small fee, one of our technicians will come to your place and give you a thorough analysis.

Home Service Analysis

[learn more](#)

Old furniture? Don't throw it away! with our ECO-disposal service we will pick it up free of charge, just call us and we recover the piece. Thanks for contributing!

ECO Disposal

[learn more](#)

Schema 33.3 How does it work

In the "How it works" page, we go deeper in the concept of upcycle. A diagram explains it. At the right, we have a catalogue of before / after pieces

that can be seen by rolling over the mouse and then the click leads to the "Latest Projects" page.

The screenshot shows the website for 'al taller' (upcycling furniture). The navigation bar includes HOME, SERVICES, ABOUT UPCYCLING, CATALOGUE, and DISPOSAL. The main content area is titled 'How does it work' and contains a paragraph explaining the up-cycle concept. Below the text are two diagrams: one comparing 'Classic Recycle' (a circular arrow loop) with 'Up-Cycling' (a circular arrow loop with a 'New Nature' label), and another showing a 'Before' image of a wooden table being transformed into an 'After' image of a modern white table with a blue circular logo. To the right is an 'UPCYCLING CATALOGUE' with a grid of furniture items: Tables, Chairs, Dressers, ideboards, Desk, and Beds. Each item is shown in a small image with a label below it. A mouse cursor is hovering over the 'Tables' image.

al taller
/upcycling furniture\

+571 6089032 ? f e

HOME SERVICES ABOUT UPCYCLING CATALOGUE DISPOSAL

How does it work

"Up-cycle" is a new trend in which objects gain a new life. Within the 3R concept, recycle, reduce and reuse, this trend focuses on the reuse. Going beyond the known term "Recycle", to up-cycle means to locate the object or material in a different cycle. Meaning that the characteristics of the object are improved. Also, the purpose of the object can change making it desirable and useful once again.

Up-Cycling
New Nature
Classic Recycle
Previous Nature

Before After

UPCYCLING CATALOGUE

Tables
Chairs
Dressers
ideboards
Desk
Beds

Schema 33.4 Catalogue

In this catalogue we find projects made by costumers as well as the ones made by Al Taller. There is also a button at the left and some examples with the

products "Al Taller". These are on sale and the original pieces where taken from the "eco-friendly disposal" or from the "participate" service.

The image shows a screenshot of the Al Taller website's catalogue page. At the top, the logo "al taller" is displayed with the tagline "/upcycling furniture\". To the right of the logo, there is a phone number "+571 6089032" and social media icons for Facebook and Email. Below the logo, a navigation bar contains the links: HOME, SERVICES A, BOUT UPCYCLING, CATALOGUE, and DISPOSAL. The main content area is titled "Catalogue" and features a vertical sidebar on the left with a list of categories: SPECIAL REDESIGNS, SIDEBOARDS, DRESSERS, CHAIRS, TABLES, Night Dining Center, DESKS, and BEDS. A mouse cursor is pointing at the "TABLES" category. Below the sidebar, there is a "Latest projects" section displaying six furniture items in a grid. Each item is shown in a 3D rendering with its name and a right-pointing arrow below it. The items are: Restaurant Table, Sideboard Decal (marked "For Sale!"), Children Dresser (marked "For Sale!"), Nature Dresser, Garden Chair (marked "For Sale!"), and Kitchen Table. At the bottom right of the page, the text "al taller" is followed by a blue circle containing the number "91".

Schema 33.5 Description

After the click on a product, we find the Product Description: Information about the processes and materials used on the project. Also one sentence

summary of the history and the new purpose of the piece. Plus, mentioning those who participated on it, clients and artisans.

The screenshot shows the 'al taller' website interface. At the top, the logo 'al taller' is centered with the tagline '/upcycling furniture\' below it. To the right of the logo, there is a phone number '+571 6089032' and social media icons for Facebook and Email. Below the logo, a navigation menu includes 'HOME', 'SERVICES', 'ABOUT UPCYCLING', 'CATALOGUE', and 'DISPOSAL'. The main content area is titled 'Catalogue' and features a sidebar with a list of product categories: 'SPECIAL REDESIGNS', 'SIDEBOARDS', 'DRESSERS', 'CHAIRS', 'TABLES' (highlighted in blue), 'DESKS', and 'BEDS'. Below this sidebar is a button that says 'AL TALLER SALES!' with a circular icon. The main content area is divided into sections: 'Dining' with a large image of a 'Restaurant table' (a square wooden table with white legs and two attached wooden benches), 'Processes' (listing sanding, fixing wholes, white paint, barnish for wood, adding benches, and decoration whole), 'Materials' (listing reused wood, white waterproof paint, and dark barnish), 'Timings' (listing restoring in 10 days and upcycling in 15 days), and 'Description' (a paragraph about the table's history in an abandoned garage and its restoration by artisan Juan Cáceres). To the right of the product details is a 'Like it?' section with a 'learn more' button, a 'Services' section with icons for 'Participate', 'Pick-Up/Delivery', 'Analysis', and 'Consultancy'. At the bottom left, there is a 'Related' section with two smaller product images.

Schema 33.6 Analysis

Once the user is curious to know more comes to the "Analysis" of the piece. Here is possible to customize the piece up to a certain level and to calculate the

area to paint to know more or less the price of that example project. Then the project can be saved so the user gets in contact with AI Taller to know more.

al taller
/upcycling furniture\

+571 6089032 ? f e

HOME SERVICES ABOUT UPCYCLING CATALOGUE DISPOSAL

Analysis

With this service you can have a preliminary analysis of your piece. In this way you can know more or less how much could it cost a project with us. The prices vary depending on your taste and needs. Also depends on your size and state of the furniture piece.

