A timeline furnifure

[Habegger, Osman, 1989:1-20]

Furniture design and production have undergone more dramatic progress in the twentieth century than any other time in history. In the last 120 years, a truly modern idea of furniture has evolved. The acceptance of the machine as a positive and creative aesthetic force marked the beginning of the modern era. Resulting new techniques enabled creative designers to go beyond the imitation of historical forms.

During the first part of the twentieth century, innovative design experimentation had its roots in the concepts of mass production and adaptive reuse of existing materials. It is thus fundamentally ironic that many significant designs from this period were hand crafted.

Following World War II, new production techniques and industrial materials, such as aluminum alloys, curved plywood, and plastics, were adapted to domestic uses and became the standards. The principle of these materials were mobility / lightness.

1870

"CORBUSIER" DINING CHAIR

Oldest modern chair in production. Consists of only 5 elements of Carpathian beechwood, overlapped and joined with screws. 6,8 kilos.

1932

PAIMIO (41) LOUNGE CHAIR

The arms and base of Alvar Aalto's chair are of laminated birchwood bent into a closed curved. This chair was designed for the Paimio Sanatorium in Finland.

1969

BOCCA (MARILYN) SOFA

This sofa design by Studio 65 is upholstered in the form of a pair of voluptuous lips (Marilyn Monroe's) and covered in red knitted textile. Injects a sense of humor.

1904

LARKIN SWIVEL-BASE DESK CHAIR

Frank Lloyd Wright's centralpedestal –base metal desk chair. Prototype for the task chair in office furniture industry.

1940

80 D DESK

Franco Albini achieved a lightness and simplicity for the desk function in his metal truss structure, which supports the glass top and the drawer unit.

1974

EKC 13 DINING CHAIR

Paul Kjaerholm's daring version of Ludwig Mies van der Rohe's Brno chair, in which the back and cantilevered seat structure form a rigid connecting element. 1927

MR DINING CHAIR

Ludwig Mies van der Rohe's design represents the first resilient cantilevered steel-tube chair. Knoll introduced stainless steel versions of Rohe's furniture in 1947.

1954

SOFA COMPACT

Charles and Ray Eames's application of human engineering is evident in the profile of this thin, high-back sofa. This design established the standard for the "modern" sofa.

1986

TEA-FOR-TWO SIDE TABLE

A small table design by Francois Scali and Alain Domingo consists of a circular glass top laid in compression against thick and thin steel rods.

[Hagegger, Osman, 1989:15]

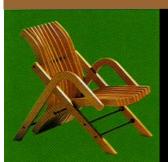
FUrniture design



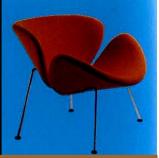
The twentieth century will undoubtedly go down in history as the century of design. It will not be forgotten that it was during these hundred turbulent years that this discipline took shape as a concept and became a reality crowned with success. It is a phenomenon that has gone through various phases over the course of its short but intense life, to the point that it now permeates our everyday life, as any man-made object has inevitably also been designed by somebody.

Design forms part of our culture and embraces all types of items. Designer goods cannot be understood if they are divorced from their economic, political, social, cultural or technological contexts. The roots of this discipline lie in the crafts industry and over time it has evolved into its present state.

In the early days pride of place went to the skill and dexterity of the first cabinetmakers, who gave form to wood, the noble material par excellence. With the passing of time, the work of these professionals has given way to that of designers seeking to find a balance between esthetics, functionality, creativity and the demands of the market, on the basis of technology advances and the latest revolutionary treatments of materials.



While it is true that furniture has been part of human life in many civilizations since time immemorial, it is not, however, vital to the human race, as proven by the fact that some cultures have dispensed with it altogether. The presence of pieces of furniture implies the abandonment of certain animal habits and postures and so represents a consolidation of cultural changes. The appearance of furniture is predetermined by a sedentary lifestyle, as opposed to a nomadic one, and an environment which taught how to use it.



The history of furniture can be said to begin in Egypt, the home of one of the most inspired of ancient civilizations. Egyptians found new possibilities for creation with stone and they will go down in the history not only for their well-known contribution to politics and philosophy but also for their legacy of thousands of objects, some of them functional but others solely made for the sake of their beauty. Egypt breath art, and this environment made i t possible t o unobtrusively come up with new formulas. [Asensio, Montes, 2002:18]





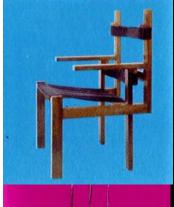
[Asensio, Montes, 2002:18]

The world of furniture can be approached from several angles according to its functional or technical aspects, for example - making it possible to record the evolution and progress of a specific era and find out how and why certain materials were used at that particular time. The examination of furniture can give rise to a partial reconstruction of a particular period in order to discover the social class of the owner of a specific piece; just as in the cases of clothes, architecture and literature, the study of furniture can help to draw a fairly full picture of an entire historical age.

