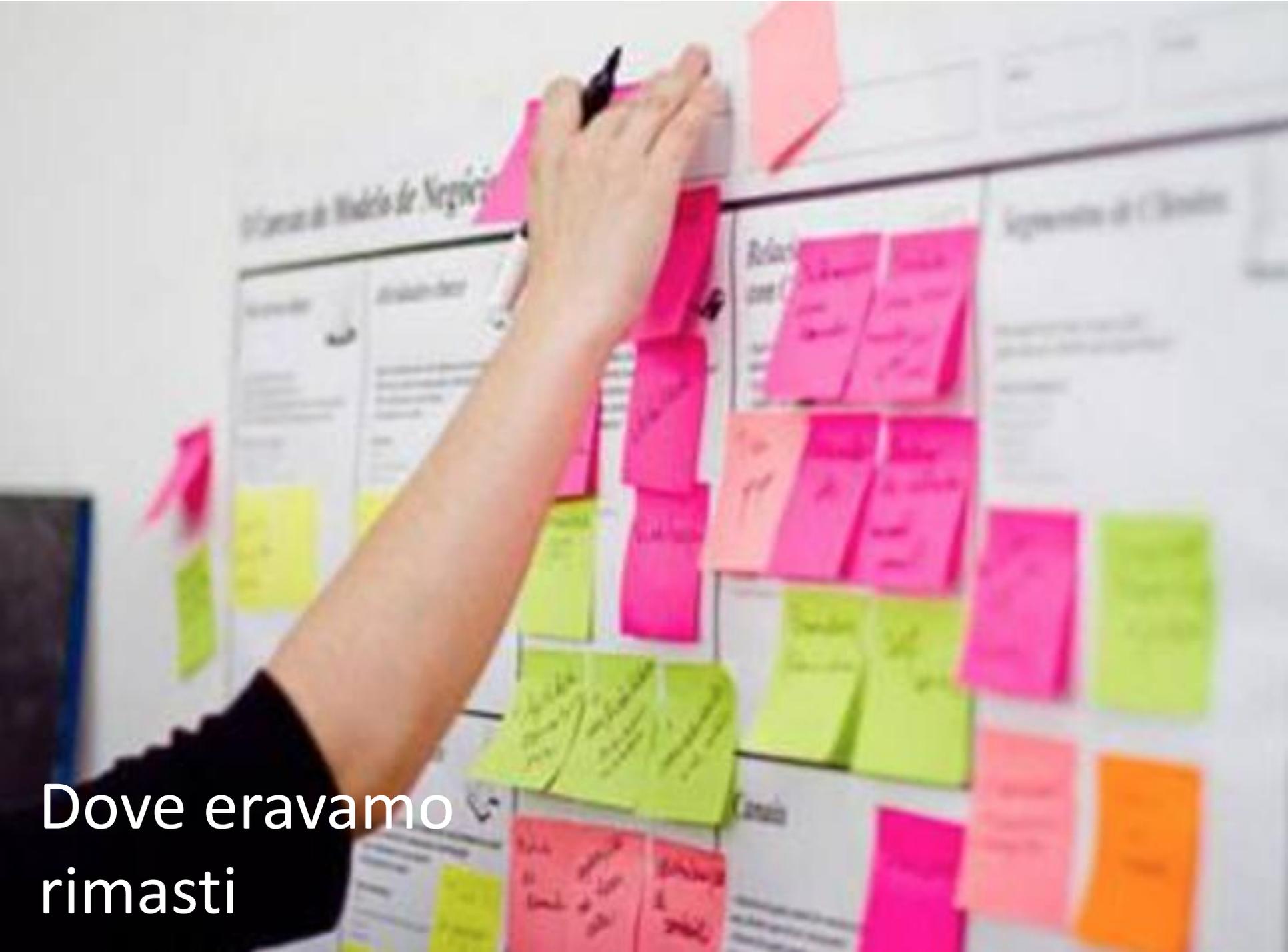


# SILVER WORKERS

## Laboratorio di idee d'impresa

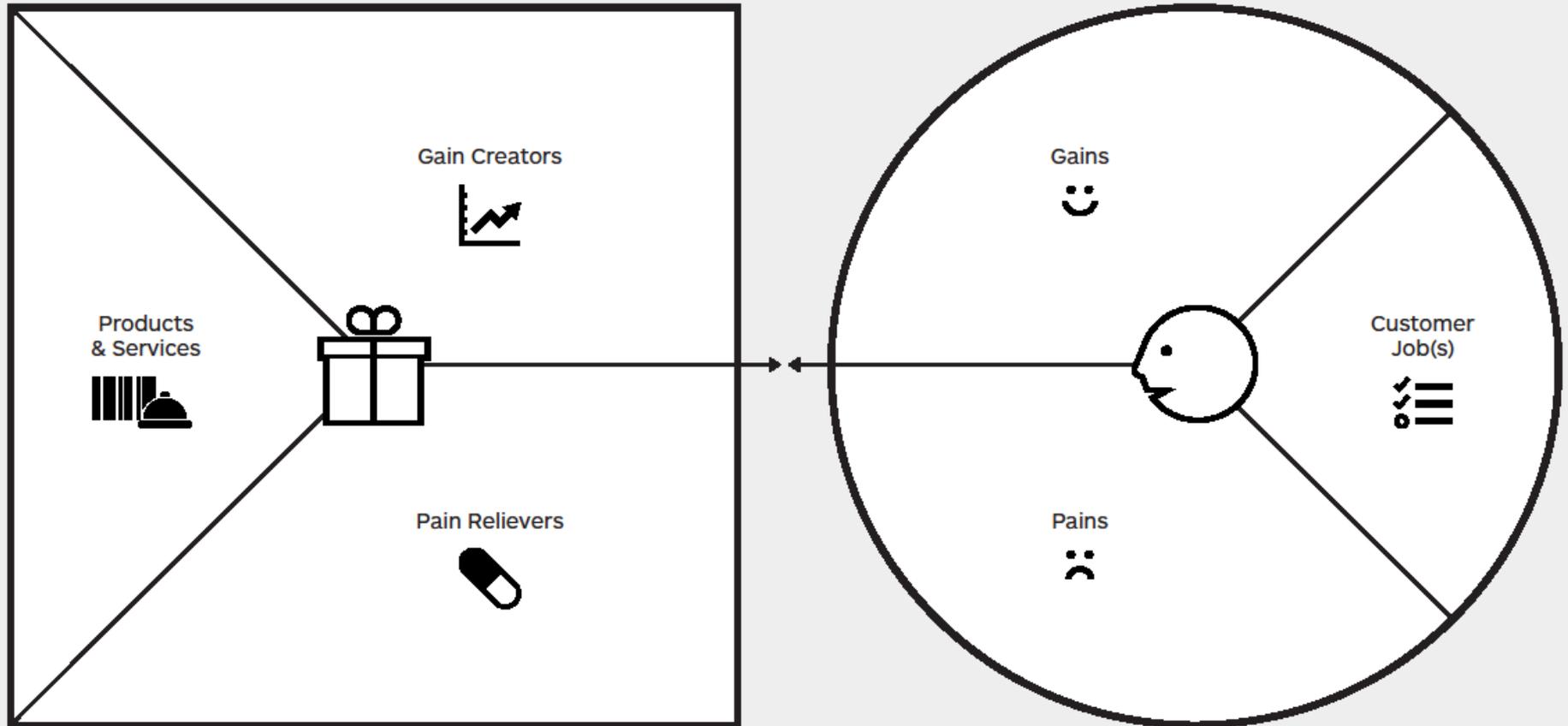
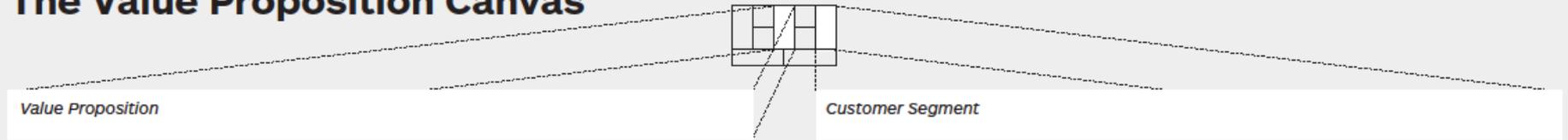
Francesco Lembo  
Sistemi Formativi Confindustria  
26/01/2018





