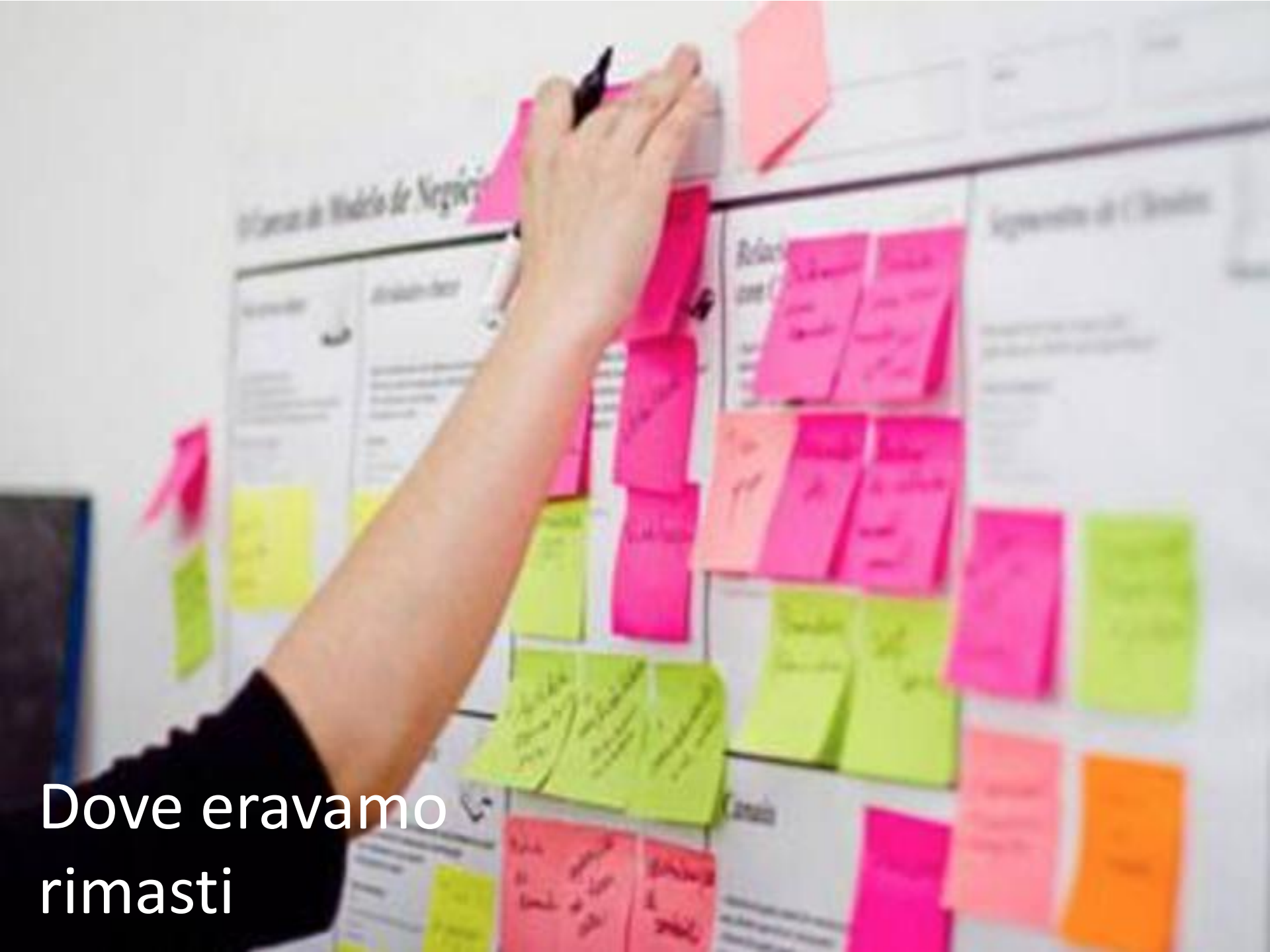


SILVER WORKERS

Laboratorio di idee d'impresa

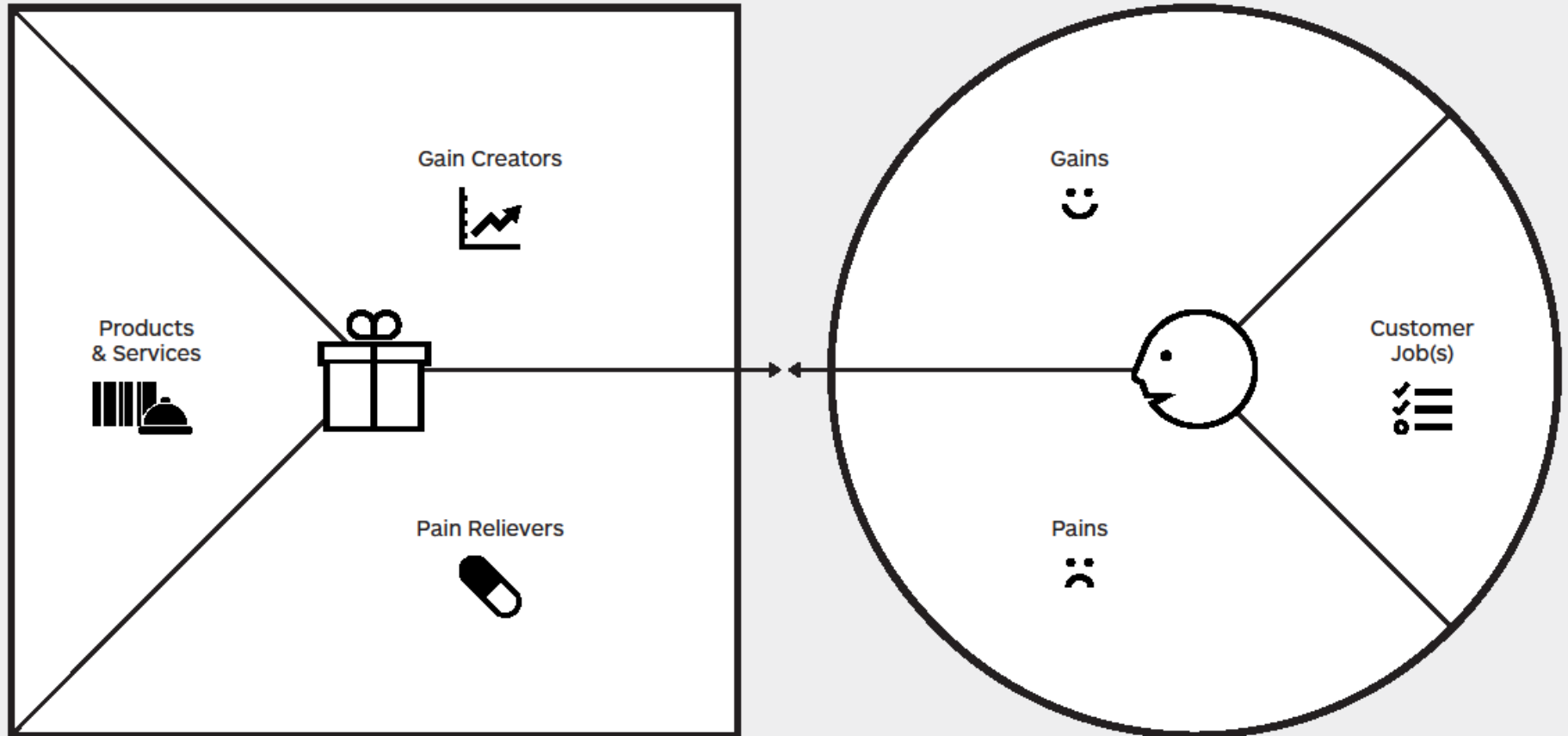
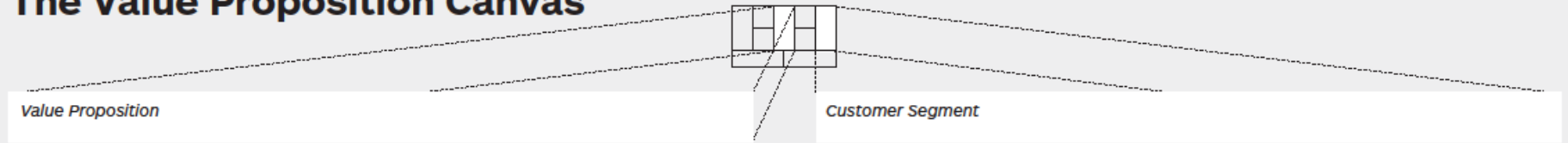
Francesco Lembo
Sistemi Formativi Confindustria
26/01/2018