The history of furniture is undoubtedly distinguished by the changes is has undergone and by the fact it has been highly influenced, especially in the Middle Ages, by architecture: the two disciplines overlap and these days it is very unusual for them to be considered in total isolation from each other.

[Asensio, Montes, 2002:18]









Wood was the ideal material for making furniture as it was so easy to handle. The problem was that Egypt lacked this material, as it could only boast palm trees, tamarinds, sycamores, willows and other species that were largely unsuitable for furniture. So, ebony had to be imported from Sudan and olive, fig, cedar and pine trees came from Syria and Phoenicia.

Modern furniture has inherited may features from Egyptian design, which was highly developed due to the richness of their civilization. The most common pieces in ancient Egypt were the chair and its various derivations; the table; the night-time and day-time beds – they distinguished between sleeping and resting; burial furniture and chests and their variants.

The Middle Ages used basically the same types of latter years of furniture as those of the Antiquity. Medieval kings and nobles were nomads and so their furniture frequently had to be transported from one place to another. So, two types of furniture emerged: large and heavy pieces that stayed in the castle and houses, and other lighter pieces that could be easily transported. An analysis of the furniture of the seventeenth century reveals more differences than affinities with respect to previous periods, even though at first sight there seems to be little change. This century is defined by its variety, the result of the conflict between exuberance and austerity. Another novelty of this period was the importation of furniture to India and neighboring countries. It also saw France emerge as the doyen of highquality furniture: the Louise XIV style was dominated by Classical influences, with sideboards and console tables being the most outstanding pieces. In contrast, the Louise XV style, headed by the designers Meissonnier and Oppenordt, is remarkable for its Baroque and Rococo features, which gave way to Classicism once more in the Louise XVI style. English furniture made all the running in the eighteenth century. The outstanding designer was the Neoclassical architect Adam, who drew on Roman models to create simple functional forms.

New approaches were pioneered by William Morris, who stripped away decorative features in favor of greater functionality and experimented with new materials like metal and plastics. It is undoubtedly true to say that, in may ways, furniture underwent a more radical transformation in the first half of the nineteenth century than in the previous three hundred years — a period of innovation only comparable to the one that has been experienced from 1945 to the present day.

Today's furniture is passing through a phase marked by a diversity of influences, by eclecticism and plurality. Everything, or almost everything, is permissible, although the designer, despite enjoying absolute freedom at the drawing board, is in reality often overruled by the norms established by the market, by practical

considerations and by prevailing trends

DESIGNDESIGNDESIGNDESIGNDESIGN DESIGNDESIGN DESIGN DESIGN

Design came into being to take advantage of technological developments—a role it still performs, although it is far from the only one—and it grew into the esthetic revelation of the twentieth century by becoming a part of everyday life. Design is here to stay, whether we like it or not. It is indispensable for most of us, as we have to deal with it day after day. We are surrounded by "designs"; they are the mirror of our age and are constantly on show. From the ballpoint pen with which we fill in a crossword to our toothbrush, the bed we sleep in, the clothes we wear or the shelter where we wait for our bus—everything has been passed through the filter of design and its influence is widespread and varied, embracing all types of objects and products. It enshrouds everything; it enshrouds us. Design has often been defined as the



Conception and elaboration of all the objects created by human beings, as a tool to improve our quality of life. It could be said that design is what makes it possible to create "something" that covers a need nobody had thought of before. In fact, most design is based on common sense and the remainder – a very small part – is devoted to esthetics and appearance, although for many people these factors undoubtedly become the main and most interesting features. Although it may seem otherwise, design is not a new discipline; design permeates everyday in live, it is within reach of everybody and it has accompanied human beings since time However, it is true that the origins of design, as we understand it today, lie in the Industrial Revolution and the appearance of mechanized production. Whereas objects and furniture were once totally handmade and the responsibility of a single creator, the emergence of new industrial processes and the ensuing division of labor gave design a whole new dimension. At fist design was considered just one of the many interrelated aspects of mechanical production. It had no industrial, theoretical or philosophical basis and had little impact on either the industrial process or on society as a whole. Modern design emerged thanks to the reforming designers of the nineteenth century, particularly William Morris, who tried to unite theory and practice. His ideas did not immediately bear fruit as he continued using craft techniques; despite this, the reforming ideas were fundamental to the development of this modern movement. "Modern" design did not take root until the early twentieth century, as a result of the efforts of men like Walter Grophius – the founder of the Bauhaus in 1919 – who used the latest means of production to integrate theory and practice in design. Modern design had to unite intellectual, commercial, esthetic and practical interests through artistic adeavor and the exploitation of technology

