

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

WEBINAR3 - COSA FACCIAMO E COME COMUNICHIAMO?

Ing. Fabrizio Rufo
rufo.fab@gmail.com

29/10/2020 - Sviluppumbria



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

WEBINAR1 - CHI SIAMO? DOVE ANDIAMO?

Ing. Fabrizio Rufo
rufo.fab@gmail.com

21/10/2020 - Sviluppumbria



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

WEBINAR2 - COME FACCIAMO?

Ing. Fabrizio Rufo
rufo.fab@gmail.com

23/10/2020 - Sviluppumbria



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WEBINAR3 - COSA FACCIAMO E COME COMUNICHIAMO?

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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..”

Voilà

CLIENTI

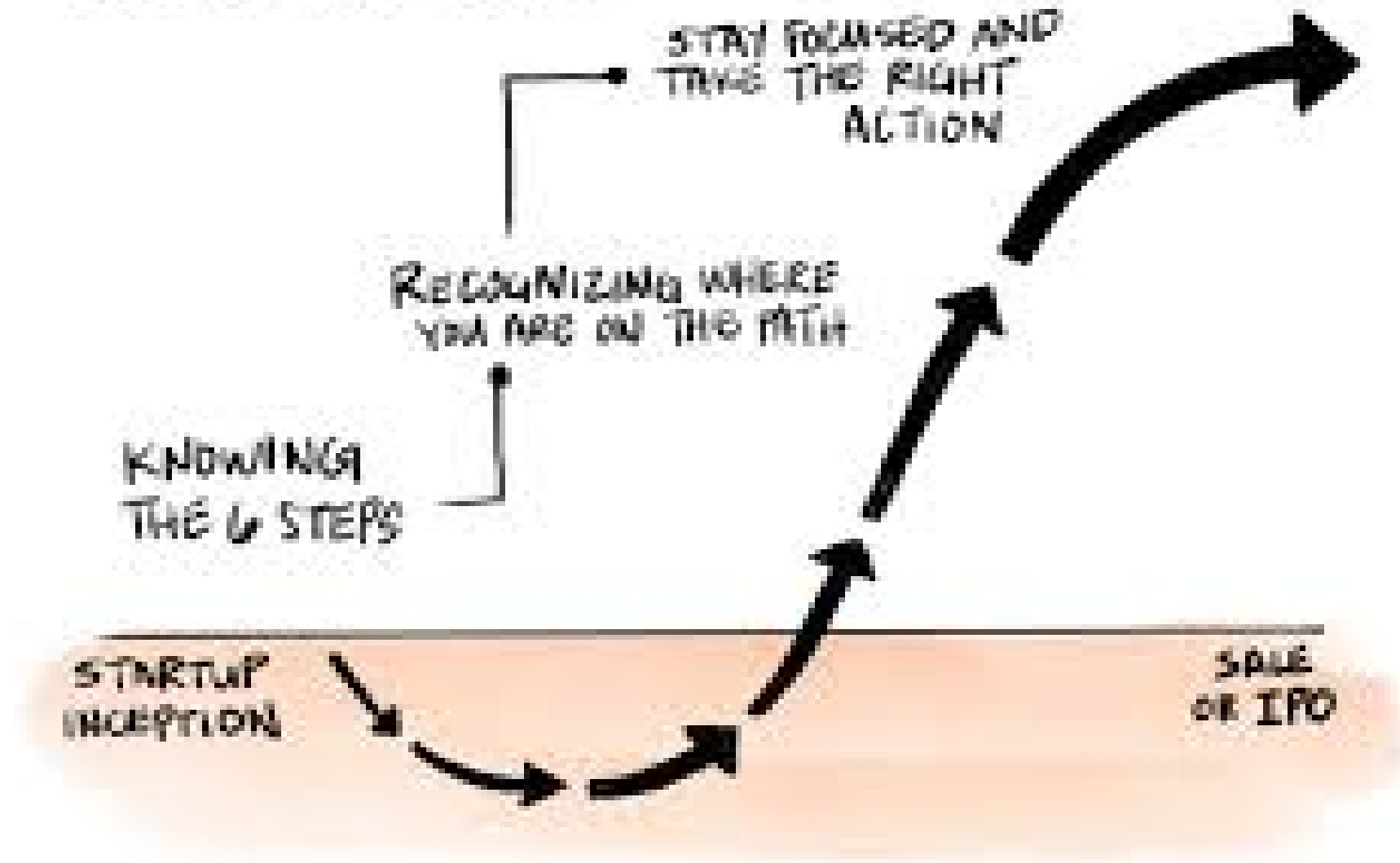
A brown and white dog is shown in profile, eating from a green bowl. The background is a blue wall with white line-art icons of various dog-related items like bones, hearts, and houses. The text "Dogs are eating dog food.." is written in large, bold, yellow letters with a black outline, positioned over the dog and the bowl.

Dogs are
eating dog food..

TRACTION

THE BIG IDEA:

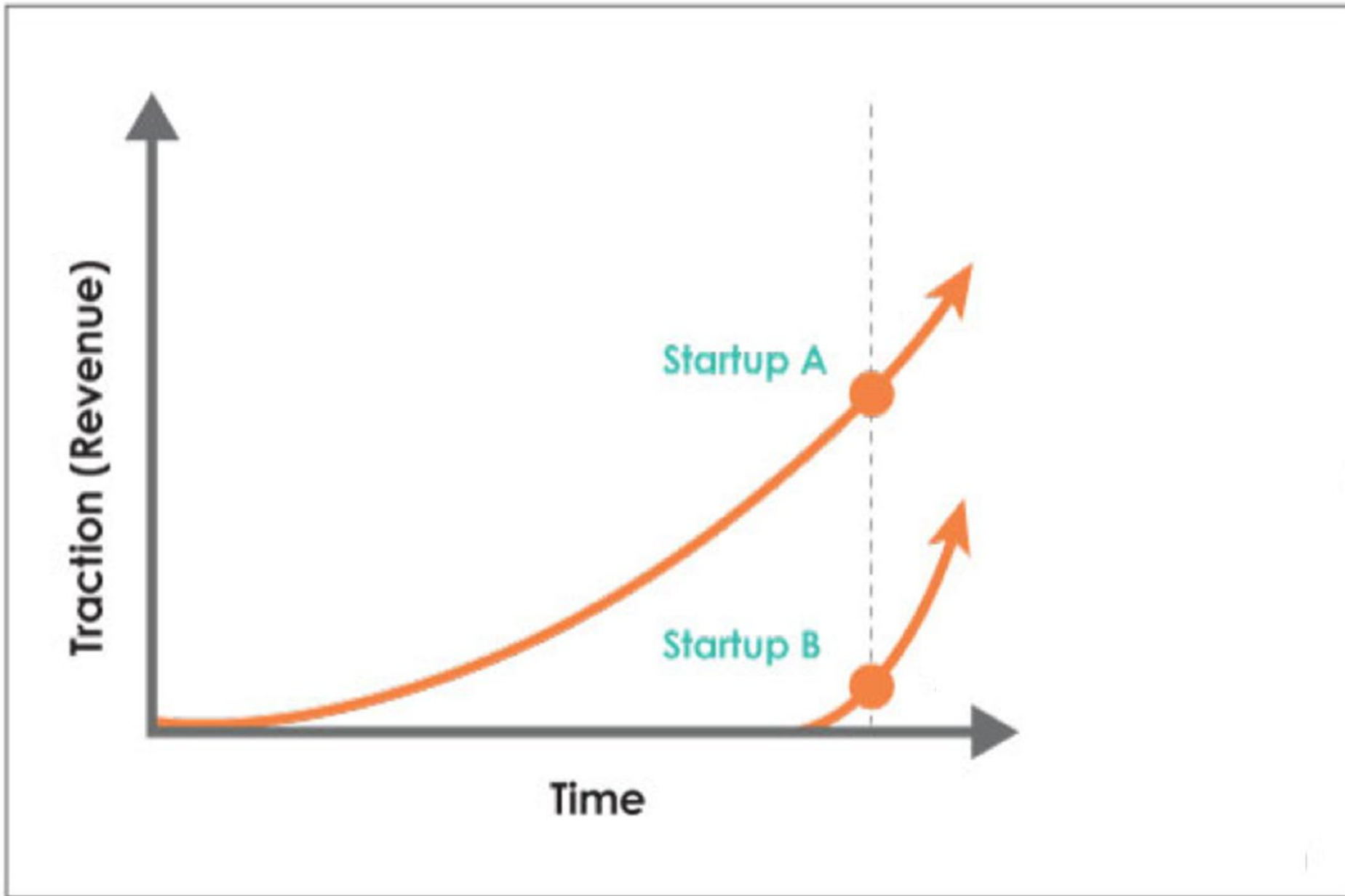
FOCUS ON WHERE YOU ARE ON THE PATH

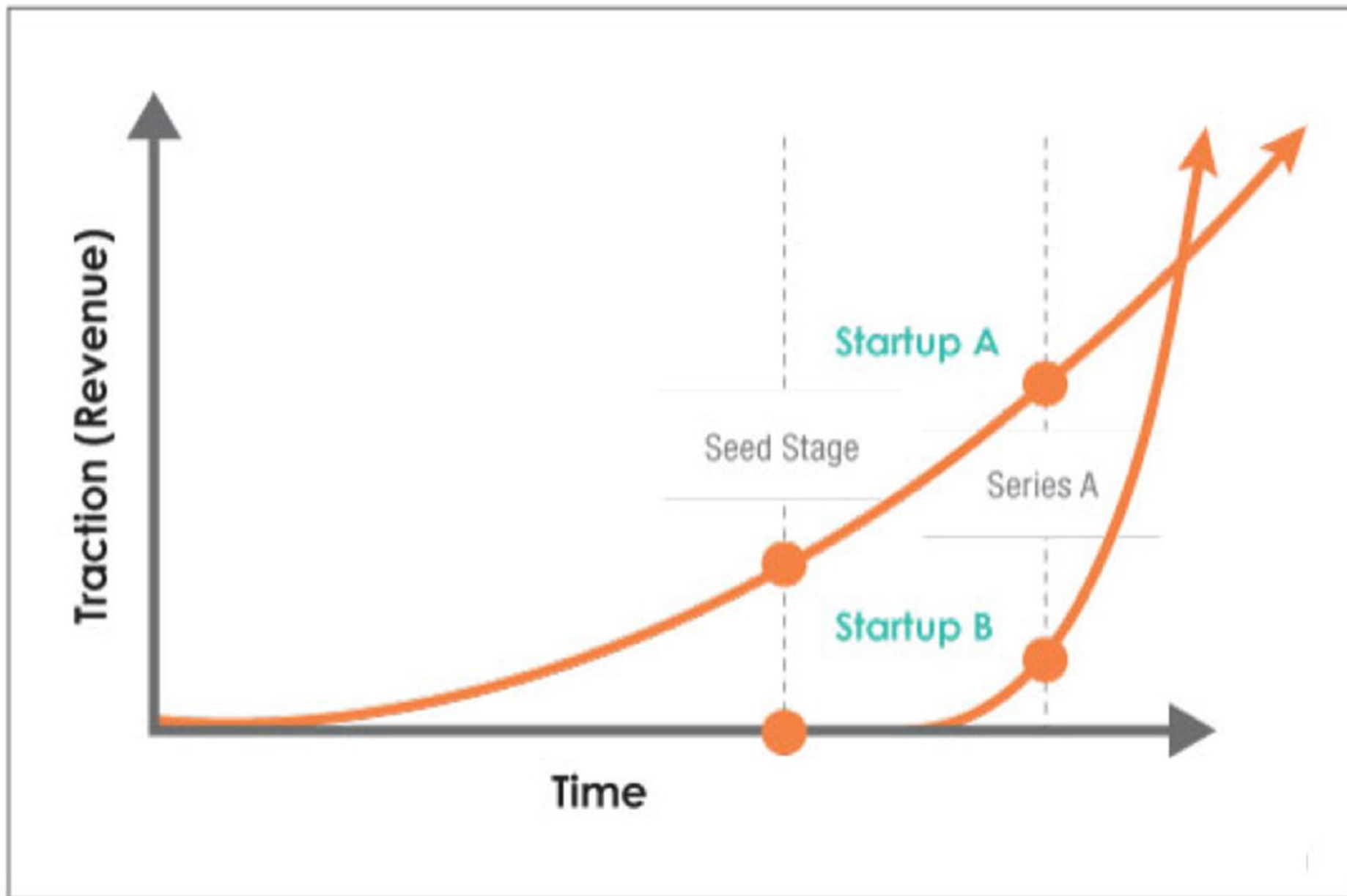


MAPPA DELLE START-UP IN ITALIA PER REGIONE



1. AGEVOLAZIONI FISCALI E FINANZIARIE
2. CULTURA PROTEZIONISTICA
3. LENTEZZA DI INGRESSO NEL MERCATO
4. RICORSO ALLA FINANZA AGEVOLATA





CANALI DI TRACTION