Dove eravamo  
rimasti

# The Value Proposition Canvas

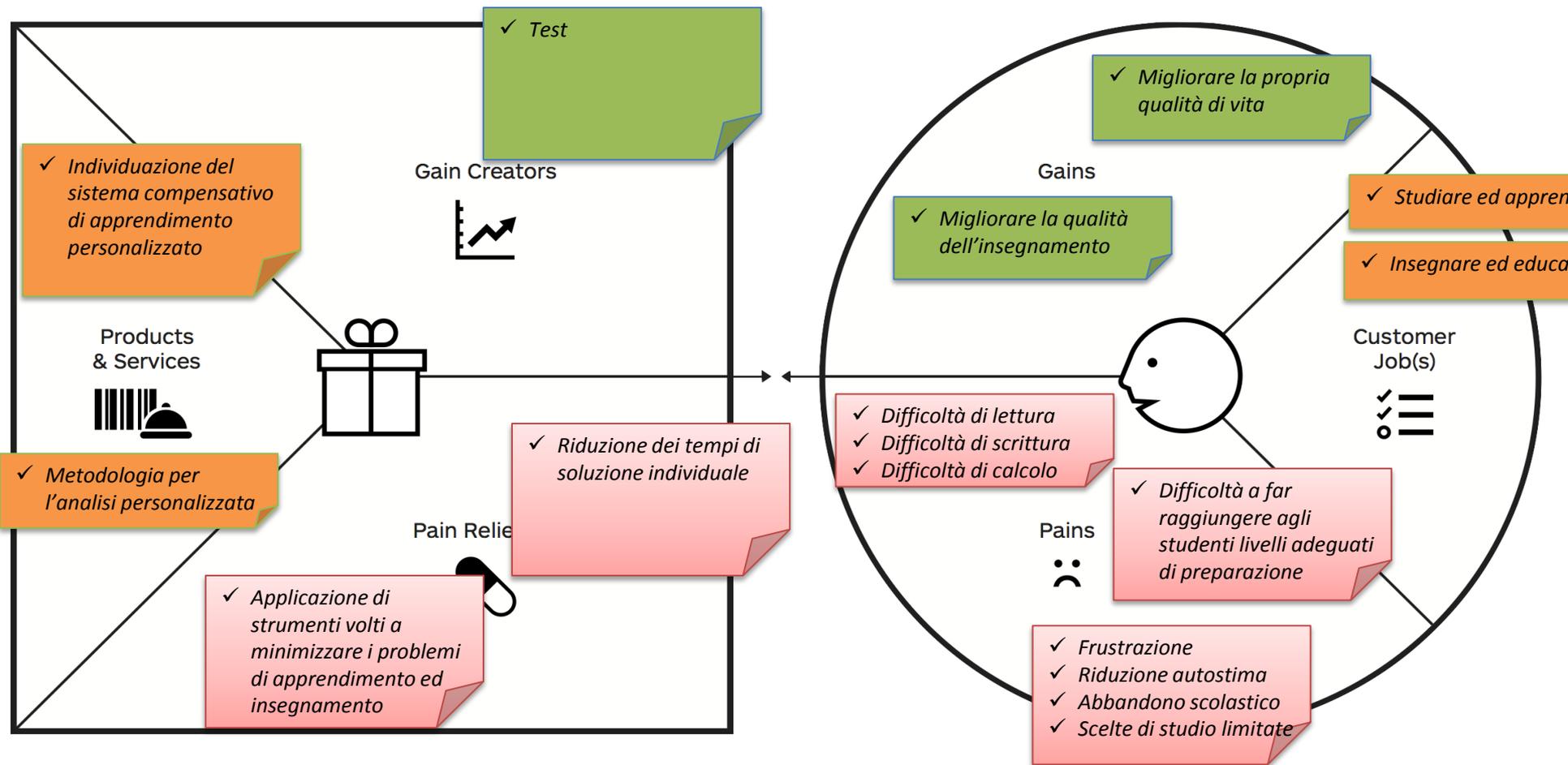


CUSTOMER SEGMENT	VALUE PROPOSITION
<h2 data-bbox="19 92 376 142">Customer Job</h2> <ul data-bbox="19 171 695 442" style="list-style-type: none"> <li data-bbox="19 171 540 264">• Trovare il posto giusto per incontrare amici</li> <li data-bbox="19 285 695 378">• Trovare il posto giusto per incontri di lavoro</li> <li data-bbox="19 399 627 442">• Trovare parcheggio con facilità</li> </ul>	<h2 data-bbox="763 92 1246 142">Products &amp; Service</h2> <ul data-bbox="763 171 1767 728" style="list-style-type: none"> <li data-bbox="763 171 1729 385">• Locale con: <ul data-bbox="850 228 1729 385" style="list-style-type: none"> <li data-bbox="850 228 1651 271">○ spazi per conversazione privata e riservata</li> <li data-bbox="850 285 1333 328">○ spazi per tavole rotonde</li> <li data-bbox="850 342 1729 385">○ servizio tavolo e/o bancone per la condivisione</li> </ul> </li> <li data-bbox="763 406 1439 621">• Eventi diversi: <ul data-bbox="850 464 1439 621" style="list-style-type: none"> <li data-bbox="850 464 1439 506">○ culturali (anche estemporanei)</li> <li data-bbox="850 521 1236 564">○ esposizione quadri</li> <li data-bbox="850 578 1304 621">○ performance artistiche</li> </ul> </li> <li data-bbox="763 635 1381 678">• Promozione prodotti wine &amp; tea</li> <li data-bbox="763 692 1767 735">• Locale raggiungibile con i mezzi pubblici e auto privata</li> </ul>
<h2 data-bbox="19 763 154 813">Pains</h2> <ul data-bbox="19 842 695 999" style="list-style-type: none"> <li data-bbox="19 842 695 885">• Scarsa comunicazione face to face</li> <li data-bbox="19 899 270 942">• Solitudine</li> <li data-bbox="19 956 695 999">• Esigenza insoddisfatta di confront</li> </ul>	<h2 data-bbox="763 763 1458 813">Pain Relievers (riduttori di difficoltà)</h2> <ul data-bbox="763 842 1796 1056" style="list-style-type: none"> <li data-bbox="763 842 1226 885">• Ambiente confortevole</li> <li data-bbox="763 899 1796 942">• Disponibilita' di facilitatori (buone bevande e buoni cibi)</li> <li data-bbox="763 956 1062 999">• Eventi a tema</li> <li data-bbox="763 1013 1110 1056">• Musica di classe</li> </ul>
<h2 data-bbox="19 1085 164 1135">Gains</h2> <ul data-bbox="19 1163 705 1428" style="list-style-type: none"> <li data-bbox="19 1163 473 1206">• Sentirsi a proprio agio</li> <li data-bbox="19 1220 454 1263">• Voglia di Condividere</li> <li data-bbox="19 1278 454 1320">• Voglia di Relazionarsi</li> <li data-bbox="19 1335 705 1428">• Desiderio di comunicazione face to face</li> </ul>	<h2 data-bbox="763 1085 1110 1135">Gain Creators</h2> <ul data-bbox="763 1163 1845 1428" style="list-style-type: none"> <li data-bbox="763 1163 1535 1206">• Locale confortevole, Atmosfera piacevole</li> <li data-bbox="763 1220 956 1263">• Musica</li> <li data-bbox="763 1278 1845 1320">• Luogo dove spegnere il cellulare ed accendere i sentimenti</li> <li data-bbox="763 1335 1555 1378">• Stimoli all'interscambio tra locale e clienti</li> <li data-bbox="763 1392 1284 1428">• Stimoli alla comunicazione</li> </ul>