[Asensio, Montes, 2002:10]

DESIGNERS •••

MODELS FOR SUBSEQUENT GENERATIONS

[Asensio, Montes, 2002:50]

From Alvar Aalto to Philippe Starck, there are many designers who have presented their own personal vision of reality through their creations. The main purpose of this book is not to cover the work of all these artists – a titanic task doomed to failure – but we would nevertheless like to remember some of the figures who have earned their place in the history of design and have helped to make today's design scene so distinctive by influencing and inspiring contemporary designers. The pieces that these a tists created can be considered "modern classics", as years after they were first produced they remain unsurpassed and serve as models for subsequent generations.

The contribution of **William Morris** (1934 – 1896) is crucial. His reforming ideas, in both the social and artistic spheres, were bas don those of Ruskin. One of his aims was to bring "good design" to the masses, but his rejection of mass production meant that this pieces were expensive and only accessible to a wealthy elife. Morris was one of the main champions of the Arts and Crafts movement, he advocated the primac of utility, simplicity and suitability over luxury. Producing high-quality pieces and the idea of design as a democratic tool were concepts to a were fundamental to the emergence of the modern movement.

Meanwhile, in Barcelona, Antoni Gaudi (1852-1926) was introducing his revolutionary ideas. This unclassifiable Catalan alrehitect espoused a

distinctive view of reality that bore fruit in work that has survived until today. His deep respect for nature and his boundless imagination still inspire artists in every field and he is widely admired. Gaudi was a prolific artist who did not confine himself to architecture: his projects were all-embracing and his designs for furn ture, which were never mass-produced, are worthy of mention, being not only singularly expressive and beautiful but also comfortable and ergonomic.

Frank Lloyd Wright

1959) is an outstanding figure. His roots also lie in the Arts and Crafts movement but he later broke away to explore other styles. A deep respect for nature and a belief in human values are the distinguishing features of this precursor of organic design, who tried to symbolize the essence of Nature and Man. This humanist's work still exerts a strong influence.

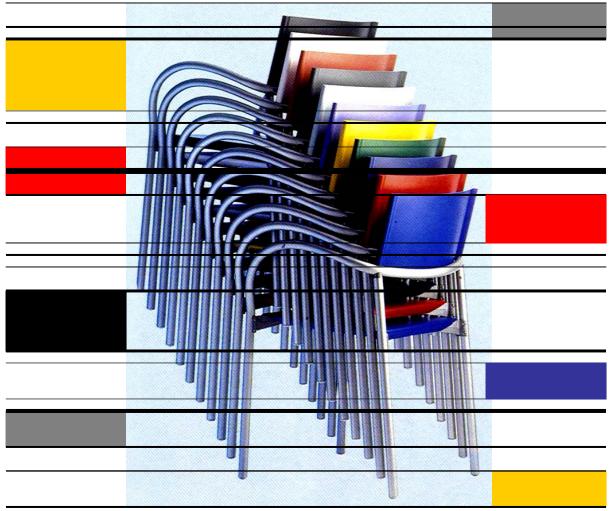
Walter Gropius (1883–1969) preached the unity of the arts and was the director of the Bauhaus from its creation in 1919 until 1928. His designs reflect the move towards industrial



modernity. His work is a clear expression of the modern movement, in that it accepted the need for standardization in design.

Another of the most important exponents of modern design is undoubtedly **Ludwig Mies van der Rohe** (1886–1969). His work, inspired by Neo-classical architecture, presaged rationalist and functional design and remained influential throughout the twentieth century.

The same is true of Le Corbusier (1887–1965), who will go down in history as both one of the most outstanding architects and one of the most innovative designers. His early projects were marked by the premises of the



international style — a term applied to the work of artists in the modern movement who combined functionality and technology with a formal geometric language to create a modern esthetic — but over time he renounced the formalism of this style to take on a freer, more expressive language.

Gerrit Thomas Rietveld (1888–1964) was a standard bearer for Neoplasticism and a formal geometric language, which he applied to his highly personal designs and, over the course of time, turned into his trademark. Many of his objects manifest a return to elemental wooden structures, in response to the economic recession of the 1930's. He was an innovative pioneer and his designs are still highly relevant today.