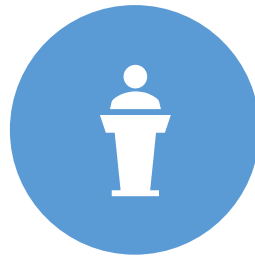
SMOKE TEST



DEMO/MVP



LANDING PAGE



PITCH



PROJECT



PRESENTAZIONE

START GAP

PERCORSO

Start

Business
Model

Analisi

Project
Design

Presentazione

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”

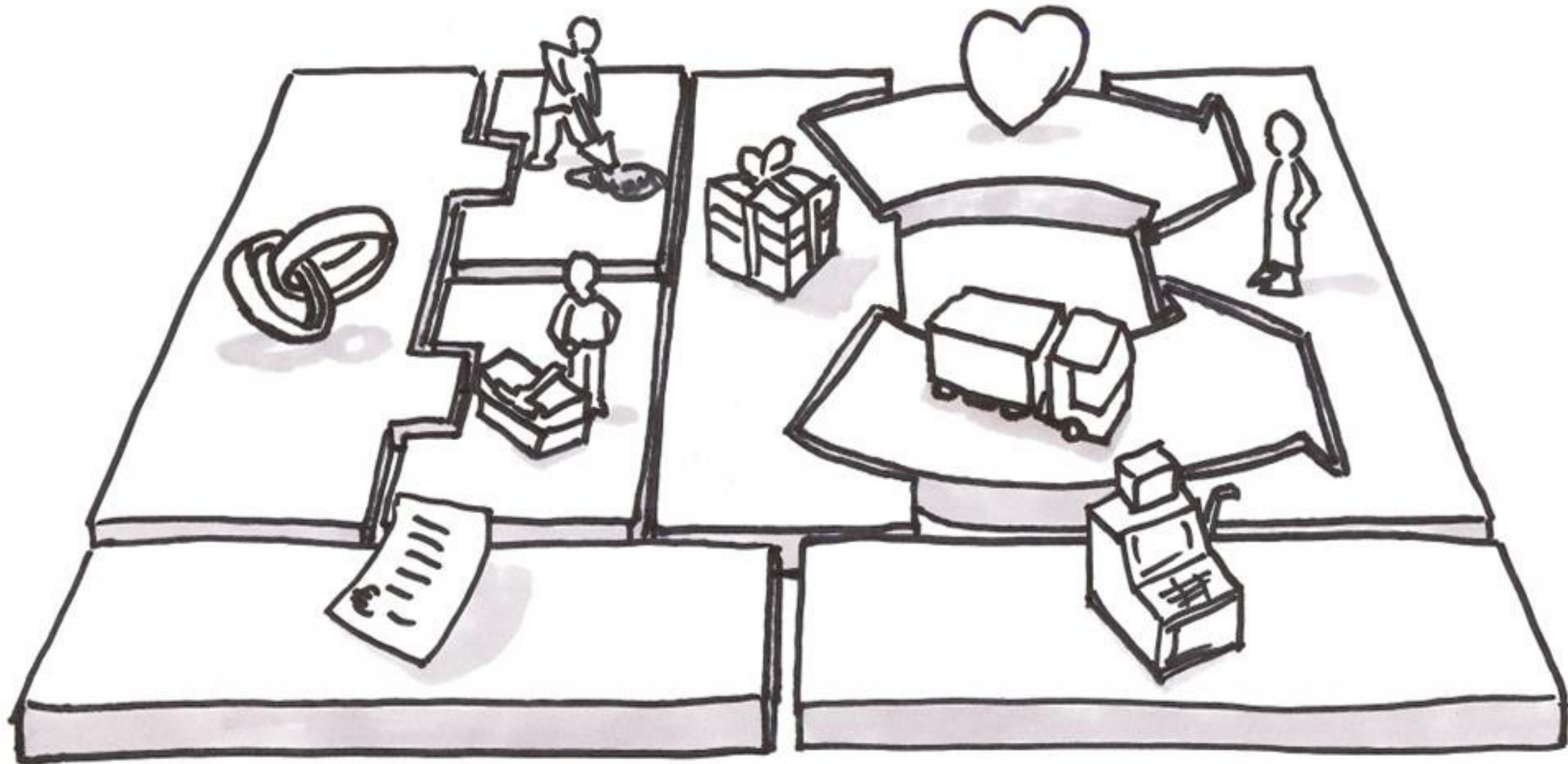
4 LINK

Sito web, LinkedIn, FB, Instagram, ...)