# The Value Proposition canvas

## Value proposition

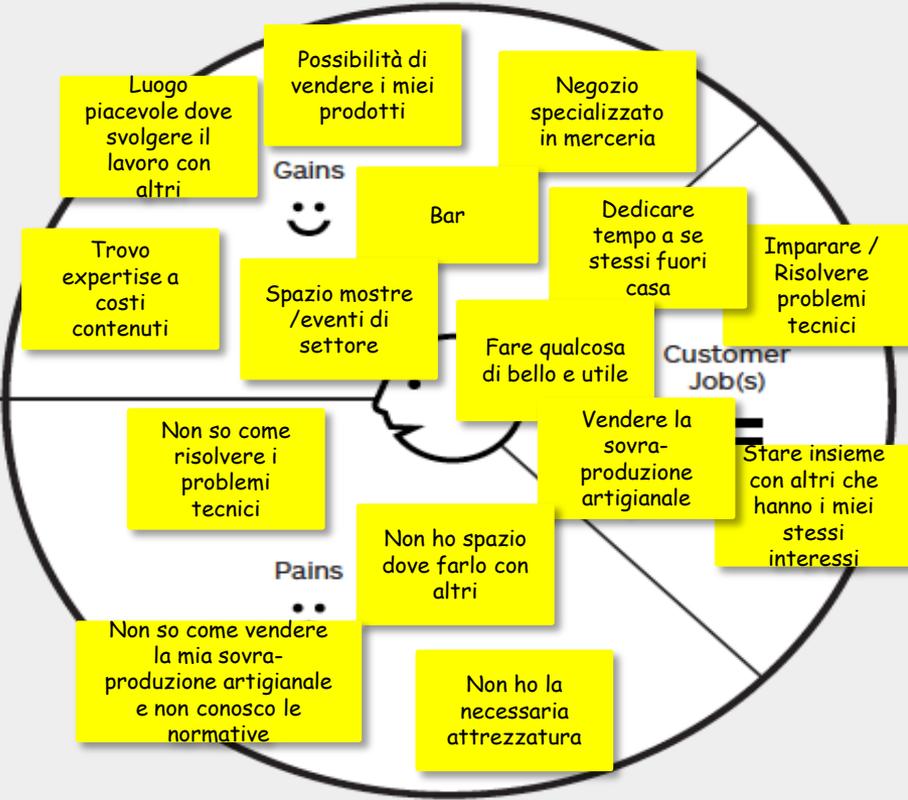
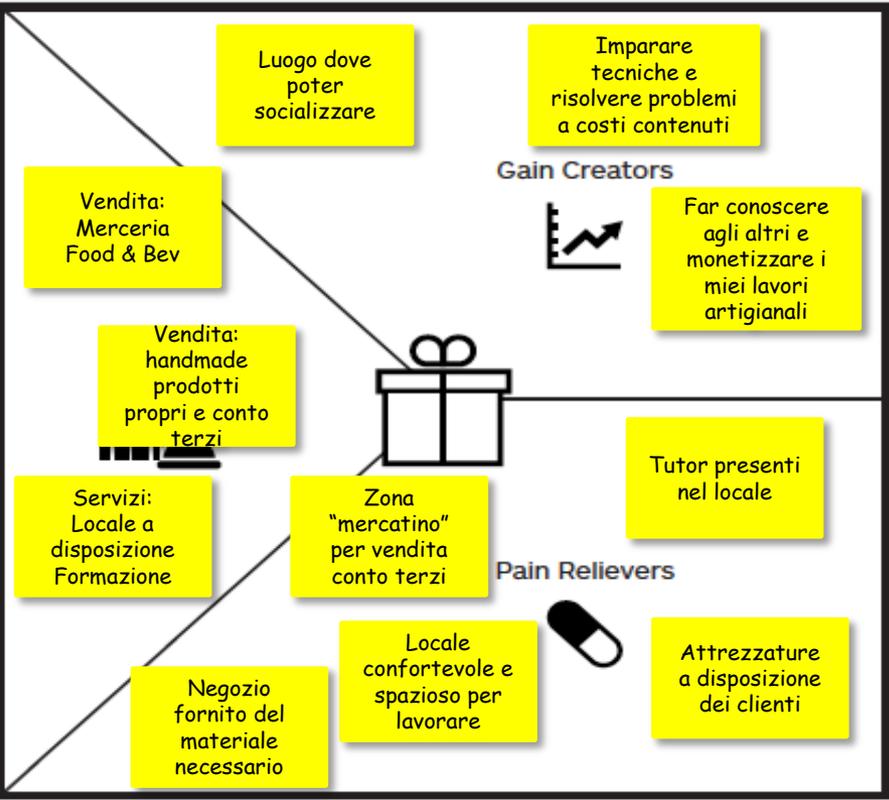
## Customer segment Profile: DSA e Caregivers