Select type

Dresser

Base colour

light wood

Accent

orange

Decal

fantasy

Global sizes

Width

Height

Depth

Drawers

Type of wood

State of barnish

Handles

Total surface cm 2

Solid

Select type

calculate

save and send

Download PDF form

By sending, Novel D design will get in touch with you soon to start the upcycling process

Liked it?
Get in touch to make an upcycling project with us!

learn more

Services

Participate

Pick-Up/Delivery

Consultancy

Call us!
+571 6089032

Schema 33.7 Disposal

Here the users will find some more explanation on how the old pieces are collected and like this, how they can collaborate and participate with the system.

+571 6089032 ? f e

HOME SERVICES ABOUT UPCYCLING CATALOGUE DISPOSAL

Disposal

Sick and tired of your old furniture? Don't throw it away! with our ECO-disposal service we will pick it up free of charge, just call us and we set an appointment with you to recover the piece. Thanks for contributing with the environment! Here is how it works.

1

wood surface drawers ✓ ✓ ✓

2

Call us! +571 6089032 E-mail us! eco@altaller.co

3

ECO pick-up al taller

Liked it? Get in touch to make a n upcycling project with us!

learn more

Services

\$ Participate

al taller Pick-Up/Delivery

Analysis

Call us! +571 6089032

learn more



Image 52. AL TALLER facade and entrance

5.9.4 Novel Design Headquarters AL TALLER internal layout

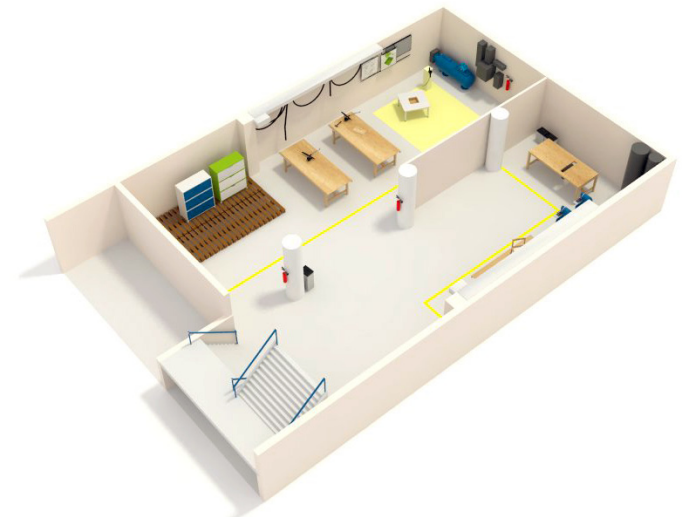
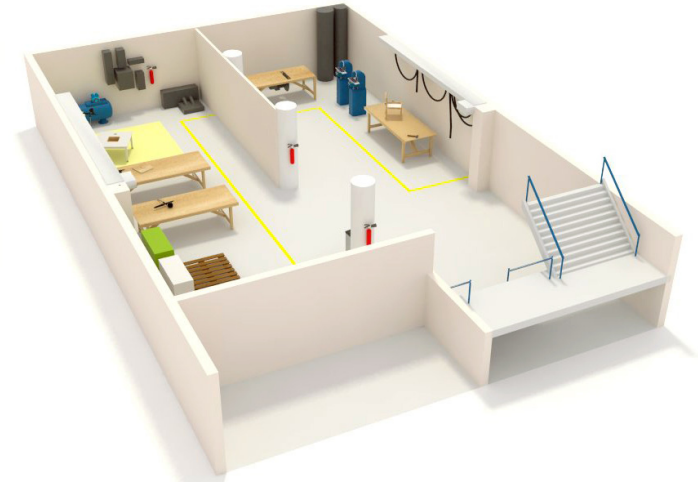
Another important touch point is the actual physical space where the service will develop. Since the upcycling process will take place in the main grounds of Novel Design, we have re-arranged the inner existing workshop to adjust the actual processes to the new processes for Al Taller. These processes will be in the 1st level or known as ground level.

Is important to remember that currently, there is a considerably amount of free and unused space and elements in the 3rd level. Most of the services will develop in this level which will not constitute much initial investment by the company.

We will show where and how the upcycling process will be, how to control the ongoing process and where can the clients discuss and see more about the whole system, Here the artisans are the main characters having roles inside the whole organization.

1st level layout and general view

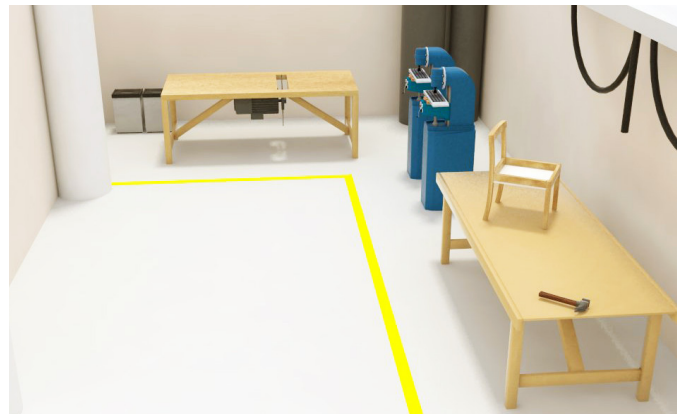
Schema 34.



- 1.** In the upper part we have all the wood work. Cutting, reassembling, sanding and glueing of pure wood.
- 2.** In the Paint area, we have the whole pieces paint as well as the small parts. The additional and small parts are done in the tables provided
- 3.** The finished painted product will be placed on the bottom right side, on top of the pallets,

Wood work area

Image 53.



CHARACTERS INVOLVED



Artisan



Apprentice

The first process to make is the wood work. Adjusting structures with glue and nails is done at the right as well as the sanding and removing of old paint. Sometimes glue is stronger than the same wood so that's all is needed to adjust the piece. Depending on the complexity, wholes and cuts can be done here. There are currently 2 blue drills and table saw cutter. Almost any kind of whole and cut can be done. After this, the painting goes next.