Progetto:



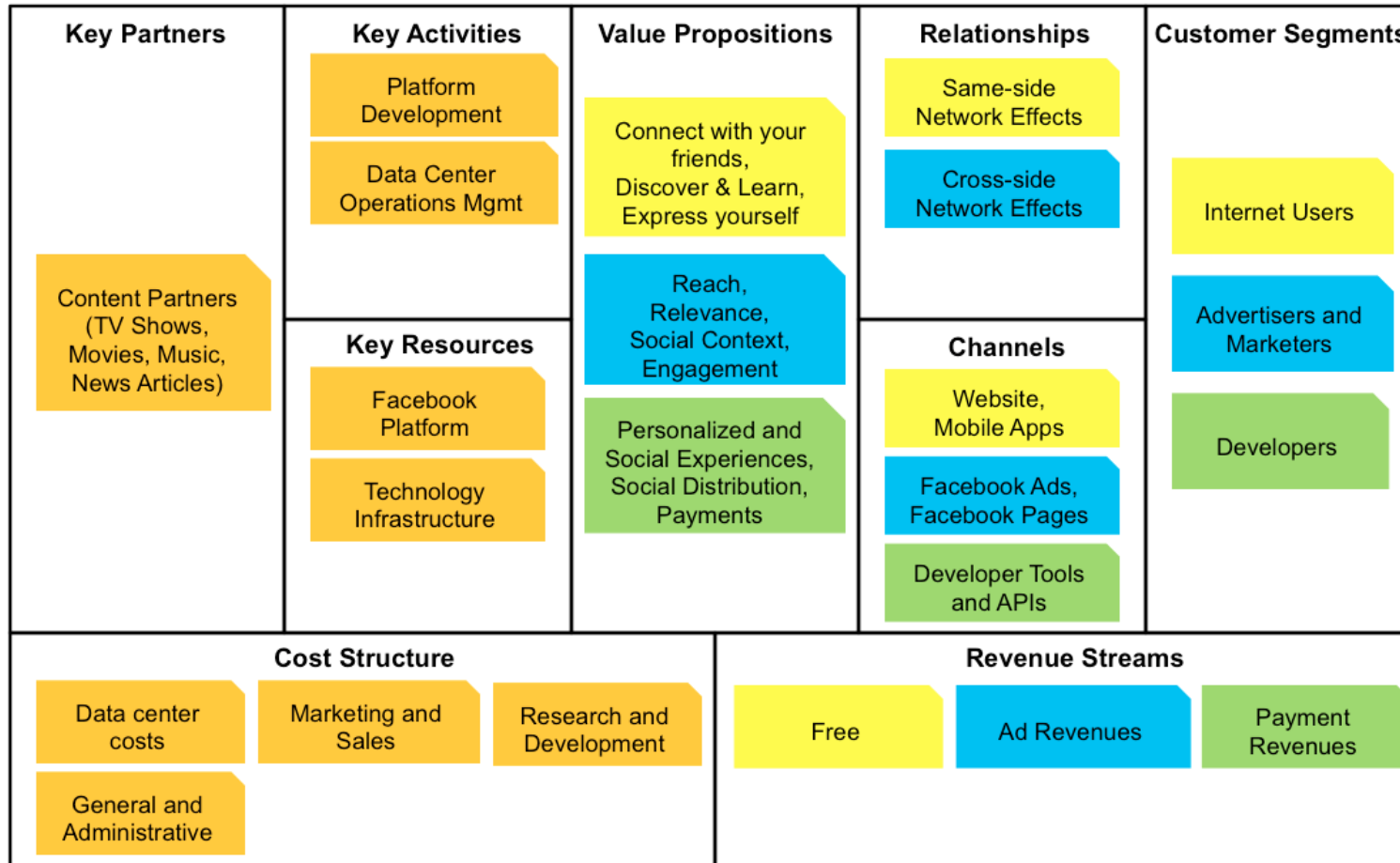
IL BUSINESS MODEL CANVAS



ALCUNI CASI ESEMPLARI



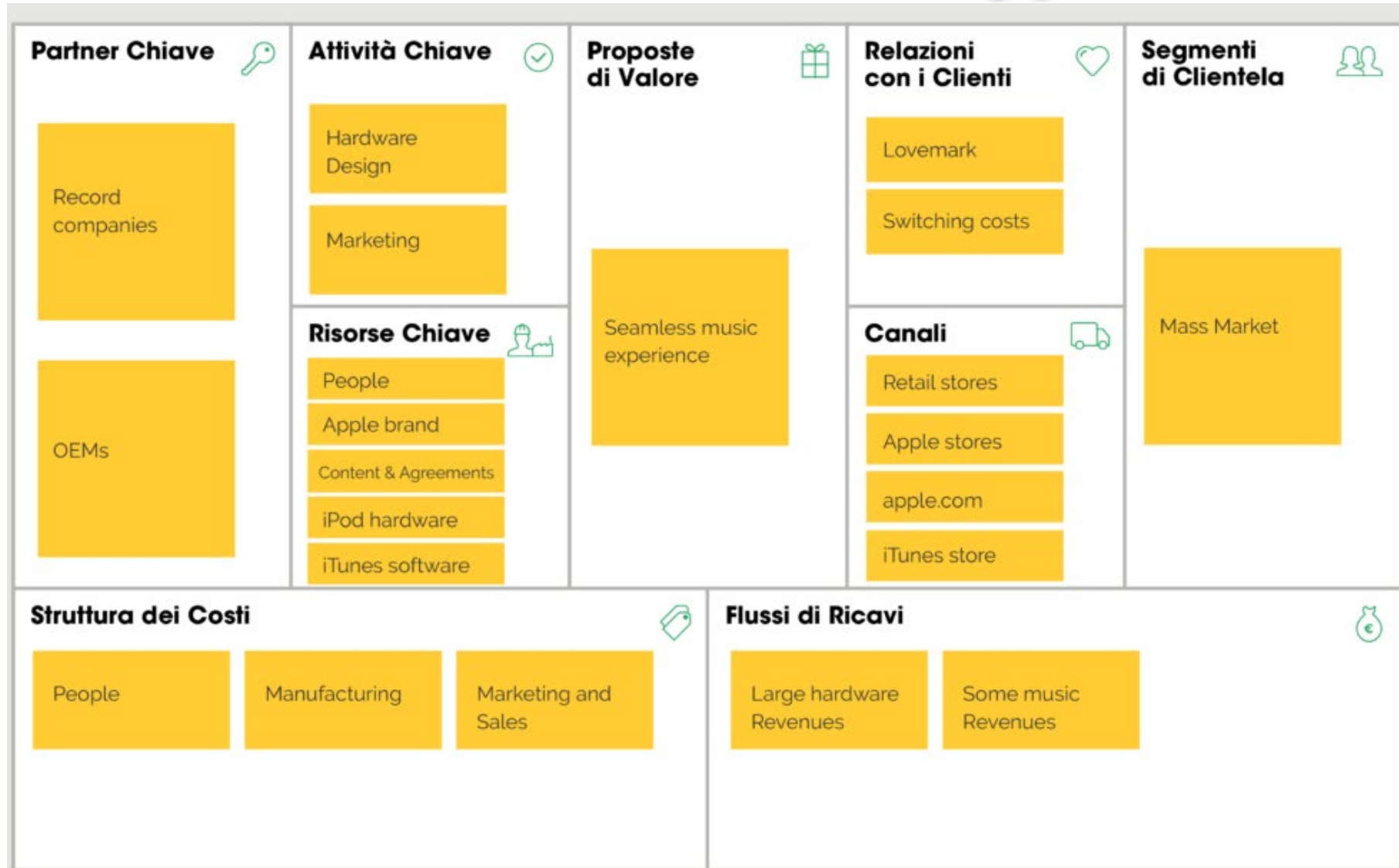
Facebook – World's leading Social Networking Site (SNS)



