# START-GAP. Piattaforma di assistenza per start-up e PMI innovative della regione Umbria

## WEBINAR2 – COME FACCIAMO?

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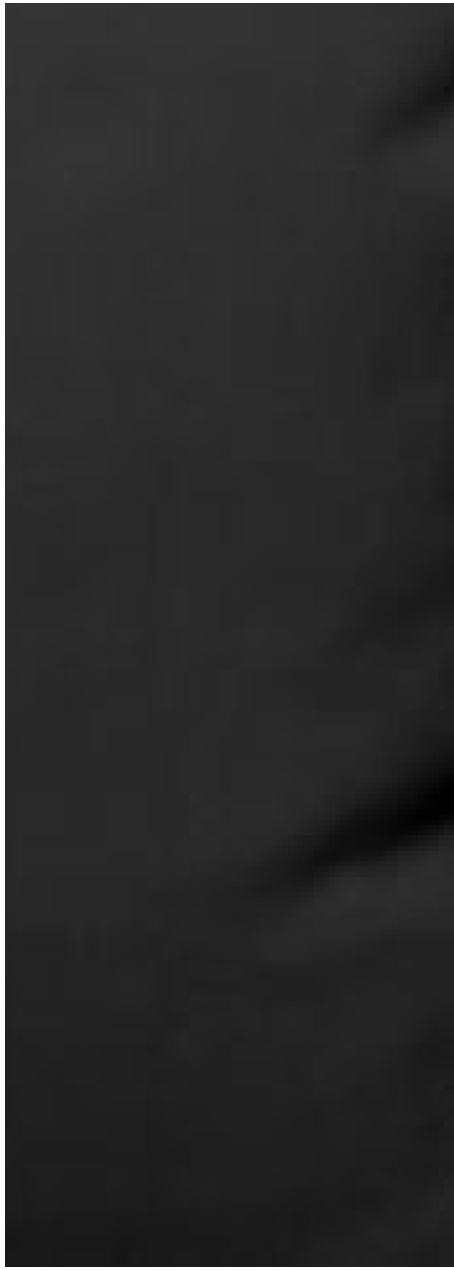
23/10/2020 - Sviluppumbria

# IL 92% DELLE START-UP FALLISCE ENTRO IL PRIMO ANNO DI ATTIVITA’



# Cruscotto di Indicatori Statistici - Dati nazionali

Report con dati strutturali

# Startup innovative

## 10 Distribuzione società in utile e in perdita

| Anno bilancio 2018 | Società in utile | | Società in perdita | | % Totale | Totale |
|---|---|---|---|---|---|---|
| | % sul totale | Valore della produzione totale | % sul totale | Valore della produzione totale | | Valore della produzione totale |
| Startup innovative | 48,15 | 757.070.615 | 51,85 | 281.918.530 | 100,00 | 1.038.989.145 |
| Nuove società di capitali | 67,24 | 48.986.475.506 | 32,76 | 10.058.278.784 | 100,00 | 59.044.754.290 |

# **The Corporate Innovation Ecosystem:** Understanding the Players, Tensions, and Key Strategic Questions

XPLANATIONS by XPLANE

Why is corporate innovation so difficult? A broad coalition of players, inside and outside of your organization, must be aligned for real innovation to take hold—and the different constituencies don't always share the same motivations and incentives. Use this map and the discussion questions below to engage the players, start conversations, and build a shared understanding of common goals, so that you can work together to make meaningful progress.

# UN ECOSISTEMA EMERGE NON PUÒ ESSERE INVENTATO

## THE CORE

The core business is the source of profits and power. When it's doing well, there's little hunger for real innovation. When it's struggling, the first impulse is to cut costs rather than invest in new products and services. Without long-term support from executives in the core, innovation efforts fail.

1 **CEO and Lead[...] p Team**
At some compani[...] sole [...]-level ex[...] is the [...] innovation cheer[...] r. Innovati[...] benefit from broader support [...] ghout the [...] business, tho[...] gh it's best to avoid [...] ing a 20-person innovation committee that c[...] d plenty of reasons to kill promising projec[...].

2 **Business Unit[...]**
Business units te[...] want increm[...] ideas [...] can deliver revenue i[...] short-term, rather than disruptive innovations that [...] undercut the current offering.

3 **IT,** 4 **Finance** [...] **HR, and** 6 **Marketing**
Some of these fu[...] s can slow the mo[...] of innovation teams [...] lling on risks or fo[...] llowing "standard proced[...] Some may feel they should own innovation. It's b[...] start cultivating allies early rather than late.

7 **Corporate Dev[...] ment**
"Buying innovati[...] rough acquisitions is something many companies [...] over organic innovation, though the price can be s[...]

