

Thirty years of knowledge for
innovation and development



1980-2010



CENTRE FOR INDUSTRIAL STUDIES



WHO WE ARE

AN EMPLOYEE-OWNED RESEARCH AND CONSULTING COMPANY FOUNDED IN MILAN IN 1980

- **ECONOMIC RESEARCH AND CONSULTING.** CSIL is an independent research and consulting company specialising in applied economic research for development strategies. Our expertise comprises small business economics, international market research, industrial and regional economics, evaluation and technical assistance for development projects and programmes. Our main research focus is on innovation as an ongoing process and engine for economic development in an international context.
- **OUR SPECIALISATION.** We mainly deal with the study of competitiveness drivers and comparative advantages in local clusters and SME sectors (such as furniture, appliances, lighting, etc.); growth processes based on knowledge, innovation and internationalisation; development policy and project analysis, with a special focus on regional development.
- **SUPPORTING THE DECISION-MAKING.** The ultimate goal of our activity is to provide the most up-to-date, valuable and practical knowledge base for effective strategic decision-making. Our applied economic research supports private and public investment choices.



OUR MISSION

TAILOR-MADE SOLUTIONS, SOUND ANALYTICAL CAPACITY AND GLOBAL PERSPECTIVE


- **PROBLEM-SOLVING.** The goal of our activity is to guide our clients in their strategic decisions, supporting them implementing feasible investment projects. Providing tailor-made solutions for their business and policy challenges is our aim.
- **SOUND ANALYSIS.** We combine a wide-ranging knowledge base with a set of world class analytical tools for applied economic research and statistics. Our approach is mainly quantitative, with an empirical and experimental perspective.
- **GLOBAL VIEW.** We work and travel worldwide. In the last years we have visited and studied more than 60 countries. We believe that an international perspective is a necessary prerequisite for improvement.
- **INDEPENDENCE AND SOCIAL RESPONSIBILITY.** We are an employee-owned, not-for-profit company. Founded in Milan in 1980 we registered as a cooperative of professionals. Our earnings are fully invested in our activity. In our research and consulting activity we attach great value to social responsibility and intellectual independence. According to our Statute, upon our liquidation, all of the company assets will be donated to a solidarity fund.



OUR ASSETS

OUR APPROACH RELIES ON A FLEXIBLE AND COMPREHENSIVE KNOWLEDGE BASE WITH THE FOCUS ON SOME SPECIFIC SECTORS AND THEMES, THE USE OF INNOVATIVE ANALYTICAL INSTRUMENTS

- **MULTIDISCIPLINARY TEAM.** Our experts are economists, statisticians, engineers, market researchers, management consultants and policy analysts. Teamwork and constant interaction enable constant updating and cross fertilisation of approaches and methods.
- **IN HOUSE DATASET.** We monitor selected industrial sectors in 60 countries and in almost 30 years of activity we have built up a unique dataset of macroeconomic indicators, business statistics and company archives.
- **WORLDWIDE NETWORK OF EXPERTS.** In order to provide first hand, up-to-date and relevant information, we rely on a network of experts all around the world.
- **REPUTATION.** In 30 years of work in different sectors, countries, institutional settings and for widely varied business challenges, we have earned a very good reputation for trustworthiness and intellectual leadership. In some small businesses (particularly industries producing durable goods) and some methodological fields (for example cost-benefit analysis and development studies) CSIL is among the leading research teams in Europe.

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- **SME SPECIALISATION.** The focus on a small number of SME sectors, with a particular attention to the Design Industries (e.g. furniture, home appliances, lighting fixtures), means that we have a unique laboratory of analysis for research and testing a suite of innovative analytical tools, to be then applied to a wide range of economic fields and other sectors.





