

Anno 2019

L'approccio allo sviluppo del progetto di business

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Indice

- 14:00 – 14:30, riferimenti organizzativi
- 14:30 – 15:30, Tell me what's you f... Problem
- 15:30 – 16:30, Product vs. Customer Development Model
- 16:30 – 17:00, Pausa
- 17:00 – 18:00, Il team - Open innovation

Vi sono due approcci che certamente si integrano nel processo creativo di start up innovative:

- uno macro economico: R. Solow paradox
- uno micro economico: Dave McClure e Blank

Tell me what's you f... Problem, Dave McClure



<http://vimeo.com/15799330>

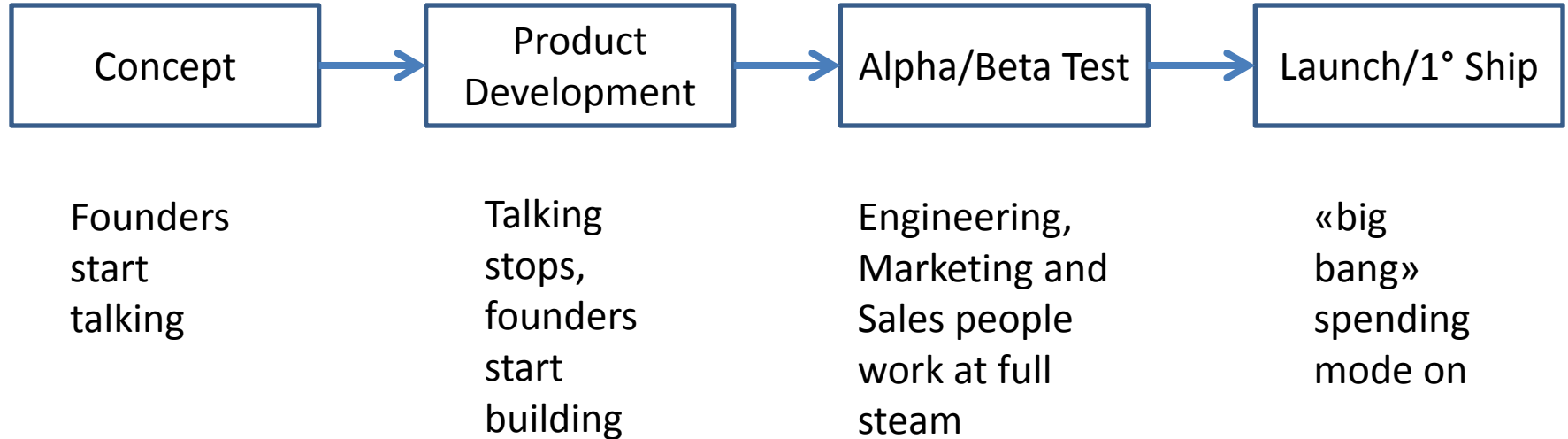
Passi interessanti: 1:45-3:30 – (buone ragioni per fare startup), 11:30-13:00 (parlate con i vostri consumatori), 13:20- 14:40 (raccontate il problema)

Presentare la propria idea

1. Presentate prima di tutto il problema: incuriosire, guardare e parlare con convinzione: chiarire il problema;
2. Create empatia con chi vi ascolta approfondendo il problema;
3. Solo ora, offrite la vostra soluzione come rimedio al problema.