8 **Research and Development**
Companies with long-standing R&D groups sometimes feel frustrated. Should all ideas about the future of the business come from R&D? These groups can also be insular and reluctant to source solutions from outside the company. But R&D done right can attract top talent and create competitive advantage.

9 **Sales and Support**
Sales can be a rich source of insights about customer problems, which innovation groups would be wise to address. The sales and support teams can also gripe about selling something that's tough to support, priced too low, or relies on a different business model.

**DISCUSSION QUESTION:**

What incentives can you put in place for these constituencies to embrace new ideas and help launch them, rather than poking holes and withholding resources?


## NEW INNOVATION INITIATIVES

Innovation initiatives tend to sit at the edge of the business, without the same resources or attention as the core.

10 **Innovation Theater**
Coming soon...the splashiest spectacle you've ever seen! Watch the CEO pass out trophies. Marvel as a visiting keynote speaker shares the secrets to brilliant ideas in 60 minutes or less. It can be exciting the first time around, but will people return for the sequel?

11 **Innovation Labs and Incubators**
At their best, innovation labs create a new place for exploring new technologies, building prototypes, and collaborating with customers. At their worst, they're Disney-esque showcases intended to impress visitors and prospective hires.

12 **Corporate Accelerators**
With the right structure and marketing, accelerators can attract startups working in your industry, and potentially spark investments, pilot tests, and partnerships.

13 **Skunk Works**
Insulated from near-term demands, this crew can focus on "blue sky" projects with major potential. The risk? Insufficient support from the core business when it's time for launch.

**DISCUSSION QUESTIONS:**

What is the expected outcome from your innovation initiative, over what timeframe? What resources will you need?

## STARTUP ECOSYSTEM

With so many meetings, it can be tough for executives to escape the building. Innovation teams seek to change that dynamic by creating new ways to connect with 14 startups, 15 university researchers, 16 venture capitalists, and even 17 solo inventors who may supply winning solutions to a crowdsourcing competition.

**DISCUSSION QUESTIONS:**

How can you reduce the friction of working with outsiders, and position your company as the "collaborator of choice" in your industry?

## CUSTOMERS

At most companies, sales and marketing departments feel like they "own" the customer relationship, but a growing number of companies embracing the concepts of "lean startup," "design thinking," or "customer co-creation" are allowing more employees to interact with customers. Even when this doesn't result in new revenue, it can strengthen customer loyalty, which is always a win.

**DISCUSSION QUESTIONS:**

What barriers exist to bringing customers into the innovation process? How can you quickly test new concepts with them?

INNOVATION Learn more about these players and

![GUIDA StartUp]