Alvar Aalto (1898–1976) is another of Scandinavia's most important designers. His concepts are characterized by his use of organic forms. He was profoundly convinced that design should not only acknowledge functional demands but should also open up other needs on the part of the user; the best way to do this being through the use of natural materials like wood, which Aalto learnt how to mold at will and with consummate mastery.

The husband-and-wife team of Charles Eames (1907-1978) and Ray

Eames (1912–1988) was celebrated for its excellent innovations and exquisite designs. Their contribution in this field is beyond dispute, and their pieces are still as attractive, functional and efficient as when they were first created. They are the outstanding exponents of organic design and two of the most important designers of the twentieth century; they proved that design not only endows objects with formal beauty but also helps improve the quality of life of the people who use them.

Eerlo Saarinen (1910-1961) introduced daring and revolutionary creations into the world of design. A rationalist convinced in the conce<mark>p</mark>t of progress, this pioneer of organic design created some of the twentieth century's most im<u>portant pieces and heralded a new direction i</u>n furniture design. If he achieved the total organic unity of materials, function and structure, this was due to technological limitations of his day. **Mendini** (1931). Alessandro Another outstanding Italian Unlike may of his Compatriots, he set out to promote "banal" design, in order to fill intellectual and cultural <u>vacuum he found in industriat</u> ized society. H s sophisticated sense pieces transmit of humor, as well i de a continue innovative design could not i n same it has until them. Mendini's creations permeated with exuberance, explosion of colour daring and forms, reflecting his emphasis øп design for design's sake. Nobody contributed more to has the anti-design debate; highly provocative and one of propagators Postmodernism. Philippe Starck (1949) опе prolific designers. today's most He made his name in the 1980's; his early was work sumptuous, extravagant, audacious, witty, innovative and bursting with imagination. so-called enfant terrible of responsible for some of the French design s pieces greatest character and personality to have emerged in the last few years. Where as In the 1980's he r<u>leveled in exaggeration, he has</u> now to hed down to conce<mark>ntrate on mor</mark>e long-lasting products that will pass the test of time

It is clear that design was born with the twentieth century, and that it has brought new challenges into our day-to-day

"loce ic movo"

existence. The idea of

less is more"

that

governed minimalism is still relevant, but it is losing ground against new ways of understanding design.

[Asensio, Montes, 2002:50]

e i leen gray e i leen gray e i leen gray



[Rowlands – Eileen Gray, 2002]

eileen gray
eileen gray
eileen gray



She was someone who had a gift. She had this incredibly free, very playful way of using materials, of mixing the poorest, the most modernist ones, but using them in masterpieces.

Gray undertook her first architectural project — her own shop, on the rue du Faubourg Saint-Honorè. As a woman in interior design, which was then much a man's world, she shrewdly named it Jean Dèsert. The store was drop-dead elegant, from its stark, clean-lined, black and white façade to its contents of furniture, lacquerwork, screens, and carpets. Whoever turned up, there's no evidence that the remarkably unsnobbish Gray was impressed. Indeed, it seems safe to say Gray had a [Rowlands, 2002:7]

love/hate relationship with her clients.

She was never interested in doing one-offs for rich people, yet custom pieces were exactly what her clientele was after.





An itinerary of its almost shockingly imaginative furniture – much of it made from industrial materials – might run for pages. Almost every piece did something. Things folded, fanned out, collapsed. A dining banquette on metal U-shaped supports could fold up for storage or transform into an occasional table. A smaller, metal-framed table had a reversible surface; on one side, it was made of zinc, on the other, of cork, a material Gray favored. [Rowlands, 2002:20]

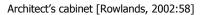
Although Gray hugely admired Le Corbusier, their philosophies had fundamental differences, ones what would become more apparent as Gray continued her architectural work. Ultimately, she rejected his famous dictum that a house should be a "machine for living". Instead, she seemed to call for a less coldly intellectual approach, writing that a house should be "a man's shell, his extension, his growth, his spiritual glow...."

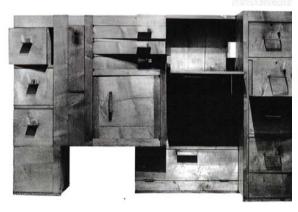
[Rowlands, 2002:15]



Prelimary sketches for Transat Chair [Rowlands, 2002:60]

The well-known design — Gray's S-shaped chaise longue — could be collapsed backward to half its size. Metal chairs metamorphosed into stepladders.