www.businessmodelgeneration.com

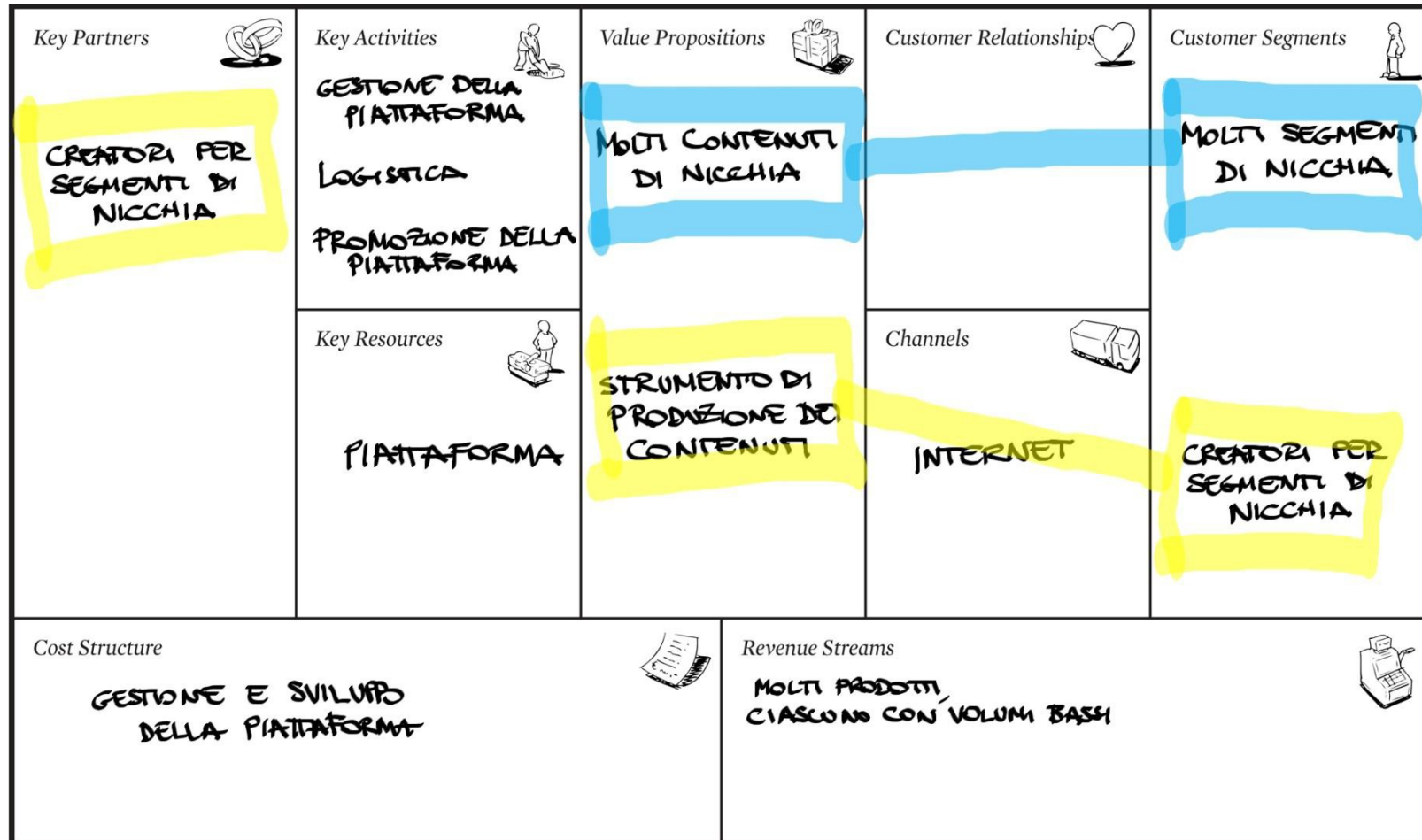
<http://www.businessmodelcanvas.it/case-studies/facebook.html>

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: Day Month Year

Iteration: No.