Painting area

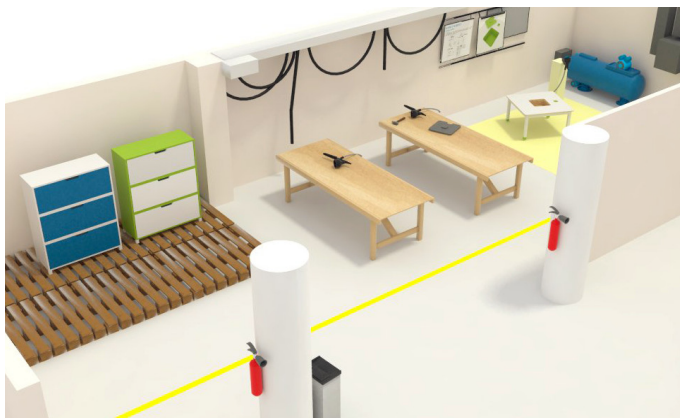
Image 54.



In the top side there is a rolling chart with the project management with timings and processes and an image reference of the desired result. The rolling chart enables to work in several projects at the same time. The painter artisan will be working in the big or main piece in the yellow mat at the right meanwhile the apprentice will be working on the small pieces on the table. There will always be supervision by the artisan.

Storage of finished product

Image 57.



The painting is made with air compressors so the surface finish is uniform. After the painting process, the storage will be to the left. The stacking is needed next to the painting to let the piece dry properly and in a clean environment. Also, for further checkouts in case something happened. Some pieces depending on the complexity will go further for the skins and decals applying process in the upper level.

Drying and preliminary check

Image 58.



In the pallets we have the finished product of the paint phase. Here, there is a preliminary check of the designer in order to assure a good quality in terms of surface and colour tone. If needed, some retouches are made by the artisan. In front the pallets there is a free area in order to facilitate the carrying of the piece to the upper level in case the project requires a decal or special skin

CHARACTERS INVOLVED



Artisan



Designer

3rd level layout and general view

Schema 35.



- 1.** In this area, the pieces collected with the ECO truck are stored. In the desk there is a small office for the designer to manage the projects and create new designs with the material.
- 2.** This area is where the highest complexity levels takes place. Plotted decals and skins are applied to the pieces so they get the last touch of customizing.
- 3.** The final storage place for the designer to check the last time before delivery.

Decal and Skins applying area

Image 57.



The tables in this area have a special fabric cover in order to protect the already painted pieces. Depending on the piece not the whole structure is needed to bring here. We find again rolling charts since this are should be the most active one of the service. To stand out that this are and tables currently exist. The only needed modification will be the charts and a storage for the prints.

Storage of prints and fabrics

Image 58.



In this arrangement, is easy for artisans and apprentices to work together. The supervision is direct with the reference image next to each table. In the back we find a special kind of storage for the prints and decals. Depending on the complexity, these might be adhesive or specially plotted. Some decals are standard by the company but there is a possibility to have a special made one for a client.

CHARACTERS INVOLVED



Artisan



Apprentice

Finished and checking area

Image 59.



CHARACTERS INVOLVED



Artisan



Designer

The prints and decals are out sourced by other company with plotting capacity. Here is just done the applying of the adhesive according to the project and piece configuration in the best quality. Since these are the highest complexity projects , there is the storage for the final check by the artisan. This to be sure about the quality desired and to give a green light for the delivery.

ECO disposal material storage

Image 60.



The old pieces collected are stored here in the current free space of the 3rd level. There will be a storage of old material as well so the brand products of Al Taller will use. Here would be where all the incubator ideas will be transformed by the designer into new products ready to be sold by Novel Design. To the right will be a small office for the designer to manage old, current and future projects.

Project management office

Image 61.



Next to the old material, will be a small management office. This for the designer to supervise the current ongoing projects as well as to coordinate the future ones. In the closet behind, all the incubator ideas will be stored so new products can come to life with the

stored collected material. We use this space since is unused by Novel Design and is adequate the location in order to check the final product. Here we find the big chart to manage the different projects.