GUIDA
StartUp

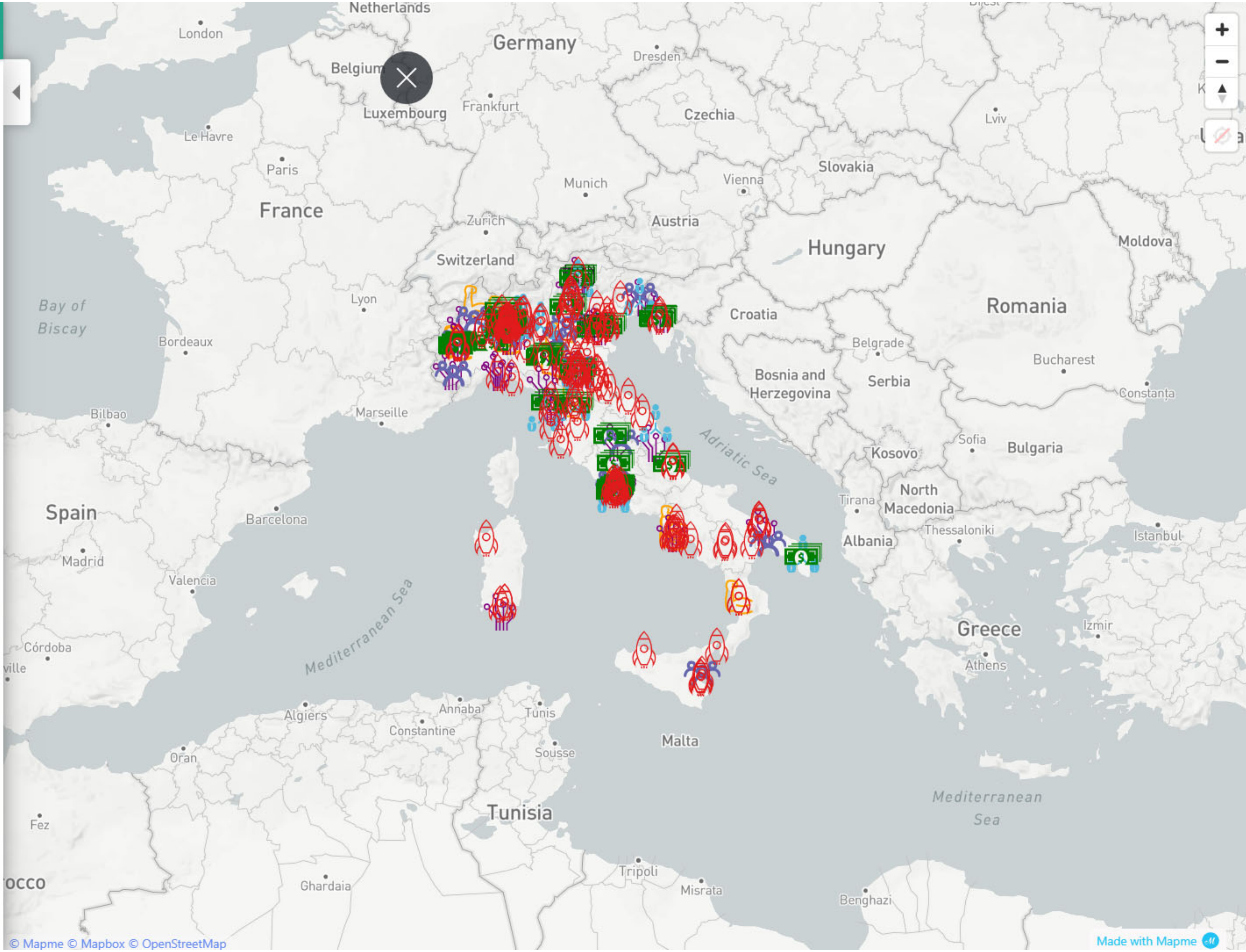
## Mappa della Rainforest italiana

Guida Startup by Nuvolab [ Aggiornata al 05/08/20 ]

Questa mappatura, aggiornata grazie ai feedback di tutti i player dell'ecosistema innovazione italiana, fornisce una guida dettagliata, gratuita, inclusiva e aperta di tutti gli abilitatori del mondo innovazione attivi in Italia. Contattaci per eventuali richieste di collaborazione! ...

Aggiungiti alla Mappa

| | |
|---|---|
| Incubators & Accelerators | 151 |
| Investors | 75 |
| Crowdfunding Platforms | 27 |
| Media | 12 |
| Communities | 28 |
| Technology Parks | 32 |
| Empowerment Programs | 25 |



# La strategia nazionale per le startup e le PMI innovative

## Scheda di sintesi

Ottobre 2020

**Ministero dello Sviluppo Economico**
**Direzione Generale per la Politica Industriale, l'Innovazione e le PMI**

# WORST PRACTICE IS THE NEW BEST PRACTICE

# Tante caratteristiche vincenti non fanno un prodotto vincente


# AL CLIENTE INTERESSA QUELLO CHE EMERGE, NON QUELLO CHE C'E' DIETRO


CASCO COVID

METROP
OLIQUE

# IL PERCORSO PER IL MERCATO

# CONTROLLABILE E INCONTROLLABILE

# MADETICKET

# NEW NORMAL 2.0

- Chi sono oggi i nostri clienti?
- Di cosa hanno realmente bisogno e di cosa non hanno più bisogno?
- Chi sono oggi i nostri “non-clienti” e cosa è cambiato rispetto a qualche mese fa?
- Ha senso fare ciò che stiamo facendo?