Dove eravamo
rimasti

The Value Proposition Canvas

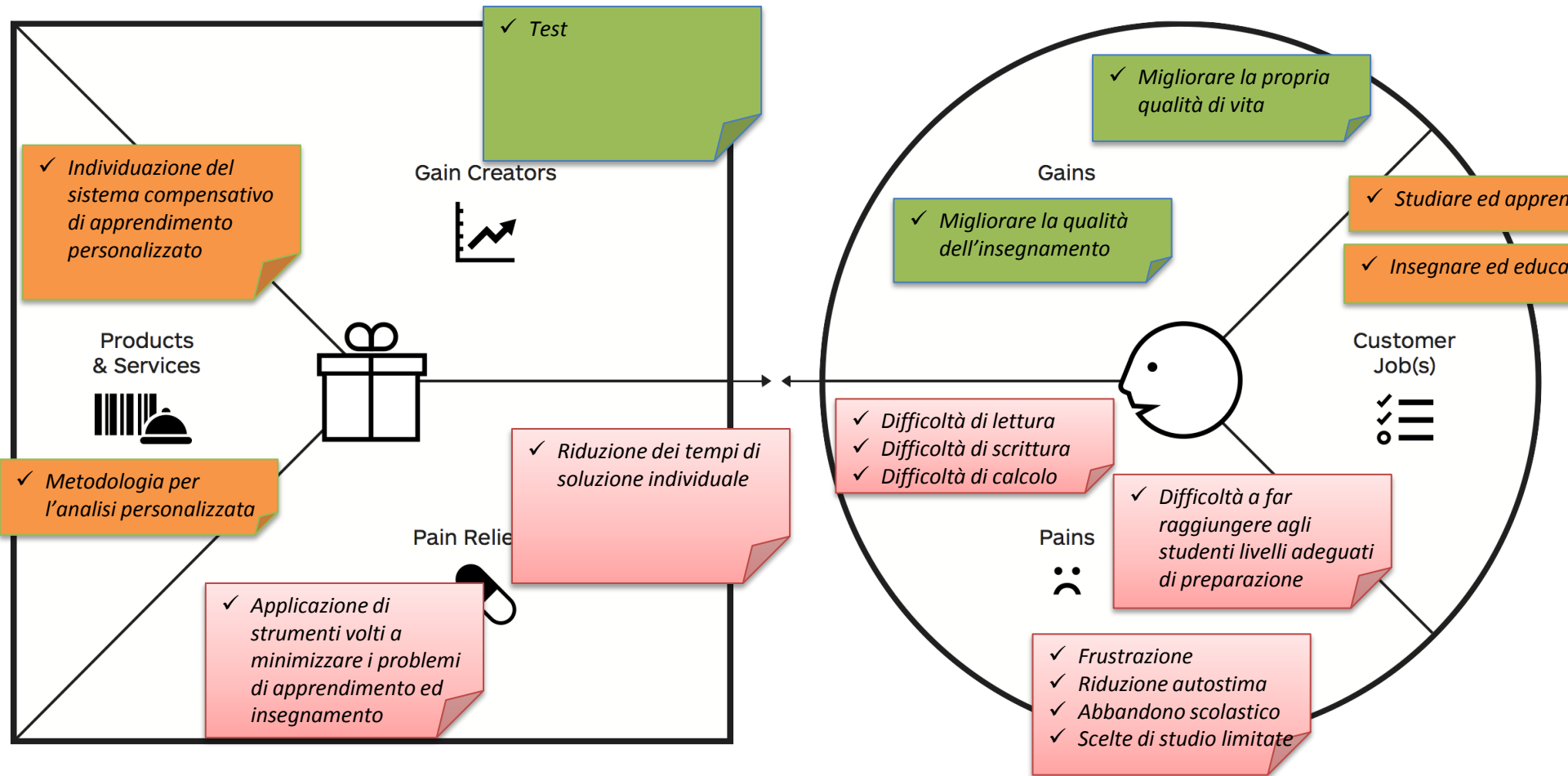


CUSTOMER SEGMENT	VALUE PROPOSITION
<h2 data-bbox="19 92 376 142">Customer Job</h2> <ul data-bbox="19 171 695 442" style="list-style-type: none"> <li data-bbox="19 171 540 264">• Trovare il posto giusto per incontrare amici <li data-bbox="19 285 695 378">• Trovare il posto giusto per incontri di lavoro <li data-bbox="19 399 627 442">• Trovare parcheggio con facilità 	<h2 data-bbox="763 92 1246 142">Products & 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 data-bbox="850 285 1333 328">○ spazi per tavole rotonde <li data-bbox="850 342 1729 385">○ servizio tavolo e/o bancone per la condivisione <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 data-bbox="850 521 1236 564">○ esposizione quadri <li data-bbox="850 578 1304 621">○ performance artistiche <li data-bbox="763 635 1381 678">• Promozione prodotti wine & tea <li data-bbox="763 692 1767 735">• Locale raggiungibile con i mezzi pubblici e auto privata