CHARACTERS INVOLVED



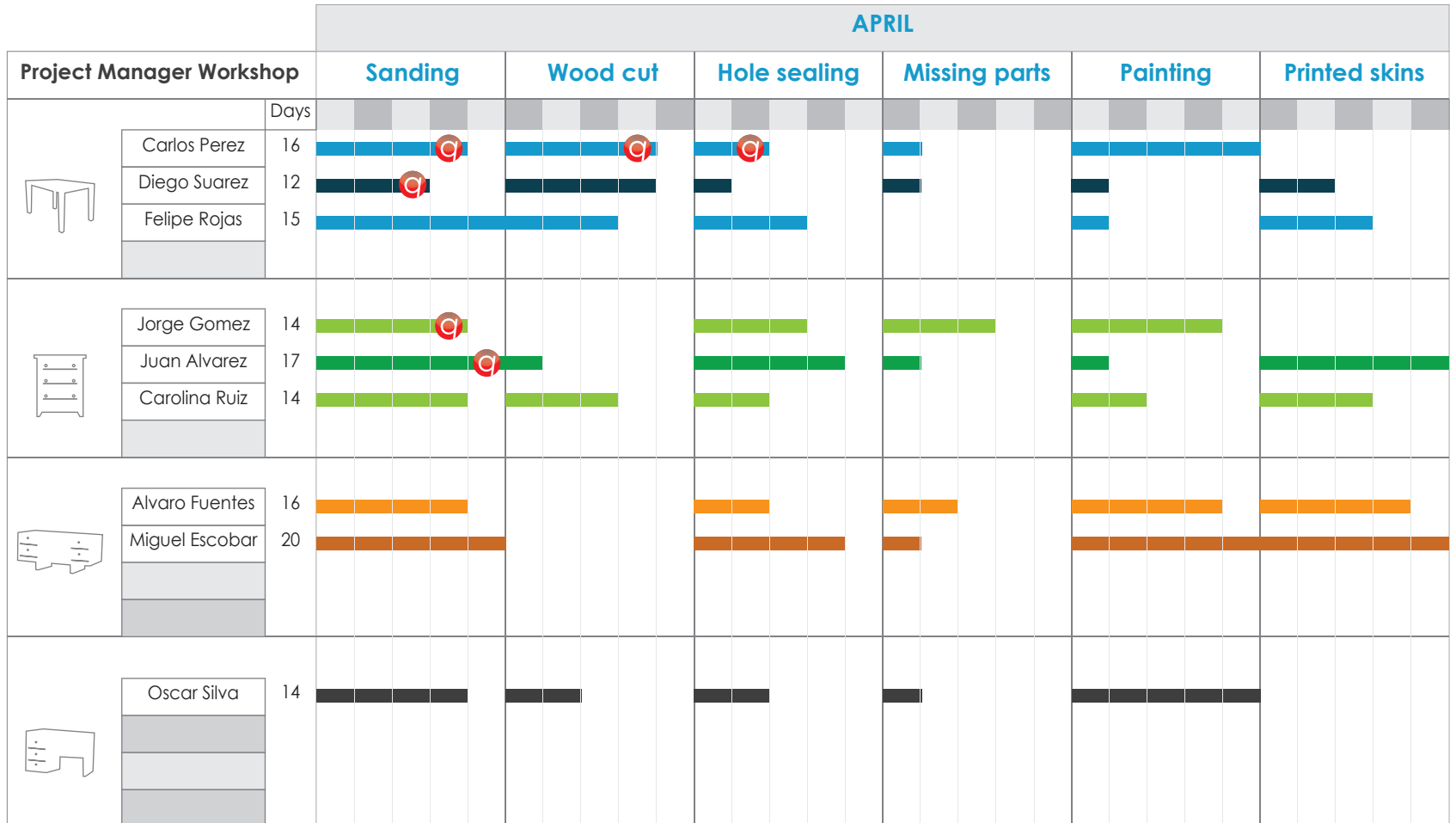
Designer

5.10 PROJECT MANAGEMENT

Schema 36.

There is a big chart to manage all the projects at the same time. Is divided by days for every month. At the left column, the name of the owner of the piece is marked with the typology of the piece as a reference

of the project. Then comes the days needed to complete the renovation divided in the different phases. Not all the pieces need all the phases, that's why the bars change length. The red dot means that the phase is done and it's ready to go to the next one. The free grey slots at the left are for new projects that can come and that is possible to handle.

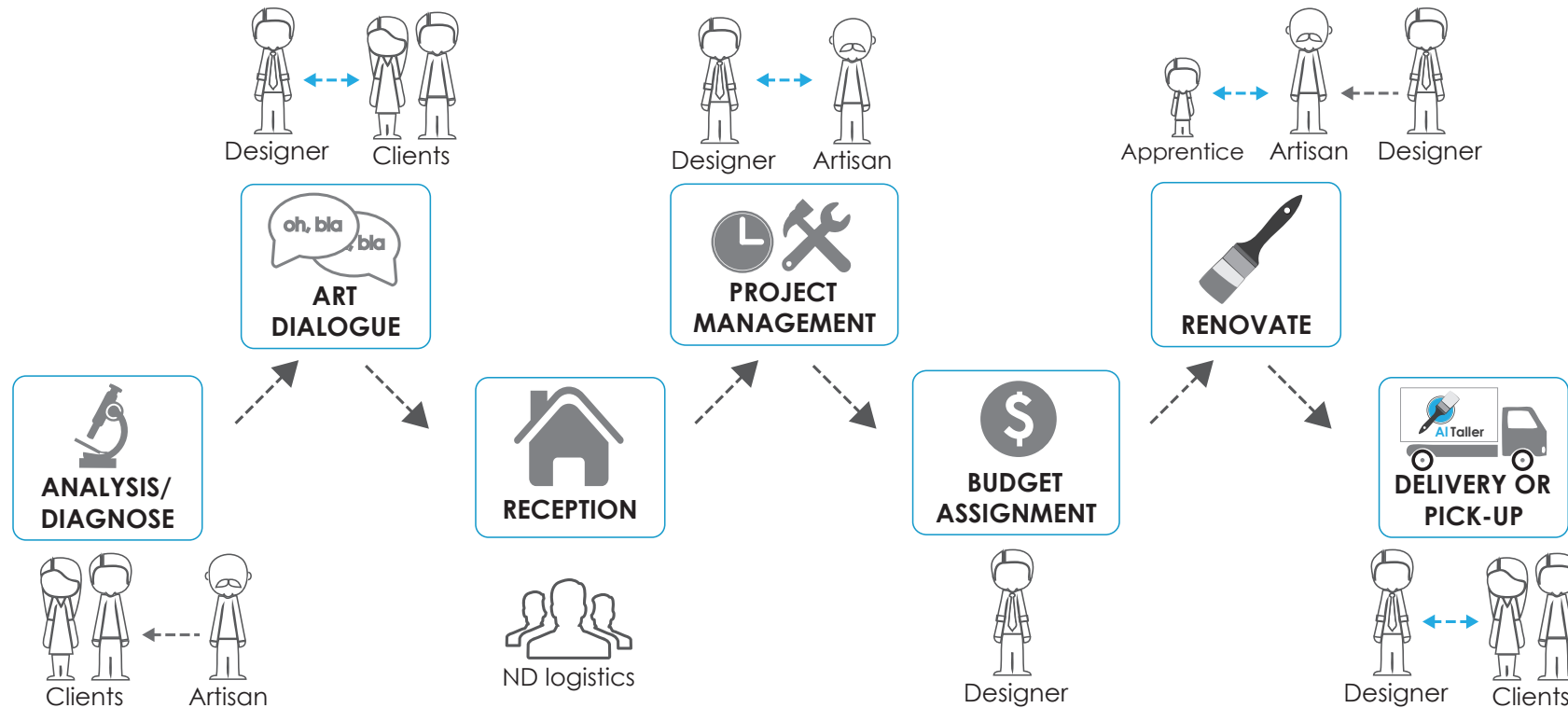


5.11 INCUBATOR JOURNEY

Schema 37.