*“To build the pedestal or not to build the pedestal? That is the question..”*

IDEA

TEAM

RISORSE

BUDGET

# PROGETTO

CLIENTI

VALORE

RISULTATI

MANAGEMENT

OBIETTIVI

# DEFINIZIONE DELLO START

## 1 DESCRIZIONE PROGETTO (MAX 15 PAROLE)

Inserire la descrizione del progetto, NON del soggetto. Max 15 parole

## 2 ETÀ

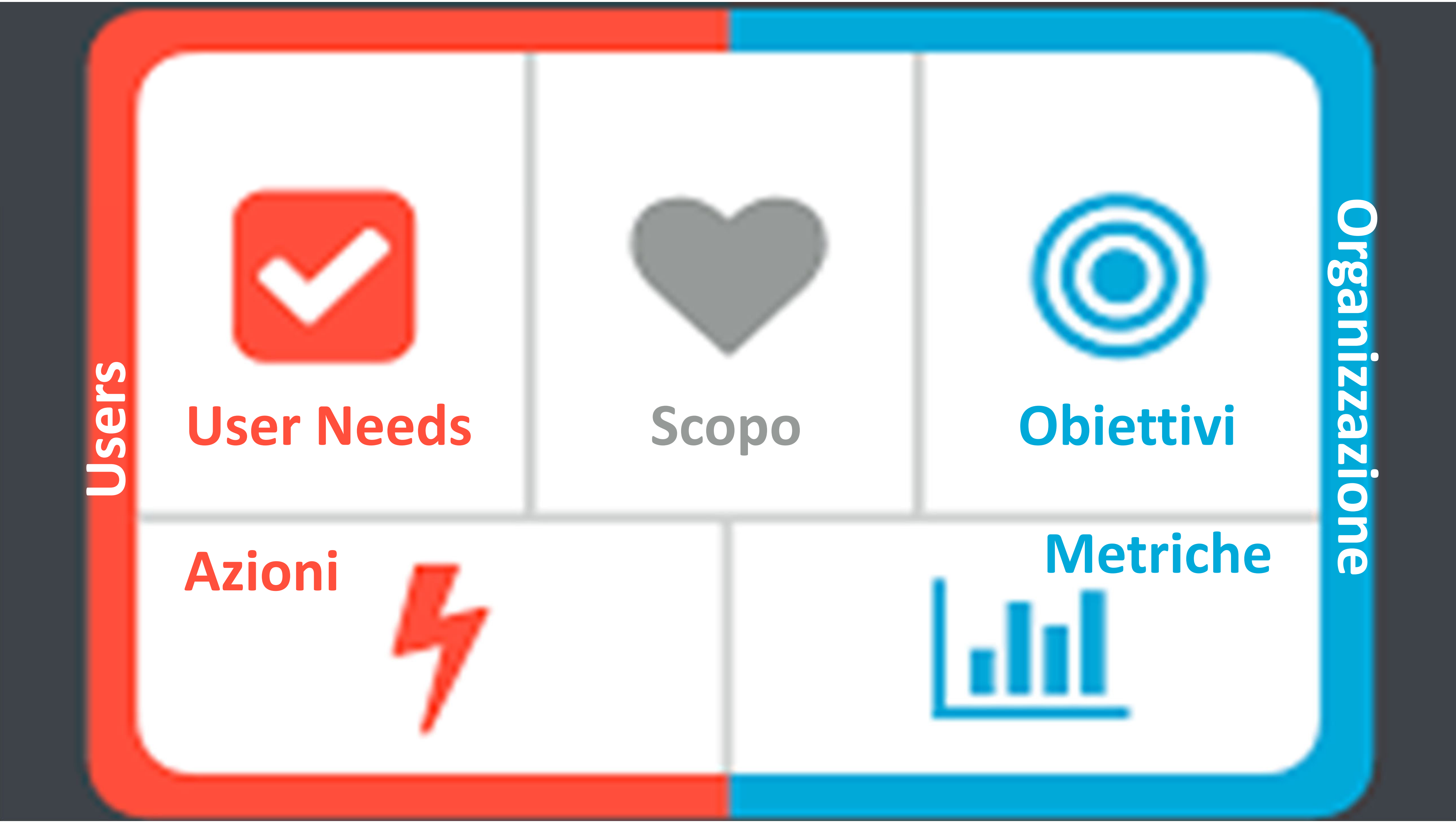
Nel caso delle non-imprese: età del focus sulle start-up

## 3 PRESENZA SUL MERCATO

Indicare il segmento di mercato prevalente, e la tipologia di presenza sul mercato: non si intendono solo i clienti attivi, ma qualsiasi attività di "avvicinamento"

## 4 LINK

Sito web, Linkedin, FB, Instagram, ...)


Users
User Needs
Scopo
Obiettivi
Organizzazione
Azioni
Metriche

# Caratteristiche degli indicatori

| | |
|---|---|
| **Specifici** | Identificare ed eliminare le ambiguità |
| **Misurabili** | Pianificare i test e i controlli |
| **Verificabili** | Consentire l'analisi dei risultati parziali e finali |
| **Condivisibili** | Identificare gli attori che li condividono |
| **Concreti** | Indicare il livello di potenziale raggiungimento |
| **Classificabili** | Peso e priorità |
| **Formalizzabili** | Su contratti e documenti |
| **Suddivisibili** | Determinare il livello di convergenza tra fornitore e cliente |

Progetto: ____________________

USERS

## User needs

Bisogni o desideri degli utenti

Difficoltà ⟷ Motivatori

## Scopo

Il progetto è importante perchè l'obiettivo è...