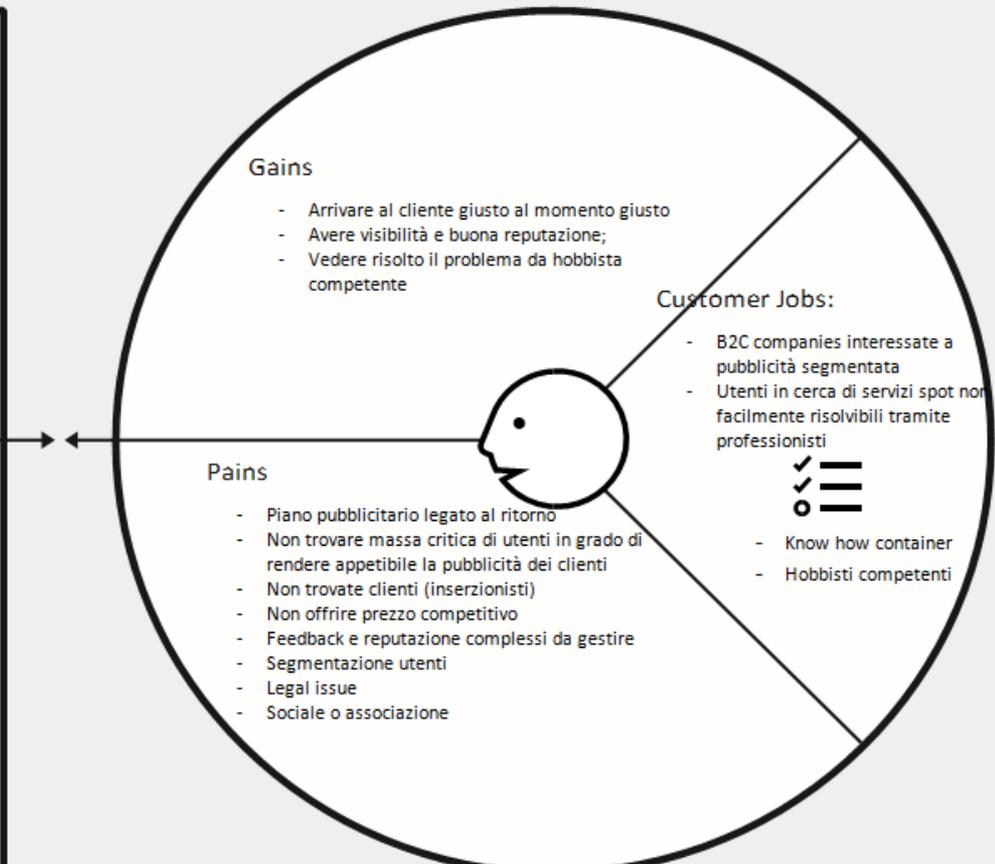
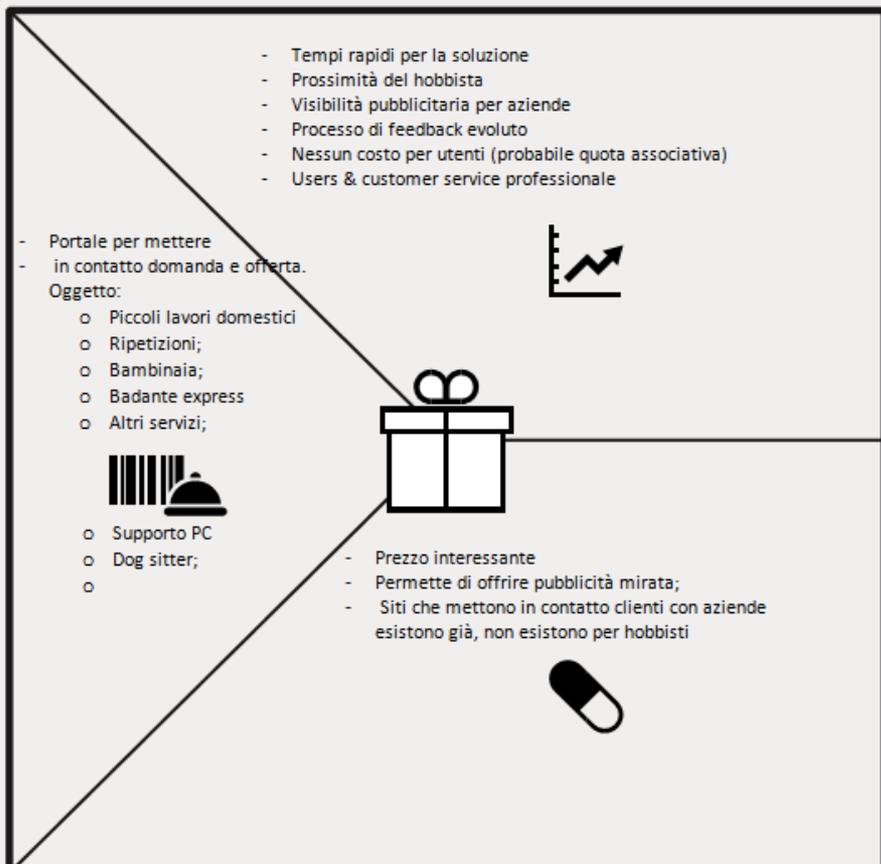