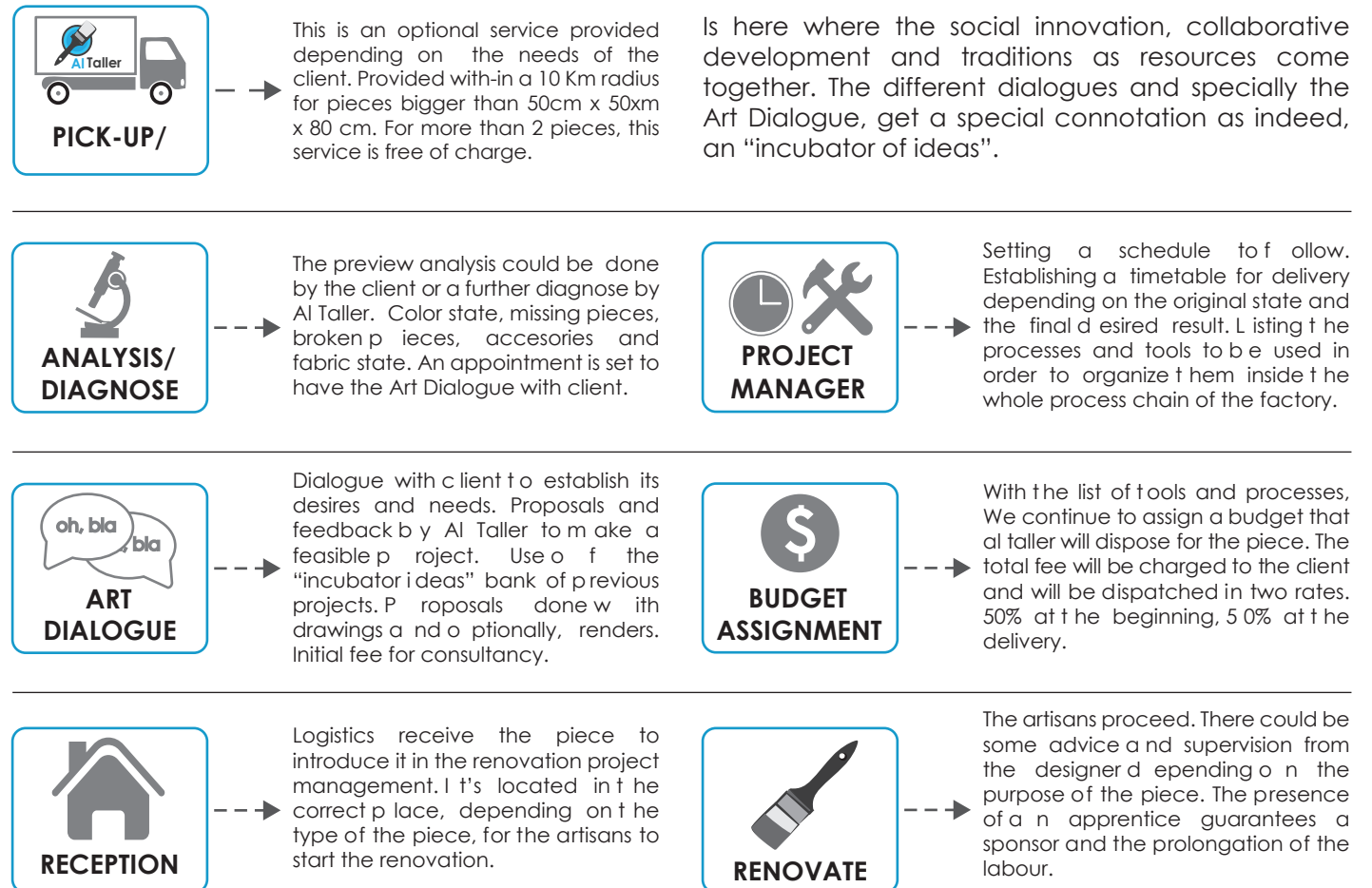
Having identified the phases to proceed with a piece that comes to the system, now we organize a in a scheme the phases. Also we understand which actors are involved in each phase to be able to organize a work flow. Important to notice that the designer is present in almost all the phases making sure the success of the project. Also accompanying the

process guiding artisans as well as clients. Designers will be always the bottom line of the system being an important character acting as mediator between the needs, desires and parameters of the other actors. Once inside AI Taller, a piece goes through these following process.



5.11.1 Incubator Phases

Schema 38.



5.12 SPONSORS

Schema 39.

Some extra financial aid can be gathered with sponsors. The exclusiveness in the use of these products and having special prices for costumers, and inside the workshop of AL TALLER are strategies to make this alliances. Is also Possible to do advertisement inside the infrastructure. Also a partnership for abilities workshops for the artisans and clients to use better their products.