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?

INNOVATIONS FOR BUSINESS MODEL
Specialization and expertise
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?

CUSTOMER
Production
Problem Solving
Platform Network



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
Novelty
Performance
Customization
"Latching the Job Done"
Design
Price/Status
Risk
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
Tailored Personal Assistance
Self Service
Automated Services
Communities
Co-creation



Customer Segments

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

Mass Market
Niche Market
Segmented
Diversified
Multi-sided Platform



Key Resources

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

PHYSICAL RESOURCES
Physical
Intellectual
Human
Financial?



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 DESIGN
1. Awareness
How do we ensure customers know 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 help customers to purchase specific products and services?
4. Delivery
How do we deliver a Value Proposition to customers?
5. After sales
How do we support a post-purchase customer support?



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?

BY VALUE PROPOSITION
Cost Drivers (linked to our activities, low price value proposition, scale/economy economies, extensive outsourcing)
Value Drivers (linked to our value creation, premium value proposition)

FIXED COSTS
Fixed Costs (salaries, rent, 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?

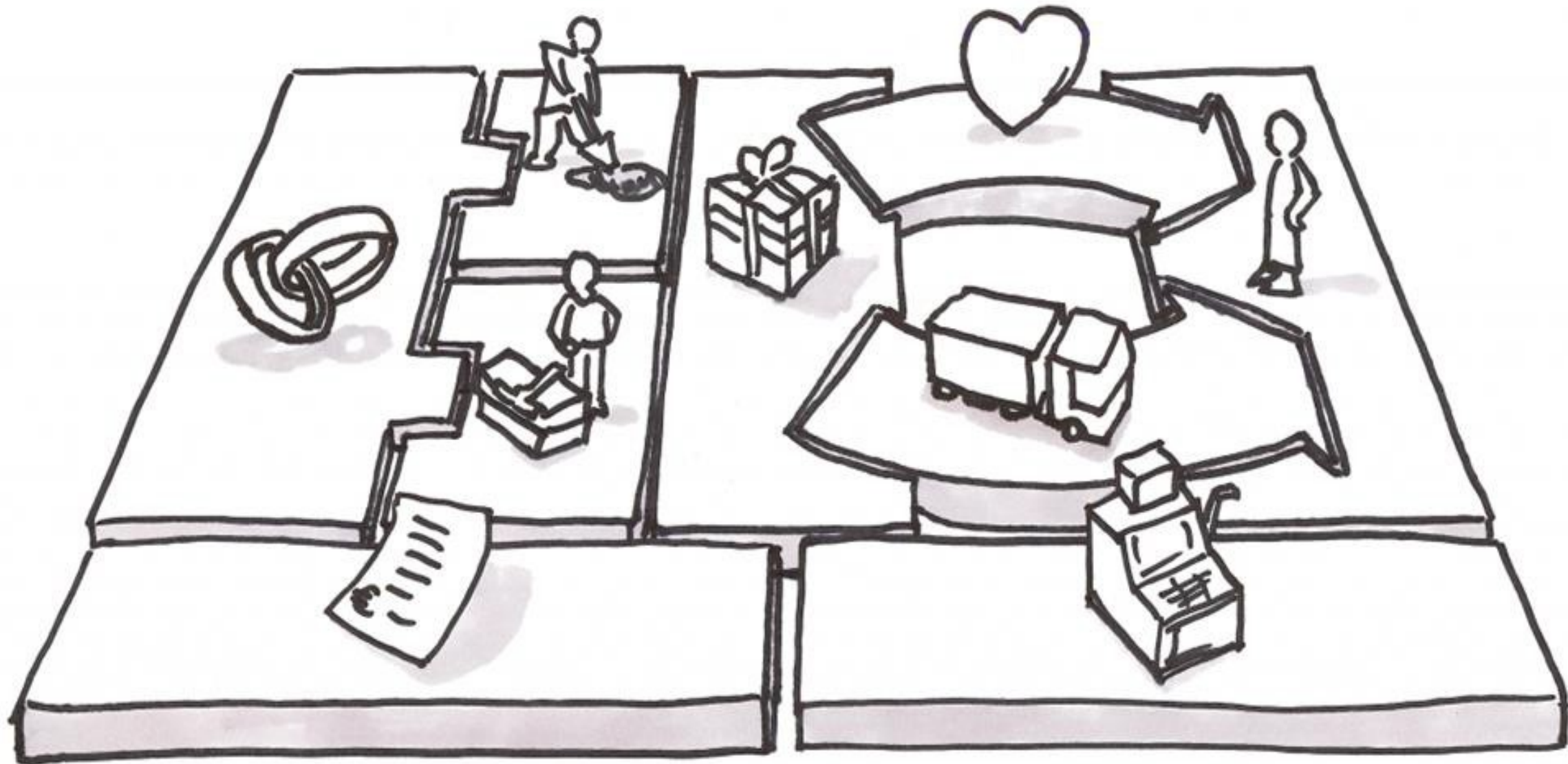
TYPE
Asset sale
Usage fee
Subscription Fee
Licensing
Advertising
Advertising