In his artistic evolution Rietveld always envinced a special quality: at every moment of his career he

was an INNOVATOR [Baroni, 1978]

Gerrit Thomas

RIETVELD FURNITURE



Unlike many other architects of his generation who thought of architecture as a cubic box, Rietveld employed the method of starting his constructions from the interior and working outward, as if to exemplify a Freudian complex. [Baroni, 1978]

Gerrit Thomas RIETVELD FURNITURE

jean prouvè jean prouvè jean prouvè

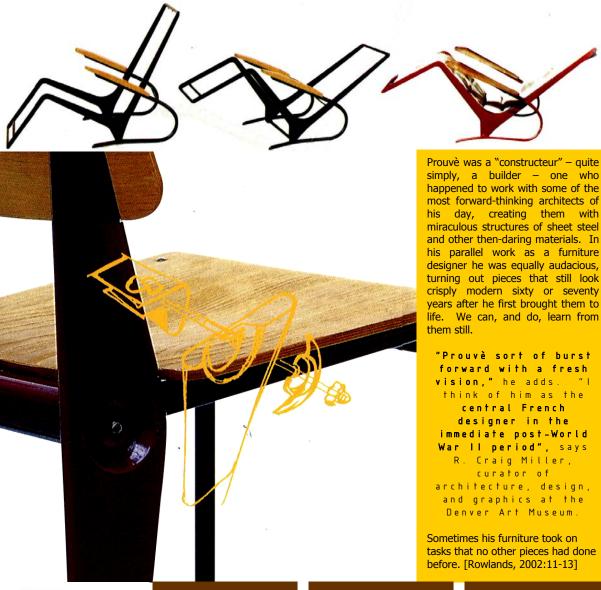


[Rowlands – Jean Prouvè, 2002]

jean prouvê jean prouvê jean prouvê

"He combines the soul of an engineer with that of an architect", Le Corbusier once said of Jean Prouvè.

Reclining Metal Armchair [Rowlands, 2002:7]





By 1924, he was developing his first prototypes of furniarmchairs and folding chairs. "I couldn't be satisfied with Prouve stated, referring to the preferred material of Corbursier, Mies van der Rohe, and Marcel Breuer. "I inspired me – folded, pressed, ribbed, then soldered." If dealer in Prouve's furniture, believes he also liked folgreater strength. If style wasn't Prouve's first concern product. "There's a Prouve style, even if he didn't wan

with arched steel tubing,"
of such Modernists as Le
"It was sheet steel that
Phillip Jousse, a longtime
olded steel because of its
ern, it was certainly a by-

Left: Antony Chair [Rowlands, 2002:45] Middle: Collapsible Chair [Rowlands, 2002:37]





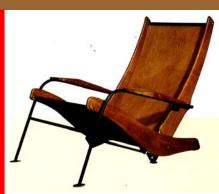


Even his grander furniture, such as the regal, angular 1950 Prèsidence desk, is deeply utilitarian.

The goal of most of these pieces is mass manufacture, easy living, ingenious practically.

Even when designing prefabricated buildings, Prouvè followed the protocol he used for furniture: he'd sketch, make prototypes, then modify his designs — all before drawing actual plans. Sometimes this process was

Prouvè distinguished himself from fellow designers such as Le Corbusier by wanting even insisting, on keeping the craftsmanlike quality of his work apparent. His furniture, while factory made, often had visible hesitations and reworkings. It reminds you that, in a sense, Prouvè was making it up as he went along. Although both he and Le Corbusier thought that mass manufacturing was the ideal, Prouvè's work – intentionally, you sense – never entirely looked the part. While Le Corbursier was enamored of his vision, contemplating the beauty of skyscrapers and futuristic cityscapes, Prouvè remained firmly planted on the earth. No matter what new or experimental techniques he brought to his furniture, you can always see the human hand at work.



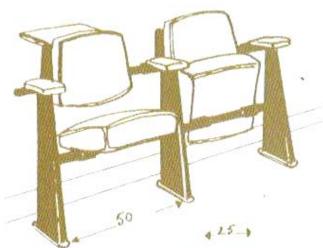
[Rowlands, 2002:14]

abbreviated, tith prototypes being modified even as they were being made.