Product Development Model

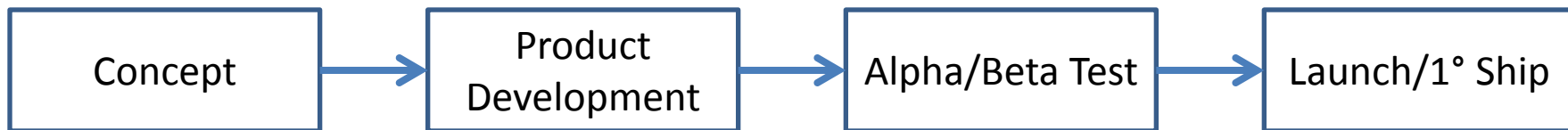
- Product development diagram



- Where are the customers? Lo spettro in Amleto! E' una follia

Product Development Model

- Product development diagram

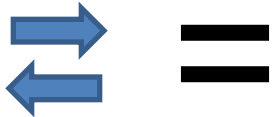
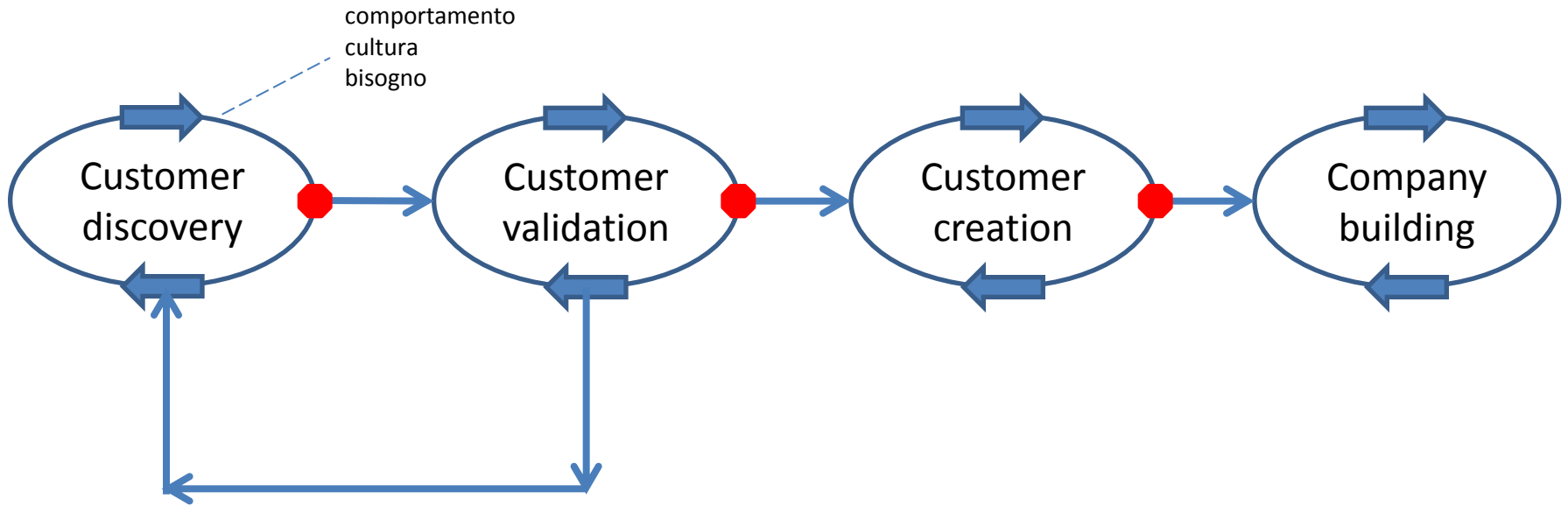


- Where are the customers?
 - Since the majority of startups are going after UNKNOWN markets, they do NOT have a clue where their customers are
 - Product Development model is not only USELESS, it is DANGEROUS!!!

Customer Development Model

- The ugly truth, most startups lack a process for
 - discovering their markets,
 - locating their first customers,
 - validating their assumptions and
 - growing their business.

Customer Development Model



- Unlike Product Development, finding the right customers and market is UNPREDICTABLE and we will screw it up several times before we get it right!
- It is OK to screw it up if you plan to LEARN from it!

Customer Development Model

Step 1: Customer Discovery

- This step involves discovering whether the PROBLEM, the product and customer hypotheses in your business plan are correct
- To do this you need to go OUTSIDE the building, talk to people and learn from them – non sono necessarie grandi ricerche! Validità statistica ai piccoli campioni
- The job here is to see whether there are customers and a market for the founders' vision

Customer Development Model

Step 2: Customer Validation

- The goal here is to build a REPEATABLE sales road map by having a set of customers paying real money for your solution
- If you do that, you corroborate your business model in terms of
 - Market, Customer, Economic Buyer, Pricing, Channel Strategy
- If you find repeatable customers and sales process leading to a PROFITABLE business model, you can move to step 3