Colombian companies with experience in each sector, always in search for new business



Lafayette
70 years in the market

Textiles and fabrics provider, for upholstering and cushioned accessories



Pintuco
68 years in the market

Paints and varnish provider for wood and metal parts and pieces. Outdoors and indoors

El Color de la Calidad®



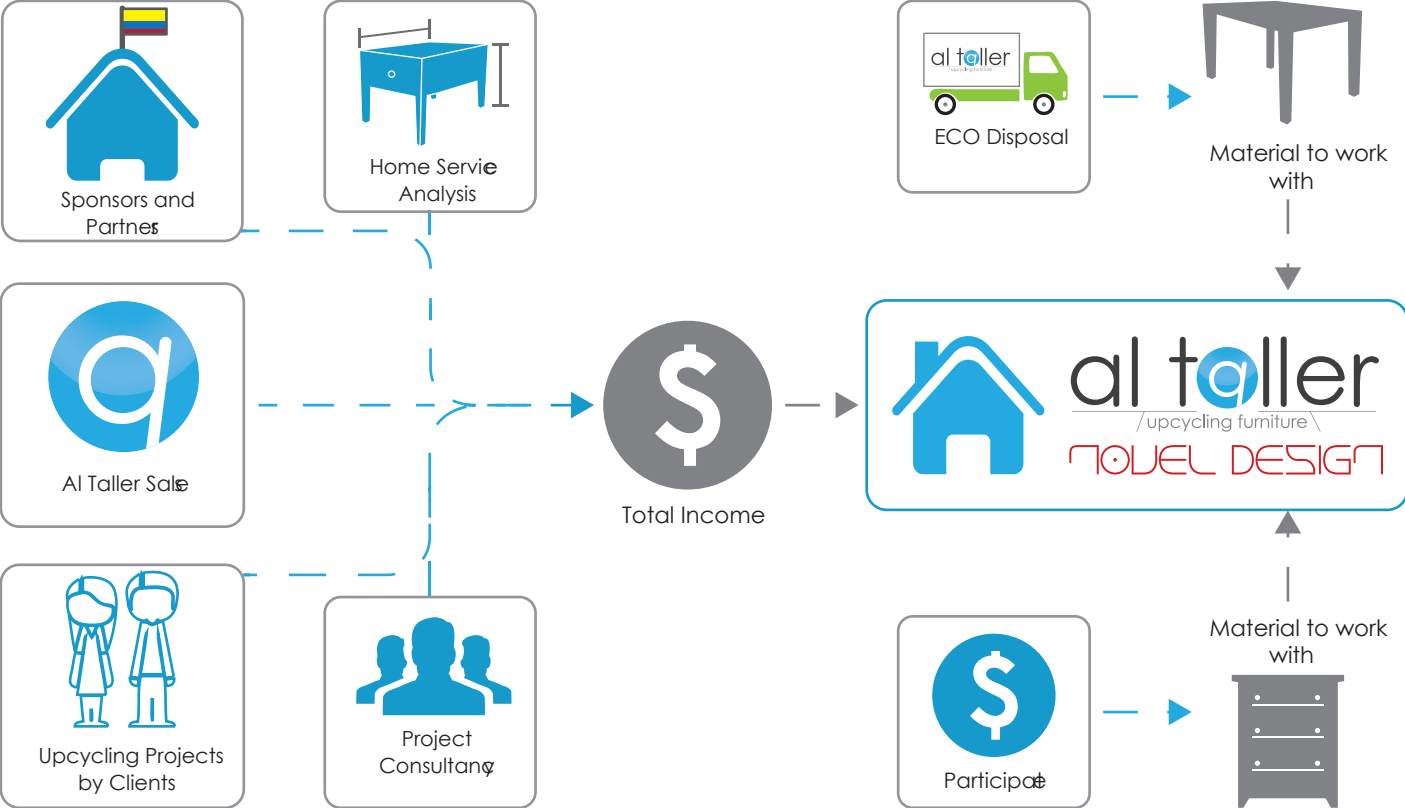
Promaderas
45 years in the market

Wood provider for repairs and parts replacements. Use of recycled wood.

5.13 SYSTEM INCOME

Schema 40.

Here it's possible to see all the income sources of the service. Also as income we understand raw material or ways to make profit. In the "participate" item, the users do a renovation project and the profit of the sells is split-up with AI Taller in a 30% / 70% division.



5.14 SPECIAL PRICES AND OPERATIONAL COSTS

Schema 41.

The costs of operation are based on the actual data provided by Novel Design and also by a market research to establish competitive prices. This way we know how much the designer, which will be the extra employee, will earn by project made.

The special services are extra incomes that are made in a very simple way. This can become a channel to spread the word about the service. Remember, pick up two or more pieces to upcycle, is a free of charge service!