Top left: Wood tafel, 1951 [Rowlands, 2002:67] Top right: Table detail, 1950 [Rowlands, 2002:65] Middle: Kangaroo Visitor Armchair Prototype 1958 [Rowlands, 2002:35]

Collapsible Chair, 1947 [Rowlands, 2002:37]

56

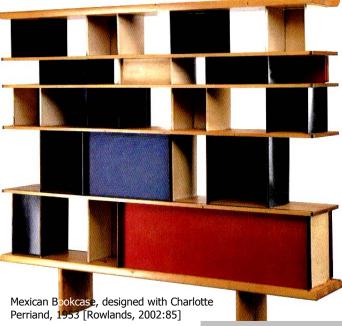


Amphitheatre Banquette, 1956 [Rowlands, 2002:51]



Granipoli Table, 1939 [Rowlands, 2002:77]

Some of Prouvè's earliest architectural projects were revolutionary, including a bus station designed in 1933 to be built in the La Villette section of Paris. Althou this project was never built, it was nonetheless historic: it was the first building designed entirely of folded sheet metal. According to Prouvè's daughter, Catherine, Prouvè came to designing buildings in increments, beginning with the fanciful elevator cages he'd come up with in the 1920's. "He started little by little. He never did anything until he had mastered things. He made lots of construction elements; then, little by little, he came to whole buildings."



"The problems to be solved (in the making of furniture) are just as complex as those to be solved in large construction projects," Prouvè observed. Both his buildings and furniture evidenced brilliant



A man who loved the ingenuity of the modern age, Prouvè adored both planes and cars. Conference tables, balanced on what he called "airplane wing" bases, look poised for take off.



"I couldn't be satisfied with arched steel tubing, it was sheet steel that inspired me – folded, pressed, ribbed, then soldered." Prouvè stated.



Shifting façade of the Mozart Square Apartment House, 1953. p. 84.

"What is material thinking?" Prouvè would ask himself as he sat down to design. He encourage his workers in a similar "He taught me to feel approach. materials," Antti Lovag, a Hungarian born architect and former employee has written. "One day he gave me an awning to design and tried (but unsuccessfully). Then he appeared with a piece of sheet metal and said to me, 'Touch that. See how it reacts to different

maneuvers. Then draw it." [Rowlands, 2002:15]



One morning Denis Santachiara set off for Basle, after carefully slipping his prototype hair into a leather portfolio. Awaiting him there in Switzerland were the assembled staff for Vitra for a practical and concise of his lat⁶ st invention: a folding chair that can be closed no larger than a shopping bag. From the deck-chair to the Modern chair. Modernity has always been married to transformation and movement; in a marriage that prompted Loos to say: "the only modern furniture is furniture that can be moved". finds oneself wondering why the idea of convertible and portable furniture should be so appealing. The focus would need to be shifted to the space around the object rather than to the object itself, and to the human use to which it is put, in accordance with the laws of proxemics. An object can be situated at the center of the possible transformations of space and of its social use formed by reciprocal positions. Therefore, Santachiara

takes up the most classic tradition of design to develop a new

mechanism for a folding seat. [Domus 813-814:60]

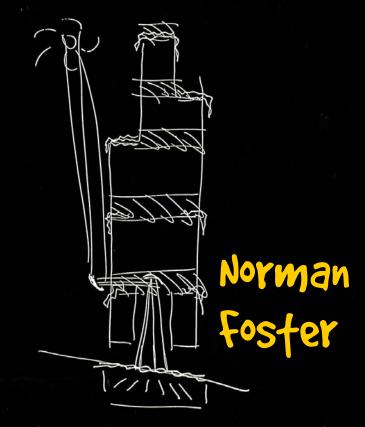
NORMAN FOSTER SERVICED S H E D

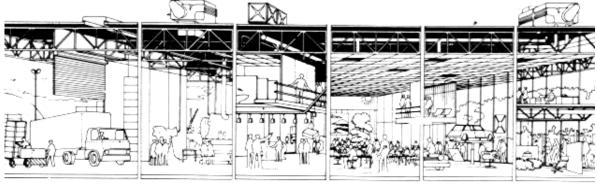
"A bicycle shed is a building, Lincoln Cathedral is a work of architecture." The idea of a serviced shed – a lightweight kit of parts turned to respond to growth and change. The systems approach is based on the **integration of structure and services and the swift assembly of prefabricated components.** It offered clear attractions to hard-pressed industrial clients. Far from being one of the client's imperatives, "aesthetic considerations" emerge as a delightfully unexpected bonus. The Olsen Centre, Computer Technology building, IBM's Advance Head Office, are all examples of 'serviced sheds' which have acquired the status of architecture.

The significance lies as much in their flexibility in use as in the beauty of their materials or the speed and economy of their construction.