# The Value Proposition Canvas

**Value Proposition** Fornire luogo per tempo libero coltivando hobbies con esperti a disposizione

**Customer Segment** Persone interessate all'artigianato "femminile"





Gain creator (creatore utilità)	Pain relievers (antidolorifici)	Products e services (prodotti e servizi)	Gains (utilità)	Pains (dolori)	Customer Jobs (attività del cliente)
<ul style="list-style-type: none"> <li>• Offrire una serie di servizi a sostegno di soggetti svantaggiati a vario titolo</li> <li>• Elaborare progettualità finanziabili da istituzioni a vario livello, tese ad</li> </ul>	<ul style="list-style-type: none"> <li>• Sostegno grazie alla presenza di persone esperte (psicologo, <u>motivatore</u>, formatore, coach, progettista di corsi, ecc.) che si occupano delle problematiche a</li> </ul>	<ul style="list-style-type: none"> <li>• Piani di formazione finalizzati al reinserimento lavorativo e/o al superamento dei disagi a vario titolo che possano ridurre significativamente tali condizioni</li> </ul>	<ul style="list-style-type: none"> <li>• Presenza presso le istituzioni / enti / strutture dedicate a questo tipo di persone di materiale informativo in merito alle</li> </ul>	<ul style="list-style-type: none"> <li>• stato di disagio fisico e/o psicologico derivante dalla propria condizione di soggetto svantaggiato a vario titolo</li> <li>• difficoltà a</li> </ul>	<ul style="list-style-type: none"> <li>• Presa di contatto con offerte attrattive</li> <li>• Iscrizione a corsi di formazione</li> </ul>
<p>andare incontro ai disagi presenti</p> <ul style="list-style-type: none"> <li>• Organizzare reti di consulenza / servizi / attività sul territorio integrate tra vari soggetti che svolgono varie attività con medesime finalità</li> </ul>	<p>vario titolo attraverso percorsi anche personalizzati</p>	<ul style="list-style-type: none"> <li>• Inserimento delle persone coinvolte direttamente in circuiti territoriali come suggeriti (turismo, agricoltura tipica, enogastronomia, iniziative culturali, ecc.)</li> </ul>	<p>attività proposte</p> <ul style="list-style-type: none"> <li>• Campagne di diffusione sul web e sul territorio per portare a conoscenza delle attività svolte</li> </ul>	<p>svolgere un ruolo sociale</p>	

Modificare la value proposition può avere conseguenze inaspettate..

"As a small business, our premises lack space. We don't have a pleasant place to welcome guests for a business meeting. We feel a bit cramped in our offices when we want to review a project. Since finding out about "Cosy Working Places", we now have nice spaces to unleash our creativity. We just have to go online and book a space for our group in a café in the network and we can work in a pleasant place which is totally integrated into the café."

# CAFÉ RÉUNION [MEETING CAFÉ]

## WORK SPACES WITHIN CAFES



TRANSITION DES ACTIVITÉS MANUFACTURIÈRES VERS LES PRODUCT SERVICE SYSTEMS A BRUXELLES

## CHALLENGES/SOLUTION

How to offer pleasant work spaces to microenterprises and SMEs?  
How to improve the revenue of HORECA establishments in times of crisis?

The Cosy Working Places network brings together a group of café-restaurants which, outside peak hours, offer integrated work spaces (writing materials, arrangement of tables, internet connection, etc.) to business people. The space is booked via a web platform. The "Cosy Working Places" business is responsible for recruiting the café-restaurants, fitting out the functional work spaces and organising the booking of the venues via the web platform.

## PRINCIPAL CHARACTERISTICS

- Wide choice of pleasant meeting places
- Space booked via a web platform
- Participating café-restaurants can be located via an app
- Integration of functional work spaces within the café-restaurants which are members of the network
- Optimisation of the space in HORECA establishments outside peak hours

## CUSTOMER TARGETS

- Sole traders, microenterprises and SMEs

## PARTNERS PLATFORM

- Cafes and restaurants
- Suppliers of office equipment
- Interior designer

## VALUE PROPOSITION

- For the customers:
- Having access to a pleasant work space at a lower cost

- For the partners (members of the network):
- Optimising the space in my restaurant
  - Increasing the attendance rate and the turnover of my establishment
  - Having good publicity

## DISSEMINATION/DISTRIBUTION

- Networks for groups of microenterprises/SMEs (ABE, CI, etc.)
- Website
- Visit Brussels

## LOCAL RESOURCES/CIRCULAR ECONOMY LOGIC

- Optimisation of the urban area
- Integration of recyclable and modifiable work spaces
- Maintaining local jobs

## REVENUE FLOWS

- Design service for work spaces
- Sale of refreshments to the users of the spaces

## PROFITABILITY INDICATORS FOR THE BUSINESS

- Number of HORECA establishments that are members of the network
- Number of work spaces available
- Number of work space bookings

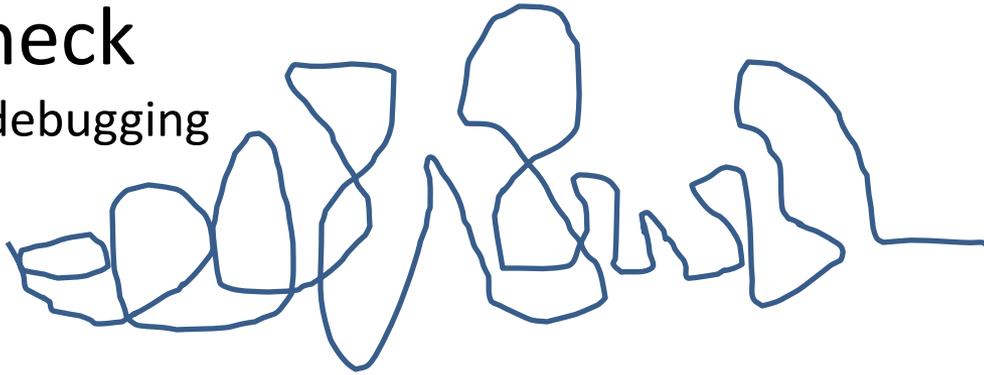
## RECOMMENDATIONS/DISCUSSION

- The system must be free for the businesses. The café-restaurants are remunerated through the sales of refreshments
- Accessorisation of the spaces to turn them into work spaces does not seem to be essential. The core of the service lies in the booking website in order to fill the cafés during off-peak periods.