SPECIAL SERVICE PRICES

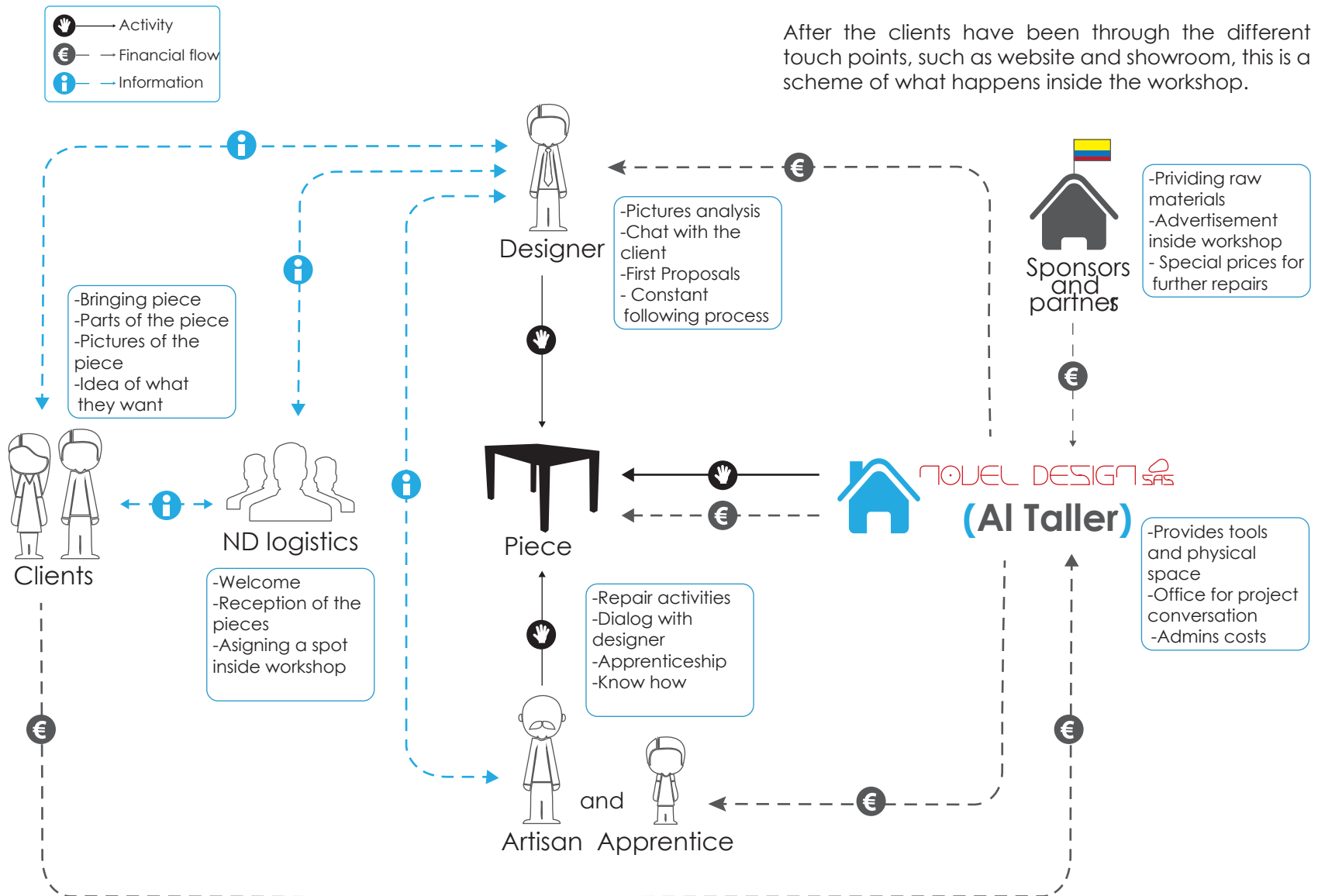
HOME SERVICE ANALYSIS	25,000 COP 10 EUR
CONSULTANCY	30,000 COP/hour 15 EUR
PICK-UP SERVICE	1 Piece 35,000 COP 18 EUR

AVERAGE INCOME PER PIECE	700,000 COP 230 EUR
INSTALLED CAPACITY	80 Pieces per month
SELLS/MONTH	50 Pieces 35,000,000 COP 13,000 EUR
OPERATION COSTS	24 % Over customer price
HAND LABOUR REQUIRED	2 Carpenters 2 Painters 1 Decal applicator
DESIGNER HONORARIUM	260.000 COP/ piece 97 EUR

5.15 WORKSHOP SYSTEM MAP

Schema 42.

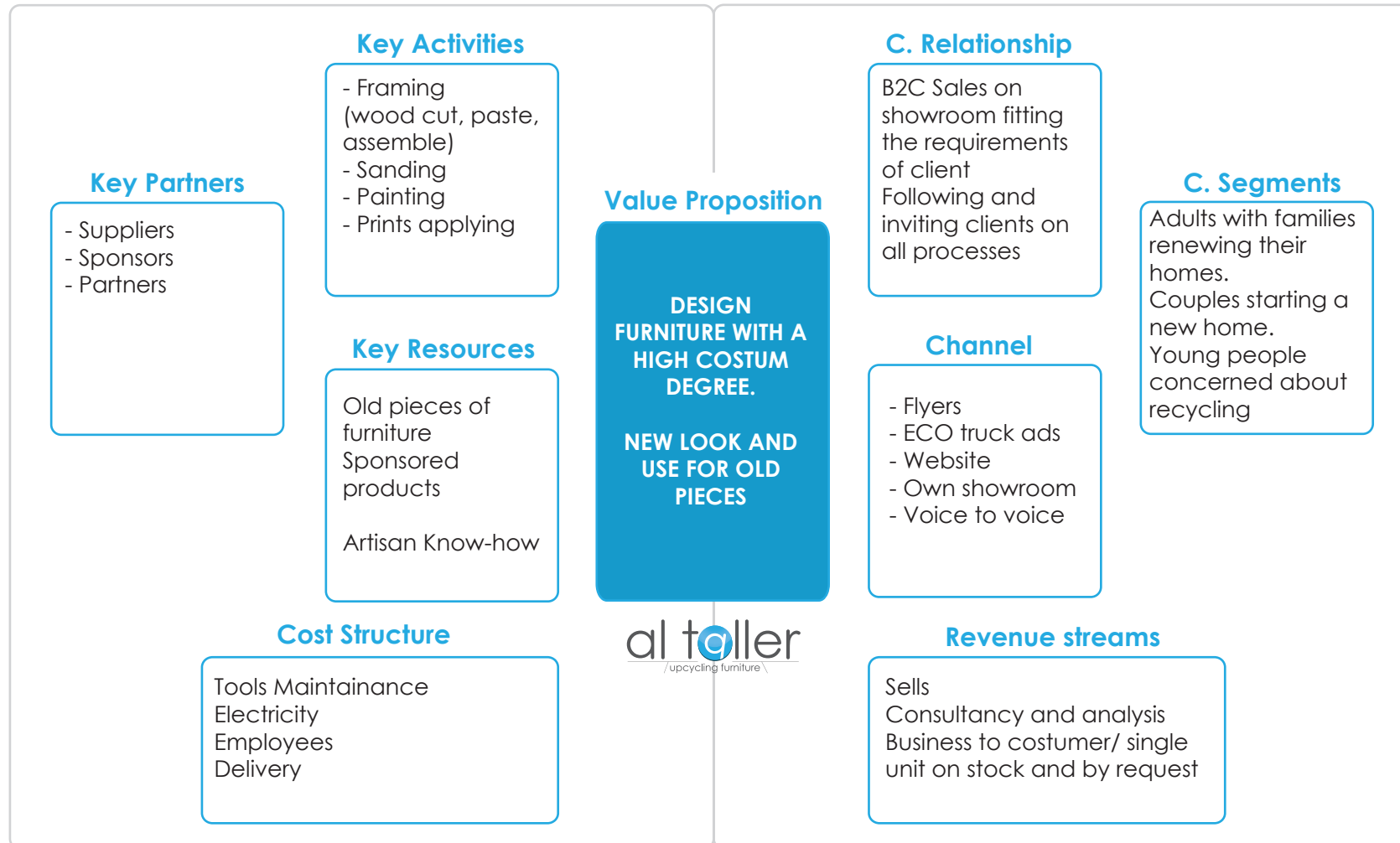
After the clients have been through the different touch points, such as website and showroom, this is a scheme of what happens inside the workshop.