## Obiettivi

Risultati attesi per l'organizzazione:

Lungo termine ⟷ Breve termine

ORGANIZZAZIONE

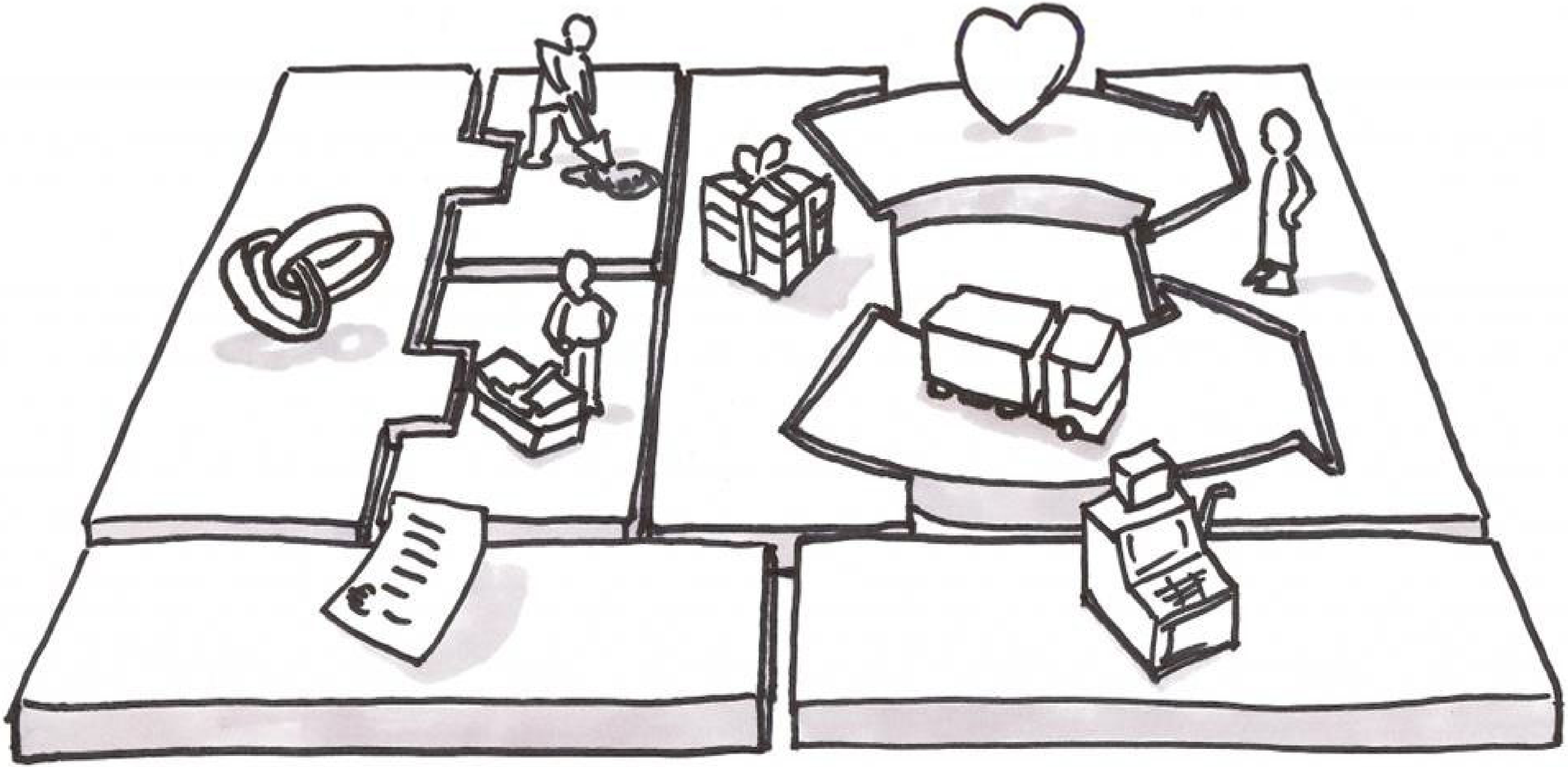