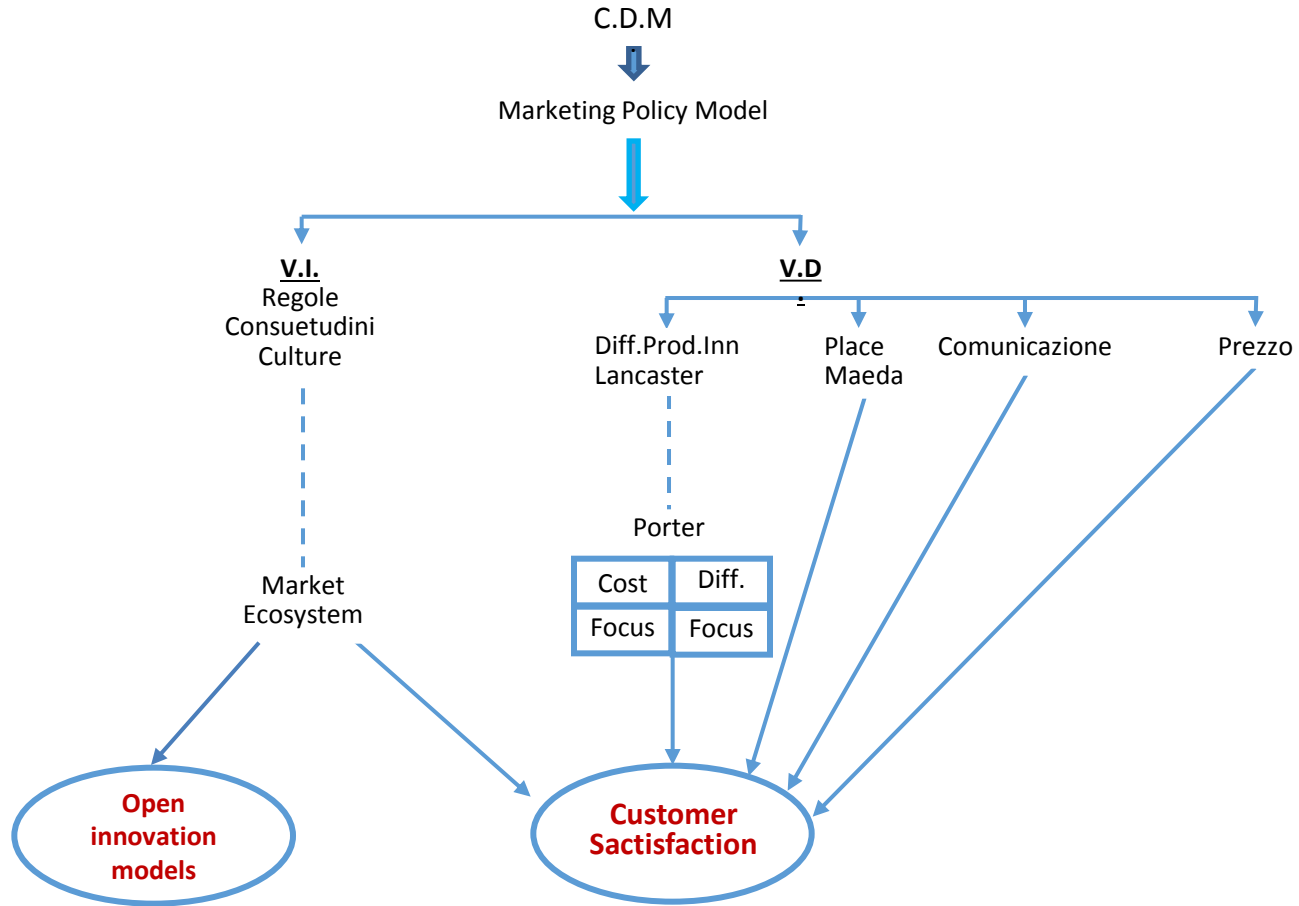
Customer Development Model

Step 3: Customer Cration

- The goal here is to create, identify, define end design end-user demand by HEAVY marketing spending

Step 4: Company Building

- The informal, learning and discovery-oriented Customer Development team is splitted into formal Sales, Marketing nad Business Development departments.



Il team

L'esperimento di Elton Mayo alla Western Electric Company

- Obiettivo, aumentare la produttività di operaie, a basso livello di istruzione
- Ipotesi, concordare con le operaie una pausa caffè nel pomeriggio
- Risultato, produttività aumentata
- Mayo concordò una pausa caffè anche al mattino, ottenendo ancora incremento di produttività

Il team

Collaborare: come dare un senso?