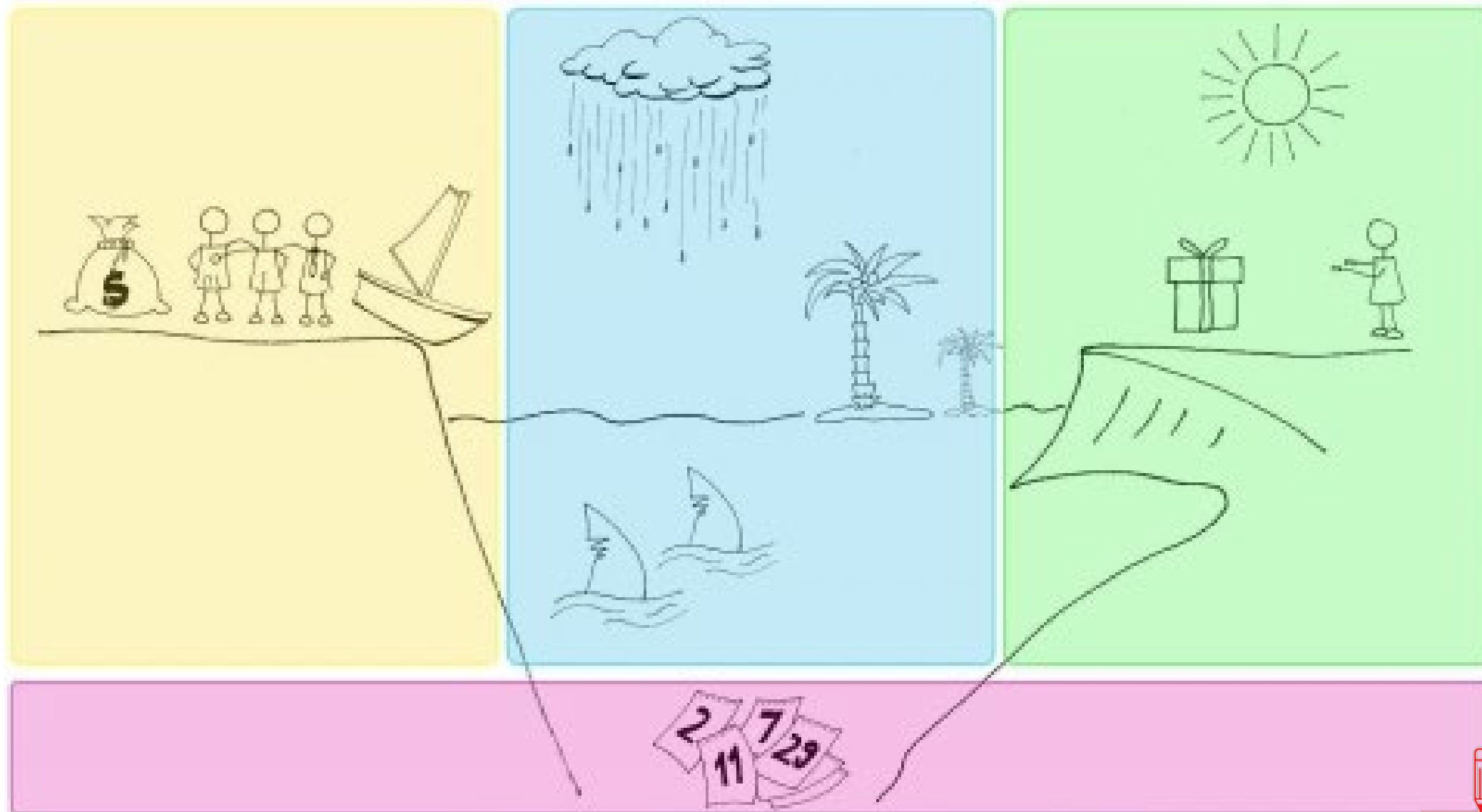
FIELD DESIGN
One Price
Price/Costs ratio dependent
Customer segment dependent
Volume dependent

REVENUE MODEL
Subscription (Recurring)
Fixed Management
Roll-over Model



IL BUSINESS MODEL CANVAS





**I
D
E
A**

TEAM

RISORSE

BUDGET

MANAGEMENT

PROGETTO

CLIENTI

VALORE

RISULTATI

**O
B
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V
I**

PURPOSE



BUDGET



TEAM



CONTEXT



MILESTONES



QUALITY



RESOURCES



RISKS +
CHANCES



RESULT



CUSTOMER



TIME



**PROJECT
DESIGN**

THE PROJECT CANVAS

PROJECT TITLE:

CREATED BY: _____

WHERE/WHEN: _____

PURPOSE

What is the cause of the project? (also: motivation, reason)
Why is the project important and meaningful – and for whom?
How will the project change the future – and for whom?



BUDGET



How much money is available?
How flexible is the budget?

How much money is needed for
... the TEAM (internal/external)?
... the necessary RESOURCES?

TEAM



Who should be on it?

Who is

... in the core team?
... in the extended team?
... an external partner?
... the project manager?

ENVIRONS



Which known forces
(events, conditions, people)
affect the project?

... as tailwind?
... as headwind?

WAYPOINTS



Which stages of progress would
be a good reason to celebrate?

Are there dates for

... partial and interim results?
... visible and measurable successes?
... steering decisions?

QUALITY



What makes the CUSTOMER really happy with regard to

... the RESULT of the project?
... the WAYPOINTS along the way within the project?

How do the CUSTOMERS in the project want
to be informed and brought in?

RESULT



What exactly is to be delivered
to the CUSTOMER at the end of the project?

Is it most likely to be

... a new product?
... a new service?
... new knowledge (findings)?

CUSTOMER



Who is the actual customer of the
project, that is, who are the people that

... start & end the project (owners)?
... get the project results (recipients)?
... finance the project (sponsors)?

When there are several people:
Are there known conflicts?

RESOURCES



What is needed for

... work tools (including software)?
... materials?
... methods and models?
... project work spaces?
... meeting spaces (on-site/virtual)?

RISKS + CHANCES



Which uncertain events would
(if they occurred)

... endanger the project?
... stimulate the project?

Events that can be influenced as well as cer-
tain events should be regarded as ENVIRONS.

TIME

When does the project actually start? What will be required (i.e. preparations, documents)?
When is the project really closed? What will be required (i.e. documents, approvals)?
How flexible is the start date of the project? How flexible is the end date of the project?