## Azioni

Azioni specifiche da parte degli utenti

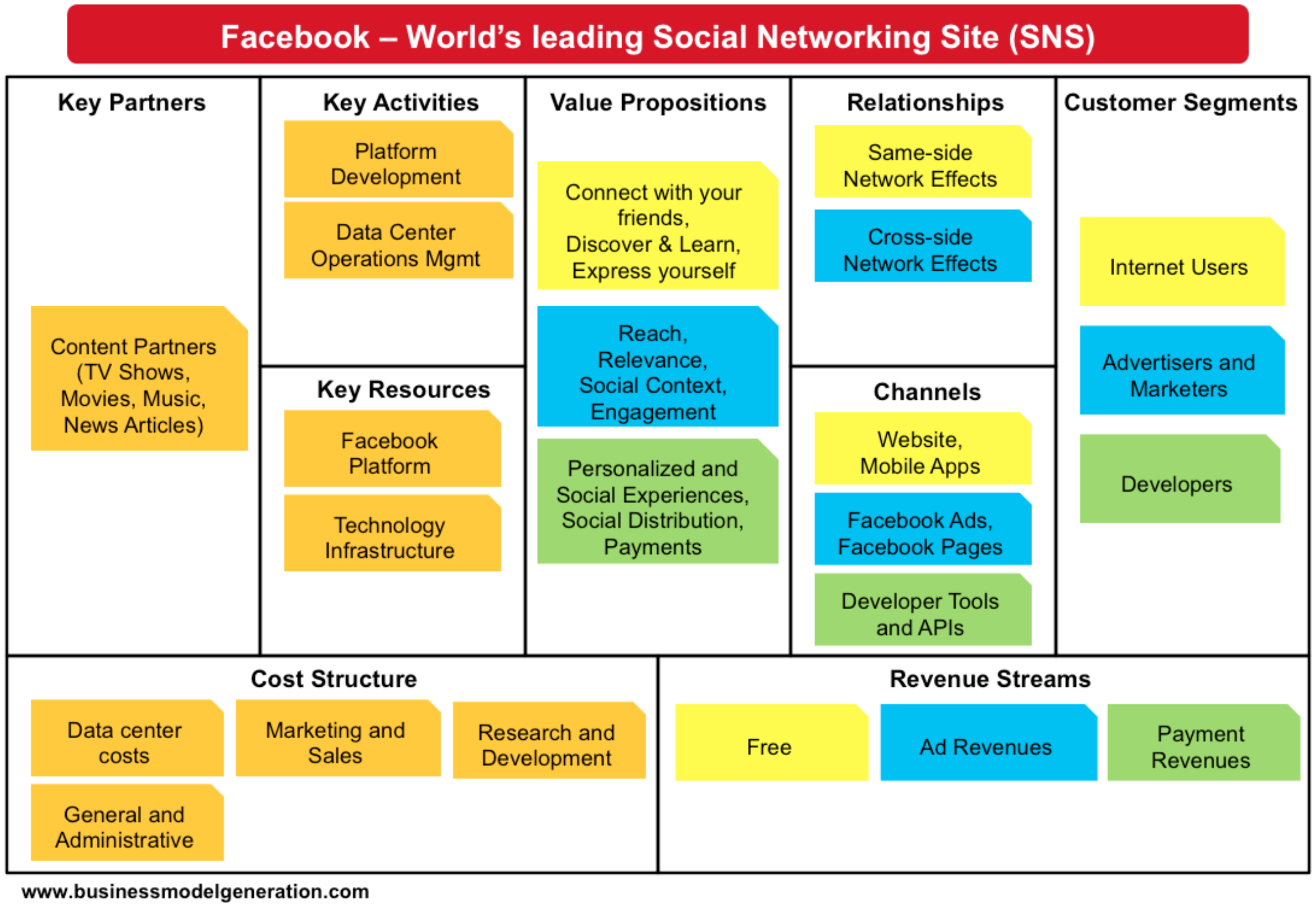
## Metriche

Indicatori per la misurazione del successo del progetto:

# IL BUSINESS MODEL CANVAS

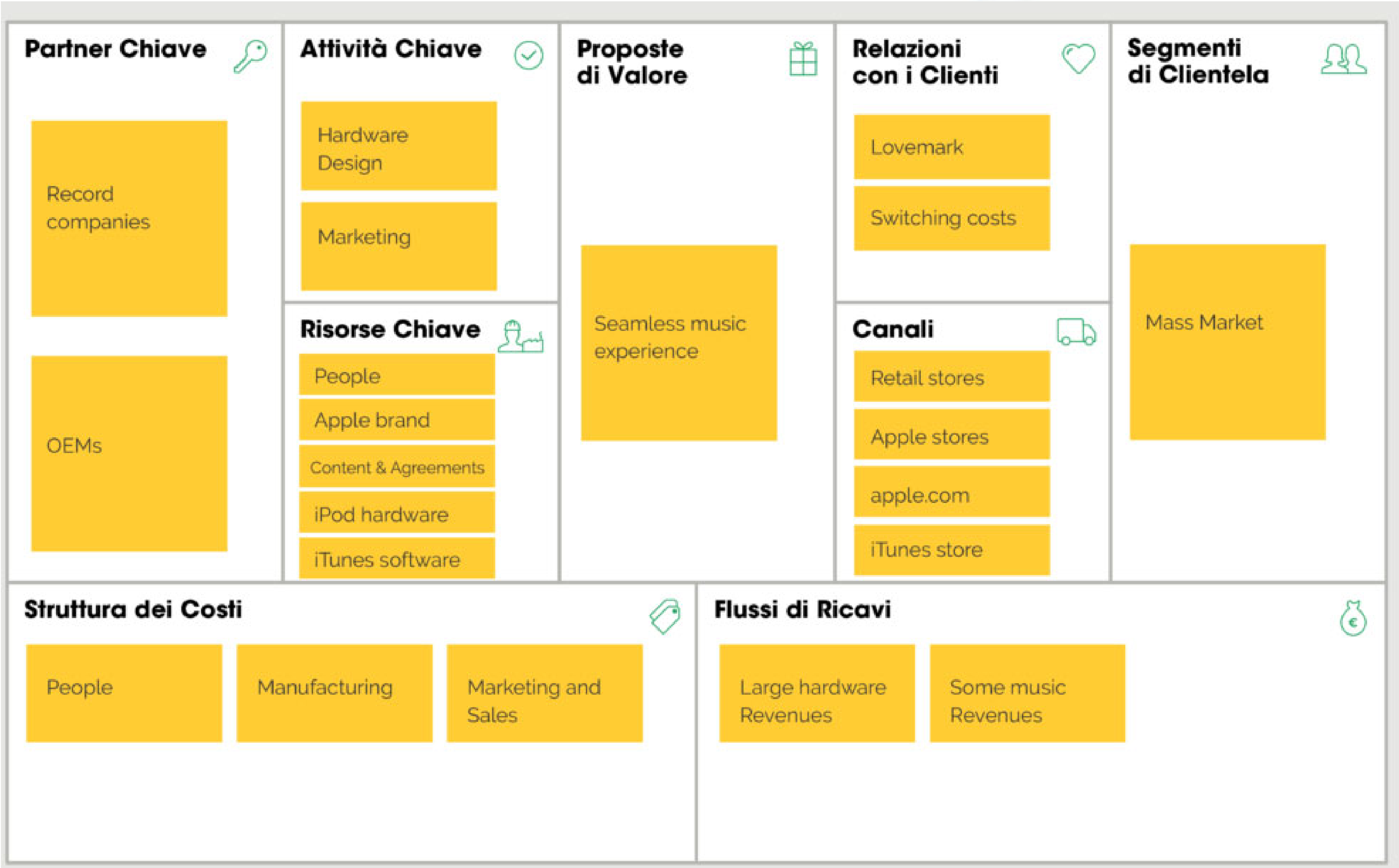


# ALCUNI CASI ESEMPLARI



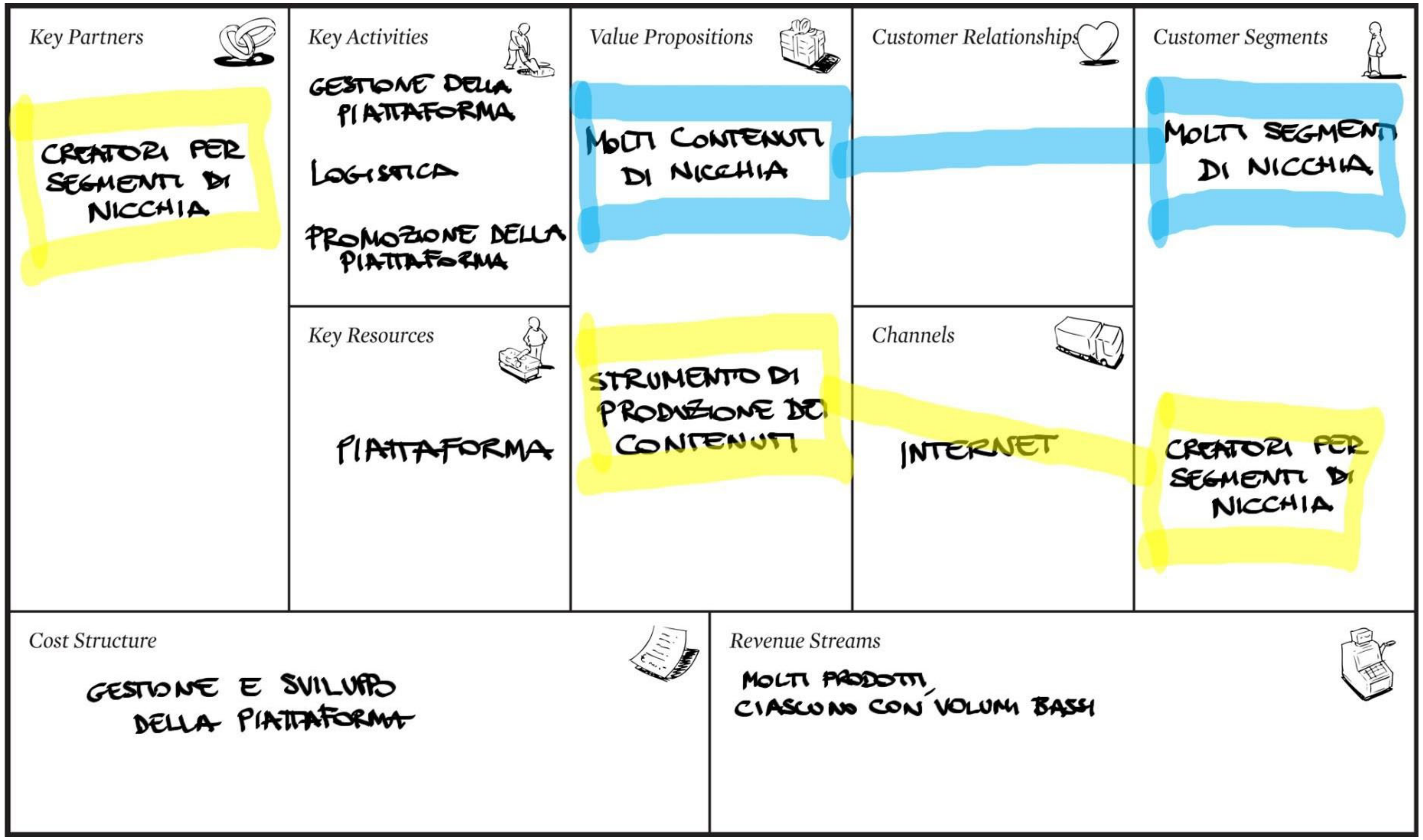

http://www.businessmodelcanvas.it/case-studies/facebook.html

# ALCUNI CASI ESEMPLARI




http://www.businessmodelcanvas.it/case-studies/apple.html

# ALCUNI CASI ESEMPLARI




http://www.businessmodelcanvas.it/case-studies/lego.html

# The Business Model Canvas

**Designed for:**

**Designed by:**

**On:**

**Iteration:**

## Key Partners

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

MOTIVATIONS FOR PARTNERSHIPS
*Optimization and economy*
*Reduction of risk and uncertainty*
*Acquisition of particular resources and activities*

## Key Activities

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue streams?

CATEGORIES
*Production*
*Problem Solving*
*Platform/Network*

## Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

TYPES OF RESOURCES
*Physical*
*Intellectual (brand patents, copyrights, data)*
*Human*
*Financial*

## Value Propositions

What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

CHARACTERISTICS
*Newness*
*Performance*
*Customization*
*"Getting the Job Done"*
*Design*
*Brand/Status*
*Price*
*Cost Reduction*
*Risk Reduction*
*Accessibility*
*Convenience/Usability*

## Customer Relationships

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

EXAMPLES
*Personal assistance*
*Dedicated Personal Assistance*
*Self-Service*
*Automated Services*
*Communities*