# Reality check

## 1. Creative debugging

Brainstorming



exploring

## CAFÉ RÉUNION [MEETING CAFÉ]



The process undertaken for the 'Café Réunion' concept (Business case for the 'Optimisation of urban space' theme) is certainly the most symbolic of this approach: by spending an initial half-day checking out the cafés in one district in Brussels (Flagey), it was possible to explore the concept informally with the café owners and to identify premises suitable for the series of 3 meetings of the project team (self-experimentation). Then, after a second series of café visits, this time over a wider territory and with some initial demonstration material, it was possible to identify potential targets and to define those with which a detailed meeting would be the most profitable.

Ora, adottate una start-up!

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OTT 2017 by ILARIA GIACOMELLO

# Portineria 14: l'innovazione nelle piccole realtà.

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<http://ilprogressonline.it/2017/10/portineria-14-milano-innovazione/>

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## Trend emergenti - social network e economia circolare:

1. Vantaggi e svantaggi del possedere
2. Quanti prodotti/risorse materiali sono più efficaci se diventano servizi?

## Cosa chiedersi:

1. Posso delineare i tratti principali del business model canvas della start-up che ho adottato?
2. Posso trarre qualche conclusione utile per la mia value proposition?
3. Posso trarre qualche conclusione utile per le mie customer relations?
4. Posso trarre qualche conclusione utile sulle mie key activities?

# Le persone prima del progetto

Stakeholders sono **tutte le persone interessate** e coinvolte nel progetto a vario titolo.

Questo significa dare valore a tutti gli esponenti interni (*team, manager, produttori, etc.*) ed esterni (*clienti, opinione pubblica, cittadini, etc.*) mettendoli **sullo stesso piano**.

# Il peso di *stakes and holders*

Quale valore economico o emotivo hanno sul nostro lavoro?

Cosa li motiva soprattutto?

Quali informazioni vogliono?

Quale è il modo migliore per comunicare con loro?

Quale è il loro parere attuale del nostro lavoro?

Chi ha influenza su di noi e sul progetto?

Quale è il loro peso e il sostegno al progetto?

Se non supportano il progetto come gestiamo la loro opposizione?

Chi altro potrebbe essere influenzato dalle loro opinioni?

# 1

## Identificare.

Quali sono i soggetti interessati? Uno stakeholder è chiunque porti un interesse per l'esito di un progetto o un processo.

Gli stakeholder rientrano in due categorie principali: coloro che possono contribuire ad un progetto e coloro che sono colpiti da un progetto.

# 2

## Analizzare

		Livello di interesse	
		basso	alto
Livello di potere	basso	Richiede il nostro minimo sforzo	Richiede essere informato
	alto	Richiede essere soddisfatto	Ha un ruolo chiave

# 3

## Dare priorità



Ritorniamo al business model canvas:

- Quali conferme sulle ipotesi iniziali?
- Quali modifiche?
- Quali nuovi elementi?

# The Business Model Canvas

Designed for:

Designed by:

On: Day: \_\_\_\_\_ Month: \_\_\_\_\_ Year: \_\_\_\_\_  
 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?

**DEFINITION AND PURPOSES:**  
 Operational cooperation  
 Reduction of our own resources  
 Acquisition of particular resources and activities

## Key Activities



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

**CHARACTERISTICS:**  
 Activities  
 Processes  
 Customization  
 "Getting the Job Done"  
 Design  
 Brand/Reputation  
 Price  
 Cost Reduction  
 Risk Reduction  
 Availability  
 Convenience/Usability

## 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:**  
 Activities  
 Processes  
 Customization  
 "Getting the Job Done"  
 Design  
 Brand/Reputation  
 Price  
 Cost Reduction  
 Risk Reduction  
 Availability  
 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?

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

## Customer Segments



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

**MARKER:**  
 Mass Market  
 Niche Market  
 Segmented  
 Demographic  
 Geographic  
 Multi-Sided Platform

## 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

## 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 PROCESS:**  
 1. Awareness  
 How do we make customers aware of 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 provide post-purchase customer support?

## 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 Fee  
 Licensing/Selling/Leasing  
 Licensing  
 Brokerage Fee  
 Advertising

**FIXED PRICES:**  
 Flat Fee  
 Price per unit dependent  
 Customer segment dependent  
 Volume dependent

**ADJUSTABLE PRICES:**  
 Negotiated/ bargaining  
 Real-time Market  
 Auction

## 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?

**IN-TYPE & REVENUE MODEL:**  
 Cost Structure (Fixed and variable), low price value proposition, real-time automation, extensive marketing)  
 Value Stream (Focused on value creation, premium value proposition)

**ADJUSTABLE COST STRUCTURE:**  
 Fixed Costs (salaries, rent, utilities)  
 Variable Costs  
 Economies of scale  
 Economies of scope

## Revenue Streams



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**ADJUSTABLE PRICES:**  
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 Auction



The minimum viable product is that version of a new product which allows a team to collect the maximum amount of validated learning about customers with the least effort.