[Foster, 1984:]









5 000-square-metre space houses the brand's six different labels, plus eyeware and timepiece collections. Miyake chose architect Frank O Gehry because "he is someone whose work creates movement, light and energy." This emporium housing offices, a showroom and retail spaces showing all Miyake's innovative collections. This three-storey interior has been designed to function as a "laboratory and atelier — a place to showcase creativity and art." All fixtures are easily moveable, allowing spaces to evolve and constantly been injected. [Sorrel, 2002:36-37]

[Sorrell, 2002:36-37]

a yen for design

issey miyake's retail space was sculpted by none other than frank o gehry



FRANK GEHRY VITRADESIGN MUSEUM

"Balancing Tools" [Boissière, Filler, 1990:57]

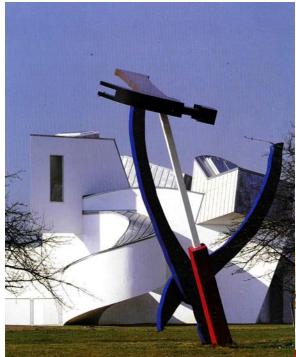


Fig. 18 - Ground floor plan of Vitra Museum.

The idea of the **Vitra Design Museum** grew out of a furniture producer's wish to find and document the roots and history of his craft. Rolf Fehlbaum, director of the Vitra Furniture business, embarked upon his search in the early eighties.

The collector's passion was linked to the insight that examining the past could give new impetus to the furniture of tomorrow.

The Vitra Museum first opened its doors in November 1989. It includes now almost all important periods and styles of international furniture design.

In contrast to other museums, in which furniture design is only one subject among many, the Vitra Design Museum focuses principally upon its historical and future development.

The main aim for the museum is to make it an "antièlite" institution which appeals to the layman and awareness of a designed environment.

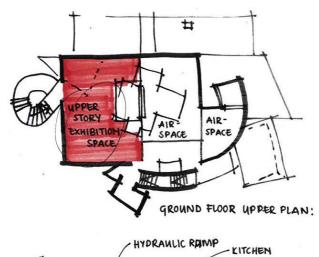
Vitra Design Museum exhibitions concentrate on presenting objects occupying keys positions in the development of **industrial** furniture design because of their material, construction, function, and form.

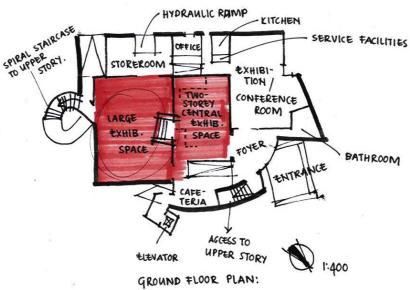
[Boissière, Filler, 1990:6]



"Well-tempered Chair" on foreground – Arad [Boissière, Filler, 1990:85]

Interplay of vertical and horizontal openings, formed contrapuntally of spatial and light volumes. Upper space gives an **unrestricted view** into rooms below. Cross of light is an integral part of interplay of forms – concludes the building made up of **space and light.**





michael graves michael graves michael graves



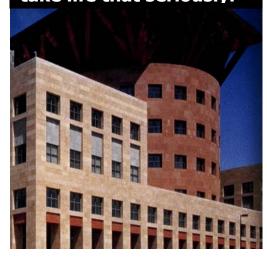
[Iovine, 2002]

michael graves michael graves michael graves Michael Graves, architect, artist, product designer, and enigma. Though he may have been dismissed as a Postmodern has-been by the architectural elite, he is a household name. Indeed, he is the first modern architect to get the full celebrity treatment (Frank Lloyd Wright behaved like a rock star, but Graves was voted GQ Man of the Year in 1999). This broad appeal has rendered him something of a curiosity within the architectural profession.



The man himself is a bit a mystery as well. Few architects pay closer attention to domestic issues, whether designing objects for the home or collecting with meticulous connoisseurship for his own. He has achieved the dream of every architect — the chance to place his stamp on just about everything in sight.

"I guess I just don't take life that seriously."



Left: Denver Central Library, Colorado, 1990–91. Below: Ikon fruit bowl for wachtersbacher keramick, 1991 [Iovine, 2002:31]



The sterling silver tea service - a squat fluted body with blue Bakelite balls for feet - that he designed in 1982 is most often cited as the fork in the road for Graves. After that, he would never again be known as primarily an architect. By 1994, there were six people in his office working exclusively on products.

"I grew up in architecture school in the 1950's, when our heroes were Saarinen, who did a lot of furniture, and Charles Eames, who was making furniture, everything. He was really King of the Hill."