5.16 BUSINESS MODEL AL TOLLER

Schema 43.

After the whole analysis and presentation, we come here with a new business model. It will differ from the one from Novel Design in most of the aspects.





5.17 ADVERTISEMENT CAMPAIGN

Schema 44.
ECO truck, back doors

As part of the touch points in order to reach the new clients and users, we have developed an advertisement campaign to send the message about the new service of Novel Design. Using the established platforms of the company we have developed some images to make publicity about AL TALLER. The ECO truck is one of the main points of the campaign.

not clear what is upcycle? come to see the rest

giving a second chance to old furniture
www.altaller.com.co
 ☎ +571 6089032

al taller
 /upcycling furniture\

Schema 45.
ECO truck. Left side

The truck ads will have some projects already made by Al Taller inviting people to get to know more about the service and to contact the company. There will be always contact information, telephone number and website.





Schema 46.
ECO truck. Right side

Here will be some images of all the products. There is also a reference about wood which is the main and most used material to upcycle.

*If wood is renewable,
why not furniture?*



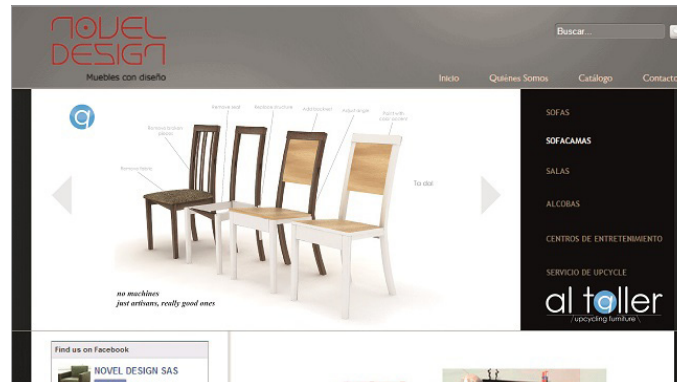
www.altaller.com.co
+571 6089032

*giving a second chance to old furniture
redesigning and customizing*

al taller
/upcycling furniture\'

Schema 47.
Website ad banner

In the website of Novel Design, there will be a rolling banner with different images about the service. This is an example about the process step by step stressing on the artisan labour. This image can also appear in the facebook fan page.



Schema 48.
Flyers and Newspapers

Finally, as another channel we have the common flyers and newspaper ads. In this image we will stress in the concept of customizing which is a very strong component in the whole upcycling service.



6. CONCLUSIONS

In conclusion, the key factors for this service to be a possible and feasible experiment are:

SOCIAL

- The geographic location of the partner Novel Design is important to encourage a dialogue for reusing materials. - In a place where people work together, where any penny counts, opportunities to save money and to have a better quality of life would be always welcome.- Having artisans and clients in the same level, where the local community works almost as a small town, a collaborative service can work out. - Knowing that objects carry important emotional information, strengthen by the family bonds, the extension of used furniture is a possibility.

ECONOMICAL

- Economically speaking, Reusing is cheaper than Recycling- Ecologically, Reusing can be a sustainable habit and it's becoming to be a trend- Behind the concept of waste, there is a huge business opportunity of raw materials and new purposes
- Upcycling as a new trend, to reactivate life for this historical objects.

INFRASTRUCTURE

- The installed infrastructure of Novel Design is pretty good. The machines are in good shape and production capacity can be even bigger than the current one. The space availability inside the workshop brings an opportunity to expand the work. There are rooms that are unoccupied due to the lack of activities to perform in those spaces. There is a chance to give good use to this space. Some processes are mastered by the workers, and the brand is known among the clients for good quality

processes. This can reputation can be used to improve other procedures and products.

BUSINESS

- There is a potential in Novel Design for further business development. The financial situation is stable and the prices they handle are adjusted for their target market. Being able to offer good prices, there is a big opportunity for improvement of other products. The settled infrastructure is able to produce a wide range of products and since Sofas (main segment) is quite competitive, opening new or strengthening other segments with a new fresh design focus is an opportunity for new business. Is important that designers get involved in this new business. There is a notion of design in the company but with this opportunity, there is a real chance to work from the beginning with designers.

ARTISAN LABOUR

- The know-how of Novel Design is one of the strongest tools for competitiveness. The way its artisans deal with materials and processes is a key factor for good quality products. Since they are an important actor of the micro society previously mentioned, there is an opportunity for social innovation. Design has the chance to drive this precious knowledge, which is an immaterial heritage, for better use. Design is able to give more value to the artisan work, in consequence enhancing their labour within the community. As well, there is a big opportunity to integrate the community with the artisan labour to bring value not only to the company, but to all the actors inside the community.

Wrapping up, I would like to see this service developed in the company in a near future and why not be somehow, my own business.

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