<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 data-bbox="19 899 270 942">• Solitudine <li data-bbox="19 956 695 999">• Esigenza insoddisfatta di confront 	<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 data-bbox="763 899 1796 942">• Disponibilita' di facilitatori (buone bevande e buoni cibi) <li data-bbox="763 956 1062 999">• Eventi a tema <li data-bbox="763 1013 1101 1056">• Musica di classe
<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 data-bbox="19 1220 454 1263">• Voglia di Condividere <li data-bbox="19 1278 454 1320">• Voglia di Relazionarsi <li data-bbox="19 1335 705 1428">• Desiderio di comunicazione face to face 	<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 data-bbox="763 1220 946 1263">• Musica <li data-bbox="763 1278 1845 1320">• Luogo dove spegnere il cellulare ed accendere i sentimenti <li data-bbox="763 1335 1545 1378">• Stimoli all'interscambio tra locale e clienti <li data-bbox="763 1392 1284 1428">• Stimoli alla comunicazione

The Value Proposition canvas

Value proposition

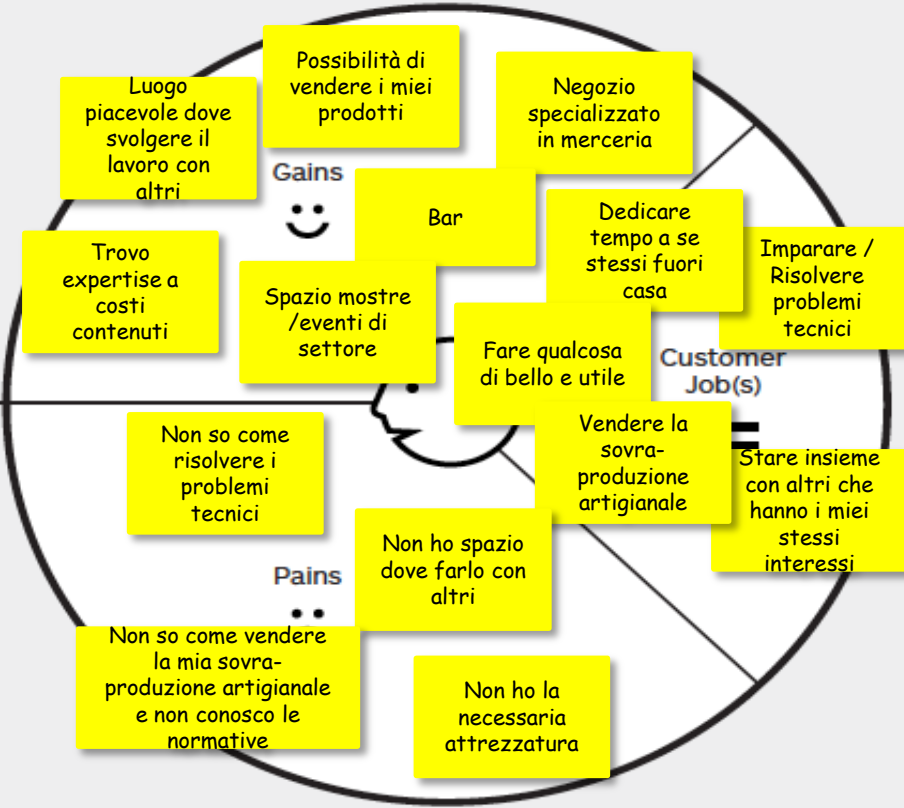
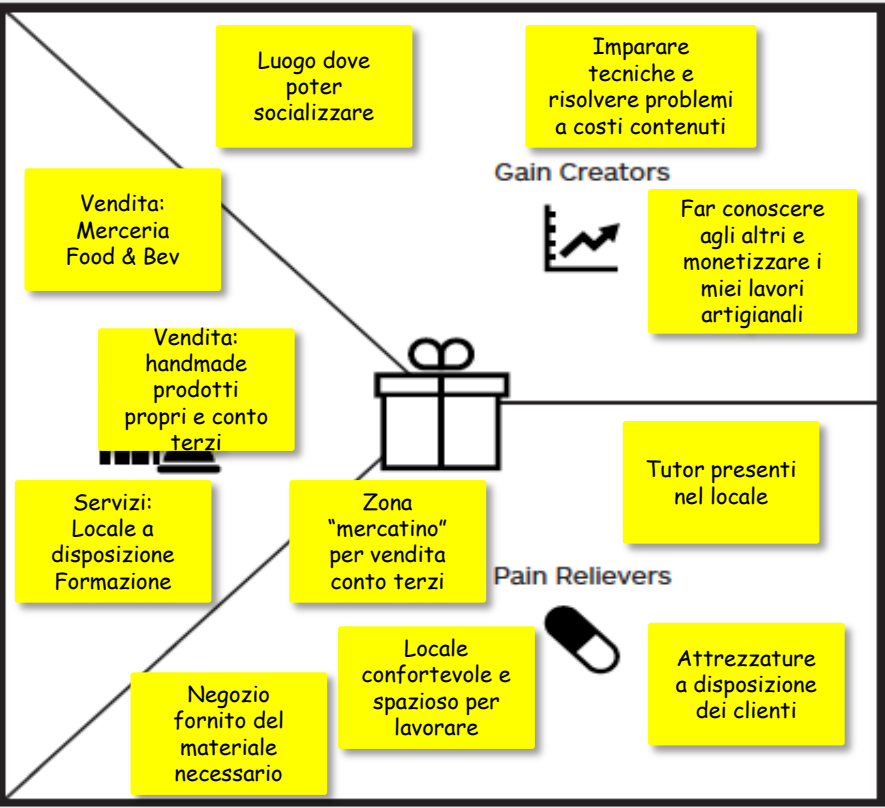
Customer segment Profile: DSA e Caregivers