After receiving his master's, Graves spent a year in the office of George Nelson, the furniture designer and creative director for Herman Miller who was also a photographer, graphic designer, and editor. Graves didn't hesitate when he was approached by Alberto Alessi. Even Alessi was surprised when Graves's \$25,000 tea service began to **sell.** [Iovine, 2002:15]



Pepper mill, salt shaker for Allessi, 1987 [Iovine, 2002:49]

Alessi quickly commissioned Graves

to do more. "All my

designers have at least a few failures, but not



Finestra Chair for Vecta Al, 1989 [Iovine, 2002:28]

Michael

Graves's love of colour sets him apart from other architects of his generation, who tend to treat timidly beyond a spectrum ranging from silver to white and black. He applies colour with bold conviction. The combination of rust-toned terra-cottas, mustardy ochres, and cerulean blues have become part of the architect's signature.

In his buildings, colour allows the architecture to emerge from the landscape as if it were actually part of it. [Iovine, 2002:19]





Armchairs for the Dorsey Collection, 1990 [Iovine, 2002:38]

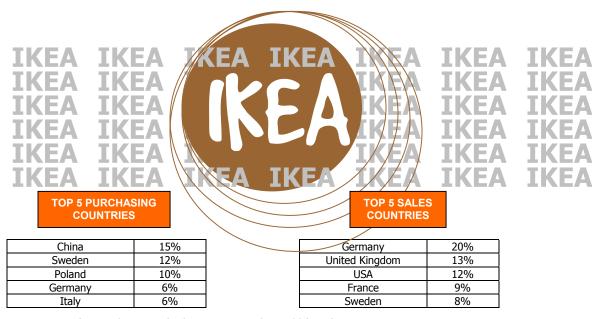


Fig. 19 – Top five purchasing and sales countries in the world (IKEA).

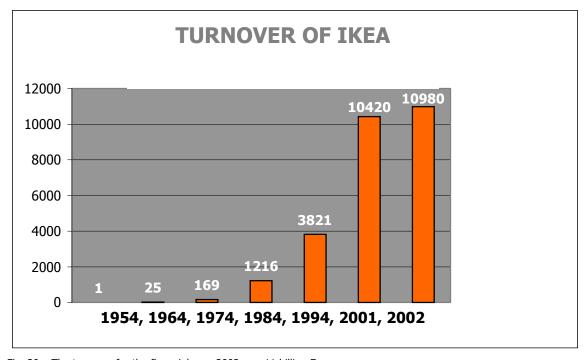


Fig. 20 – The turnover for the financial year 2002 was 11 billion Euro.

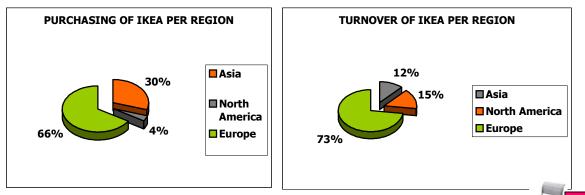


Fig. 21 – Top five purchasing and sales countries in the world (IKEA).

how the ikea group works

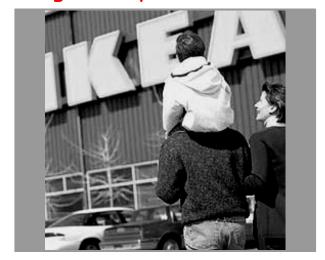
how the IKEA Group works

Work at IKEA is organised in order to match the needs of the customers to the potential of the suppliers in the best possible way.

IKEA co-workers all over the world contribute to this collective effort by their individual involvement in the process from development and production to sales.

[www.ikea.co.uk]





Group Support Functions

Work within the IKEA Group is supported by a total of nine units in Holland (IKEA Services B. V.) and Sweden (IKEA Services AB)

Finance & Treasury	PR & Communications	Social & Environmental Affairs	Property	Risk Management
Legal Affairs	Huma Resoure	•	Retail evelopment	Logistics
IKEA IT Development, maintenance and support of IT solutions	IKEA Food S Strategy purchasing f restaurants, Food Marke bistro	and Support IKEA work Swedish ets and	Retail Equipment olies fittings and ing materials for stores and warehouses	IKEA Raw Material Purchases and sells raw material to IKEA suppliers
IKEA Catalogue Services Produces art work for all versions of the IKEA catalogue		er for D such as ef	IKEA Rail evelops cost- ffective, envi- nentally adapted transport solutions	Travel Policies, contracts and methods development for cost- efffective business travel

Experts and economies of scale

Decentralisation is the maxim at IKEA, but to fully exploit economies of scale, experts in central positions deal with certain key areas – from the food in the store restaurants to the production of IKEA catalogues. In this way these experts too can play their part in keeping IKEA prices low.

[www.ikea.co.uk]