*Eric Ries*

## The Lean Start-Up

*A book by  
Eric Ries*



And how minimal should your MVP be?

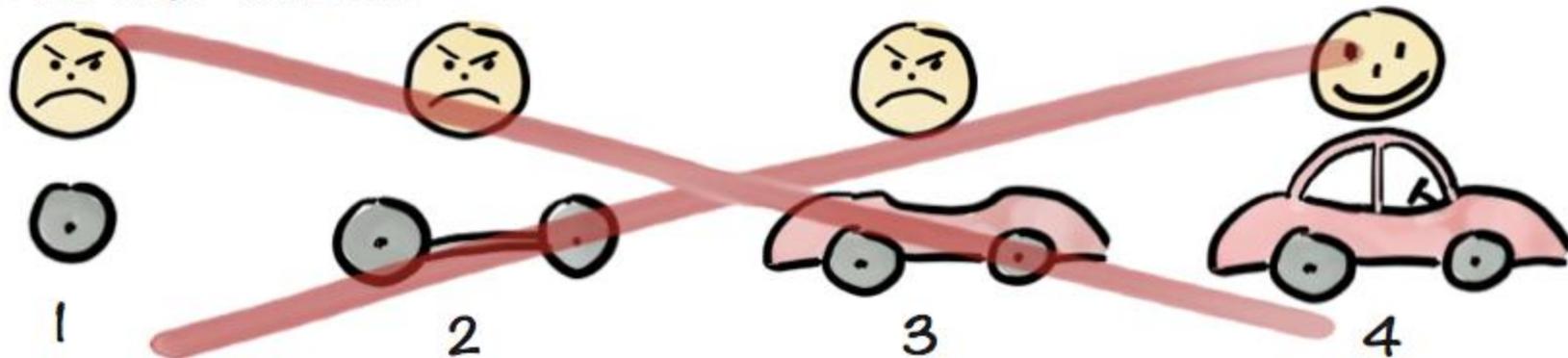
Ries says: “Probably much more minimum than you think.”

## The Lean Start-Up

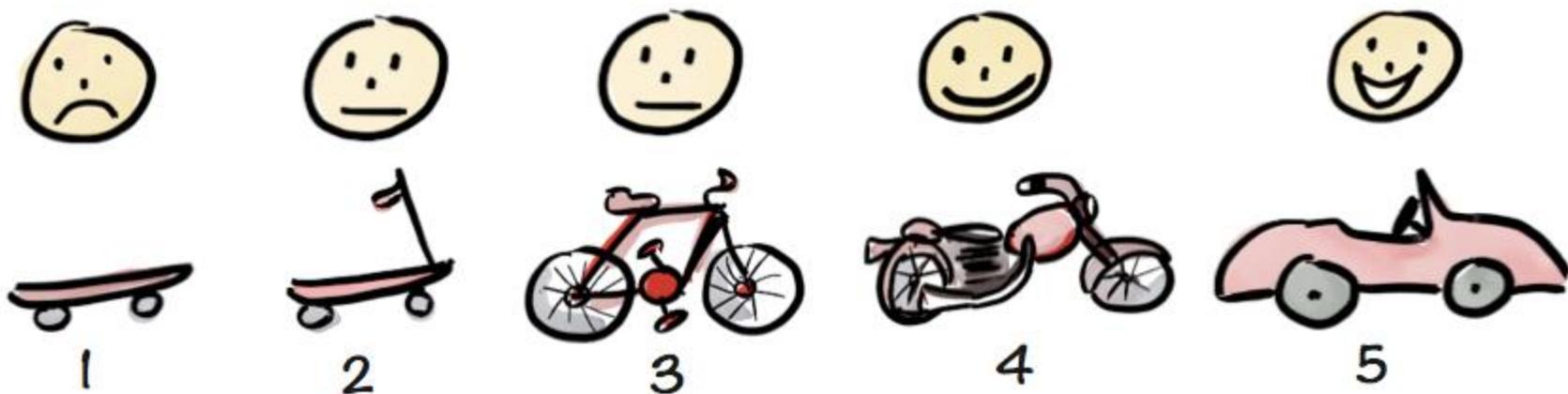
*A book by*  
**Eric Ries**



Not like this....



Like this!



by Henrik Kniberg

1° esempio



**EXPLODING  
KITTENS**



**EXPLODING  
KITTENS**

# **EXPLODING KITTENS**

**A CARD GAME**  
FOR PEOPLE WHO ARE INTO  
KITTENS AND EXPLOSIONS  
AND LASER BEAMS  
AND SOMETIMES GOATS.



## 2° esempio



Quando nel 1999 il cofondatore di Zappos, Nick Swinmurn, voleva creare un negozio di scarpe online al dettaglio aveva necessità di testare il mercato. Dunque inserì su un sito web foto di scarpe scattate da negozi della zona. Quando qualcuno effettuava un ordine, lui andava a comprare le scarpe nel negozio online e le rivendeva al cliente.

Quale potrebbe essere il vostro  
minimum viable product?