L'esperimento di Elton Mayo alla Western Electric Company, Il parte

- Mayo concordò altre concessioni, ottenendo sempre incrementi di produttività. Esperimento pienamente riuscito.
- Mayo abolì uno dopo l'altro tutti i vantaggi, la produttività NON diminuì.

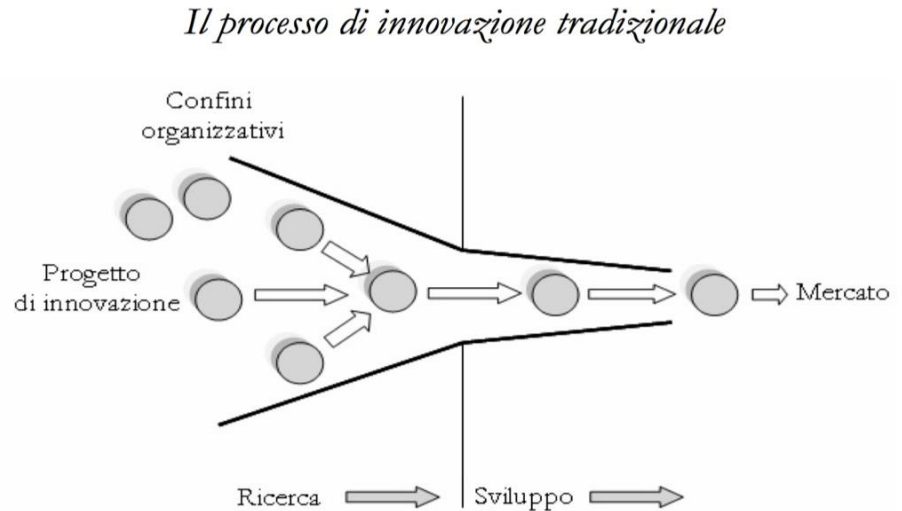
Cosa scatenò l'aumento di produttività in questo esperimento?

Open innovation

non abbiate paura a condividere

Closed model principles

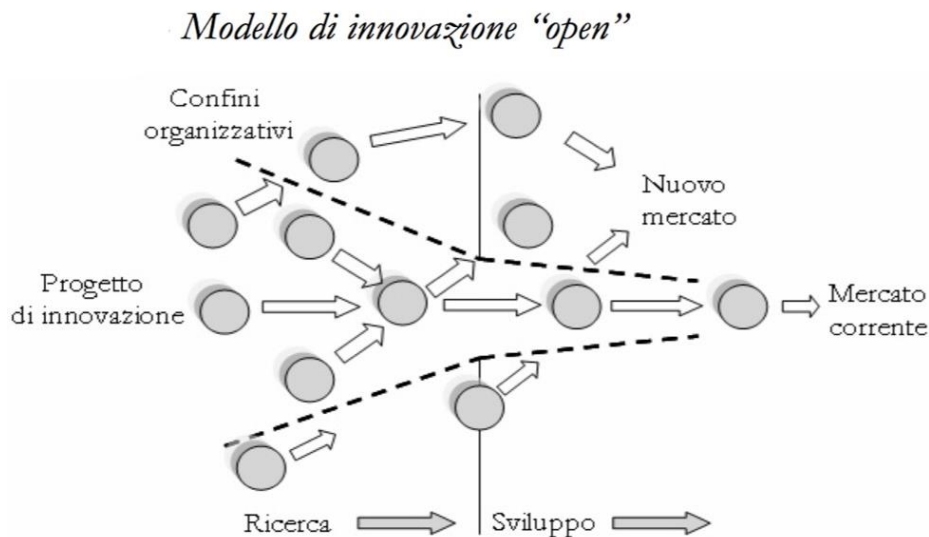
- i. The smart people in our field work all for us.*
- ii. To profit from R&D, we must discover it, develop it, and ship it ourselves.*
- iii. If we discover it ourselves, we will get it to market first.*
- iv. The company that gets an innovation to market first will win.*
- v. We should control our IP, so that our competitors don't profit from our ideas.*