GLOBAL PERSPECTIVE

IN MORE THAN 60 COUNTRIES WORLDWIDE WE MONITOR KEY STATISTICS FOR A CORE OF INDUSTRIAL SECTORS

WE TRAVEL A LOT. IN RECENT YEARS CSIL PROFESSIONALS HAVE CARRIED OUT MISSIONS AND FIELD WORK IN:

Ankara, Barcelona, Belgrade, Bilbao, Birmingham, Bordeaux, Bruxelles, Bucharest, Buenos Aires, Cairo, Chicago, Cologne, Dubai, Durban, Guadalajara, Guangzhou, Hannover, Istanbul, Kaiserlautern, Karlsruhe, Krakow, Las Vegas, Lausanne, Lion, Liverpool, London, Madrid, Marseille, Moscow, New York, Paris, Prague, Poznan, Riyadh, São Paulo, Seville, Shanghai, Sharja, Shenzhen, Singapore, Stockholm, Split, Tehran, Timisoara, Tokyo, Toulouse, Vienna, Warsaw and Zadar.



BUSINESS AREAS

- **INDUSTRY STUDIES AND FORECASTING.** Our professionals provide in-depth analysis of the economics and organization of firms, industrial sectors and markets using applied microeconomics and macroeconomics. We carry out econometric studies, forecast scenarios and analyses of the business climate in specific sectors at a national and international level.
- **COUNTRY ANALYSIS.** Our team provides an up-to-date global view of the commercial and production opportunities in a given country. By analysing statistical data on demand, supply and international trade our reports illustrate the competitive system, the market size and trends, demand determinants, import-export flows and the major players in more than 60 countries.
- **REGIONAL DEVELOPMENT.** Our experts provide support to the public sector in the planning and technical assistance of development programmes at EU, national and local level. They perform detailed analyses of regional competitiveness potentials, and formulate recommendations to promote the growth potential of a specific region, sector or firm cluster.
- **EVALUATION STUDIES.** Our professionals help clients to identify and understand the effects of public sector programmes with the aim of optimising public spending and increasing accountability and transparency. We have performed several ex ante, mid-term, and ex post evaluations of public programmes mainly in the field of regional development, SME competitiveness and investment promotion.



MARKET RESEARCH. Our experts provide valuable information for firms looking for market insights and potential business opportunities in different markets. We carry out strategic marketing and investment strategies for specific SME sectors at national and international level. The goal is to provide operational advice to SMEs on market and investment opportunities in selected countries.

BUSINESS CONSULTING. Our team provides support for strategic company decision-making through global business research. We carry out pricing-tests, analyses of positioning, analyses of the opportunities and threats posed by entering a new market, marketing check-ups, analyses of the competitors' performance and sector parameters and many other tailor-made services.



WHAT WE DO

TAILOR-MADE INFORMATION FOR YOUR KEY STRATEGIC DECISIONS. SOME EXAMPLES

SERVICES

BUSINESS CLIMATE AND COUNTRY RISK ANALYSIS

BUSINESS PARTNERS MATCHMAKING

BRAND ASSESSMENT AND AWARENESS

CUSTOMER SATISFACTION AND MANAGEMENT

DUE DILIGENCE FOR MERGERS & ACQUISITIONS

INVESTMENT FEASIBILITY STUDIES

POTENTIAL MARKET ASSESSMENT

POLICY ANALYSIS AND TECHNICAL ASSISTANCE

PRODUCT TRENDS

MARKETING EFFECTIVENESS

SALES POTENTIAL ON INTERNATIONAL MARKETS

TOOLS

BENCHMARKING

BUSINESS PLAN

CLUSTER ANALYSIS

COST-BENEFIT ANALYSIS

DELPHI ANALYSIS

ECONOMETRIC MODELLING

FACE-TO-FACE INTERVIEWS

FOCUS GROUPS

STAKEHOLDER ANALYSIS

STATISTICAL ANALYSIS

SURVEYS



A BASKET OF TAILOR-MADE SERVICES


WE PROVIDE YOU INFORMED ASSESSMENTS AIMED AT GUIDING YOUR STRATEGIC DECISIONS

■ **POTENTIAL MARKET ASSESSMENT.** This is a business tool aimed at analysing your market penetration index and its potential development in a given area or region. Historical series, including sectoral and socio-economic data, offer a dynamic picture of a given market and its trends.

■ **BUSINESS CLIMATE REPORT.** We carry out analyses of the business potential in specific sectors/countries by gathering information on production and consumption for specific markets, ranking of the competitors, trends in international trade, distribution channels.

■ **BUSINESS PARTNERS MATCHMAKING.** We assist you penetrating new markets in every step of the process, from the initial assessment of your competitive advantages, to the identification of potential partners until the implementation of the development strategy.