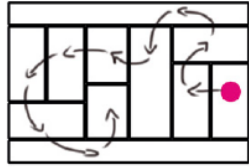
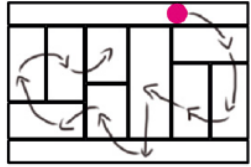


Over the Fence overthefence.com/de
(THE PROJECT CANVAS Version 4.0, Apr 2018)

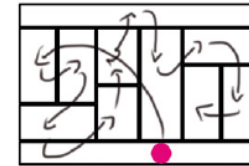
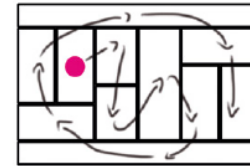
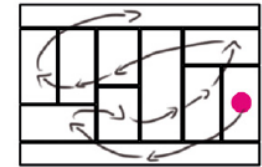
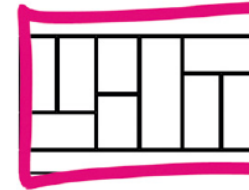
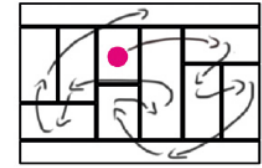
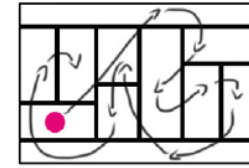
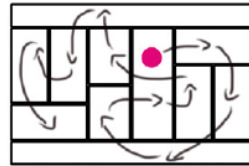
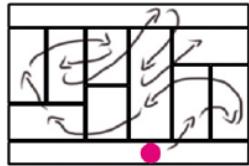
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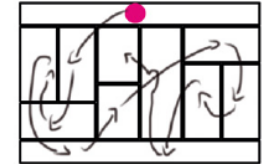
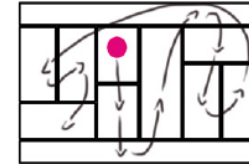
PROJECT DESIGN



Just a few of
39.916.800
ways to design a project



Which is
yours?



PROJECT DESIGN PATTERNS

PROJECT TITLE:

WHERE/WHEN: _____



Cost

Who should be on it?

Who is

... in the core team?

... in the extended team?

- ... the TEAM (Internal/external)?
- ... the necessary RESOURCES?

Who should be on it?

Who is ...

- ... In the core team?
- ... In the extended team?
- ... an external partner?
- ... the project manager?



- ... as tailwind?
- ... as headwind?

- Are there dates for
 - ... partial and interim results?
 - ... visible and measurable successes?
 - ... steering decisions?



QUALITY

What makes the difference

How do the CUSTOMERS in the project want to be informed and brought in?

- a new product?
- a new service?
- new knowledge (findings)?

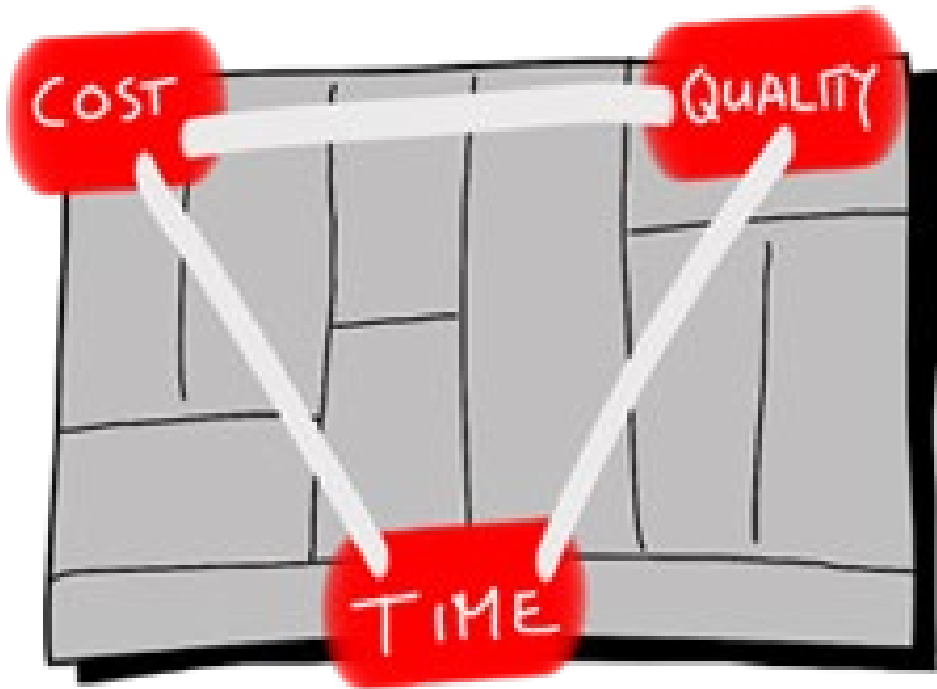
- ... work tools (including software)?
- ... materials?
- ... methods and models?
- ... project work spaces?
- ... meeting spaces (on-site/virtual)?

- ... endanger the project?
- ... stimulate the project?

Events that can be influenced as well as certain events should be recorded as services.

When does the project actually start? What will be required (i.e. preparations, documents)?
When is the project really closed? What will be required (i.e. documents, approvals)?
How flexible is the start date of the project? How flexible is the end date of the project?

PROJECT DESIGN PATTERNS



IF	AND	THEN
Q↑	T•	B↑
Q↑	B•	T↑
T↓	Q•	B↑
T↓	B•	Q↓
B↓	T•	Q↓
B↓	Q•	T↑

HOW NOT TO BUILD A MINIMUM VIABLE PRODUCT



1



2



3



4

ALSO HOW NOT TO BUILD A MINIMUM VIABLE PRODUCT



1



2



3

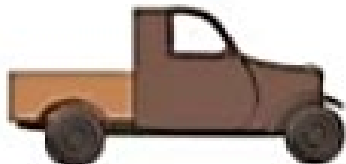


4

HOW TO BUILD A MINIMUM VIABLE PRODUCT



1



2



3



4

MVP

CANALI DI
TRACTION



SMOKE TEST



DEMO/MVP



LANDING PAGE



PITCH



PROJECT



PRESENTAZIONE

PROXY
DESIGN