Open innovation

Open model principles

- i. Not all the smart people fork for us.*
- ii. External R&D can create significant value; internal R&D is needed to claim some portion of that value.*
- iii. We don't have to originate the research to profit from it.*
- iv. Building a better business model is better than getting to market first.*
- v. We should profit from others' use of our IP, and we should buy others' IP whenever it advances our own business model.*

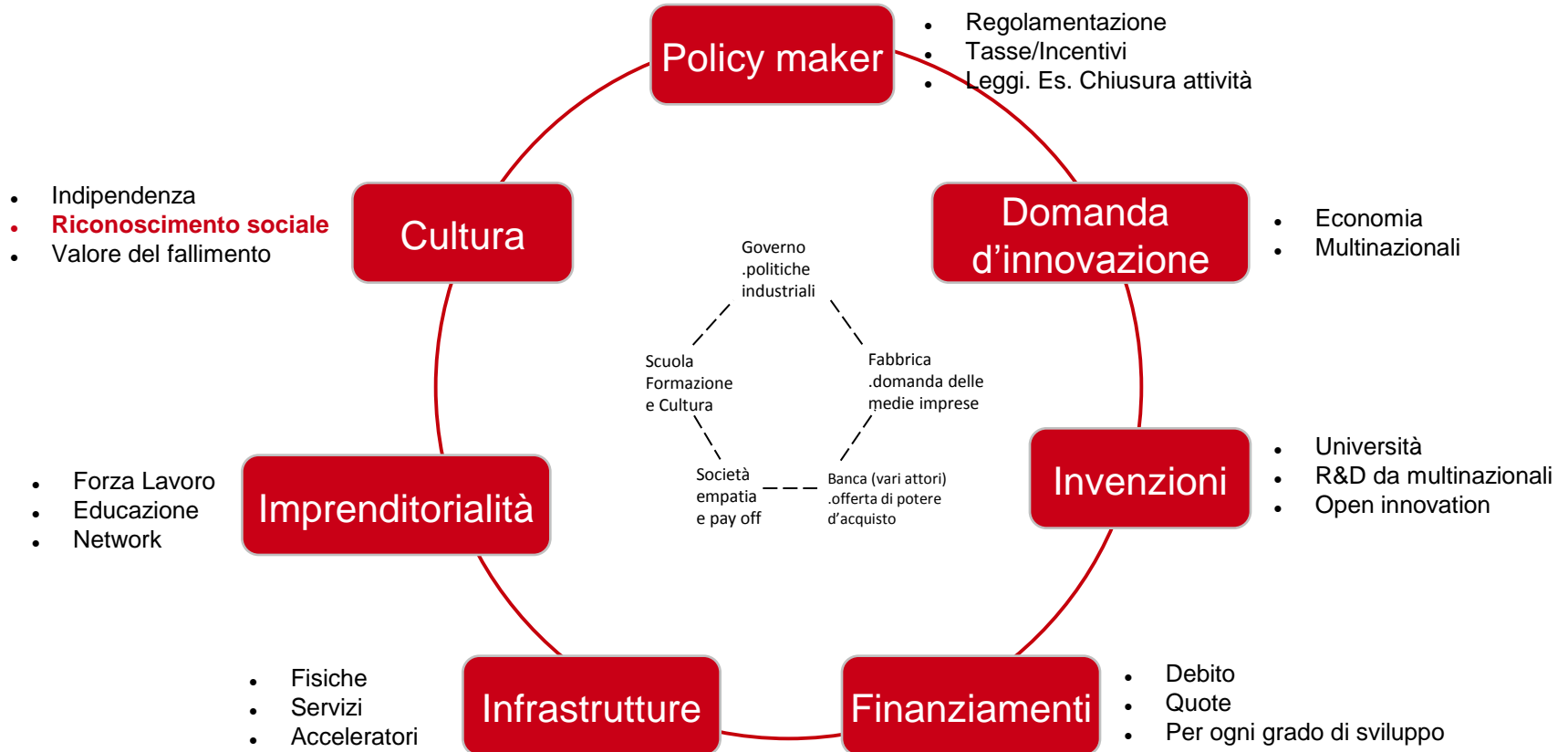




Source: <http://resourcedesignlab.files.wordpress.com/2013/04/mouse.jpg>

Il modello di Open Innovation funziona bene in particolari ambienti

Stilizzazione di un ecosistema dell'innovazione «perfetto»



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