■ **POLICY ANALYSIS AND TECHNICAL ASSISTANCE.** We assist local, national and international public agencies in the design, planning, implementation and evaluation of their interventions. We specialise in the fields of regional development, SME competitiveness and cluster policy.



■ **FEASIBILITY STUDIES AND BUSINESS PLANS.** We assess the economic and financial impacts of strategic investment decisions, by means of quantitative calculation of cash flows and profitability indices. We support the formulation of key actions, identification of performance indicators and analysis of implementation measures.

■ **INTENSIVE DESIGN LAB.** Design laboratories that produce new objects, furniture, temporary architectures, round trip events to present the Lab's results. It is built on the companies' demands, and gives creative feasible solutions to specific problems of product development and communication.

■ **PRICING TEST.** This is a useful tool especially when launching a product on a new market. It assesses the perceptions of a group of key testimonials on the marketing mix of the product: suitability of technical and aesthetic characteristics, consistency with local norms, retail pricing range, identification of direct competitors.

■ **POSITIONING STATEMENT AND PRODUCT TRENDS.** We analyse the competitive context of a given product in a given area (region, country, etc) and provide recommendations to improve marketing strategies. We carry out field and desk analysis of product trends, values, concepts and lifestyles.

■ **MULTICLIENT REPORTS.** Multiclient reports help businesses in the sector involved to update information, re-think strategies, plan new interventions and compete successfully on the international markets. More than 50 titles are currently available and the research plan is updated yearly.



SELECTED FIELDS OF SPECIALISATION

SECTORS

FURNITURE AND FURNISHINGS

LIGHTING FIXTURES

HOUSEHOLD APPLIANCES

FORESTRY AND WOOD-BASED INDUSTRIES

THEMES

RETAIL AND CONSUMPTION

GLOBAL SOURCING STRATEGIES

MATERIALS

CUSTOMER SATISFACTION

IN ADDITION TO OUR STRONG CORE SPECIALISATION, IN THIRTY YEARS OF ACTIVITY OUR RESEARCH EXPERIENCE HAS INCLUDED MANY DIFFERENT SECTORS AND THEMES.

These comprise: Industrial components and equipments; Contract, Tourism and leisure; Trade fairs; Upholstery, leather, textiles; Interior decoration; Woodworking machinery; Footwear; Automotive components; Yachting; Bio-housing; Eco-certification; Eco-design and construction; Logistic and Operations; Quality standards; R&D; Organisation; Global Sourcing strategies.

MARKET ANALYSIS FOR DUE DILIGENCE. In view of a merger or acquisition we offer a review of the market potential in order to assess the overall value of a company. We assess existing and post-investment cost structures comparing them with industry/segment standards.

BRAND ASSESSMENT AND AWARENESS. We analyse the value of your brand by estimating different scenarios of the future sales of a given segment/product, and provide suggestions on how to improve the brand strategy. We also assess the level of brand notoriety for a representative sample of customers, mapping it for given target areas.

CLUSTER DEVELOPMENT STRATEGIES. We carry out economic and industrial overviews of the interconnected business in a given area. We provide an analysis of cluster development together with an assessment of the strengths and weaknesses of the cluster's market positioning.





OUR CLIENTS

**THE TOP WORLD CLASS IN THE BUSINESS
AND PUBLIC SECTORS**

CSIL customers over the last five years:

- Over 800 Companies in 70 countries
- 20 of Fortune's Global Top 500 companies
- 10 leading Consulting Groups
- National and International Institutions, among which:
 - EU Commission
 - European Parliament
 - Organisation for Economic Co-operation and Development
 - International Finance Corporation
 - Italian Ministry for University and Research
 - Italian Ministry of Economy. Dept of Development Policies
 - World Bank
- Agencies and Organisations, among which:
 - EUROPUR, European Association of Flexible Polyurethane Foam Industry
 - ETPA, Estonian Trade Promotion Agency
 - EXPOLINK, Egyptian Exporters Association
 - ICEX, Instituto Español de Comercio Exterior
 - IES, International Enterprise Singapore
 - MATRADE, Malaysia External Trade Development Corporation
 - QWEB Quebec Wood Export Bureau



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