*Co-creation*

## Channels

Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

CHANNEL PHASES
*1. Awareness*
*How do we raise awareness about our company's products and services?*
*2. Evaluation*
*How do we help customers evaluate our organization's Value Proposition?*
*3. Purchase*
*How do we allow customers to purchase specific products and services?*
*4. Delivery*
*How do we deliver a Value Proposition to customers?*
*5. After sales*
*How do we provide post-purchase customer support?*

## Customer Segments

For whom are we creating value?
Who are our most important customers?

*Mass Market*
*Niche Market*
*Segmented*
*Diversified*
*Multi-sided Platform*

## Cost Structure

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

IS YOUR BUSINESS MORE:
*Cost Driven (leanest cost structure, low price value proposition, maximum automation, extensive outsourcing)*
*Value Driven (focused on value creation, premium value proposition)*

SAMPLE CHARACTERISTICS:
*Fixed Costs (salaries, rents, utilities)*
*Variable costs*
*Economies of scale*
*Economies of scope*

## Revenue Streams

For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

TYPES:
*Asset sale*
*Usage fee*
*Subscription Fees*
*Lending/Renting/Leasing*
*Licensing*
*Brokerage fees*
*Advertising*

FIXED PRICING
*List Price*
*Product feature dependent*
*Customer segment dependent*
*Volume dependent*

DYNAMIC PRICING
*Negotiation( bargaining)*
*Yield Management*
*Real-time-Market*