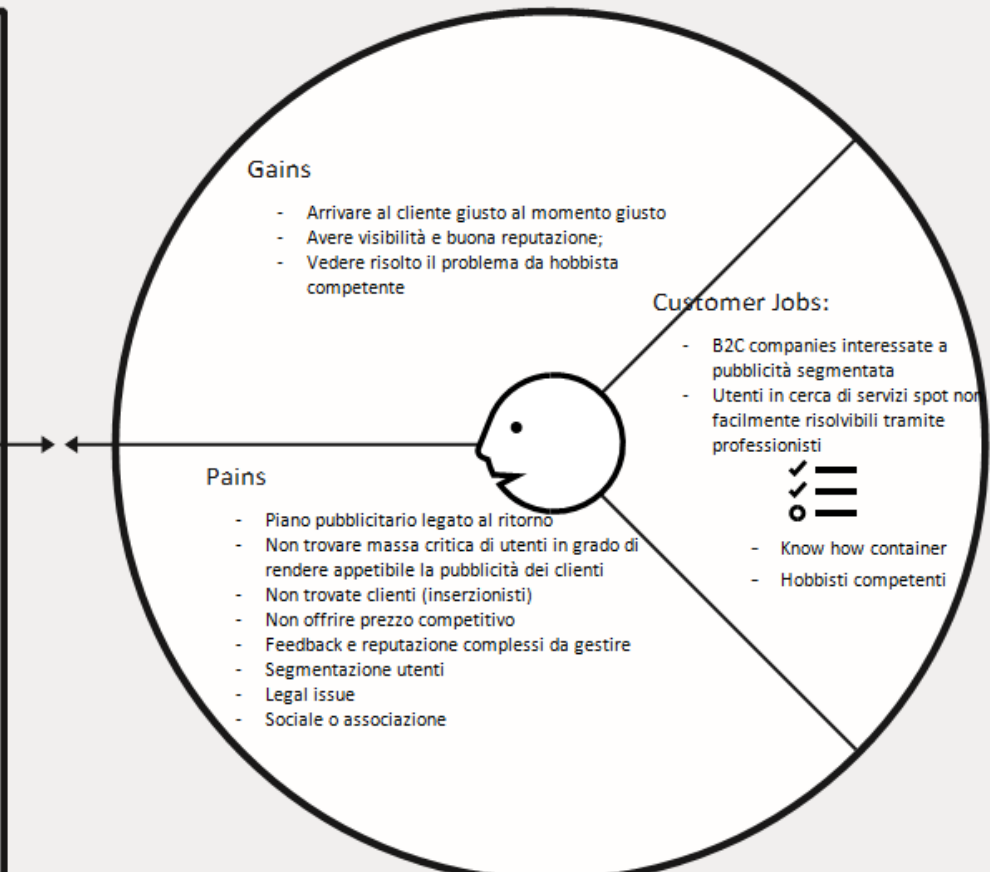
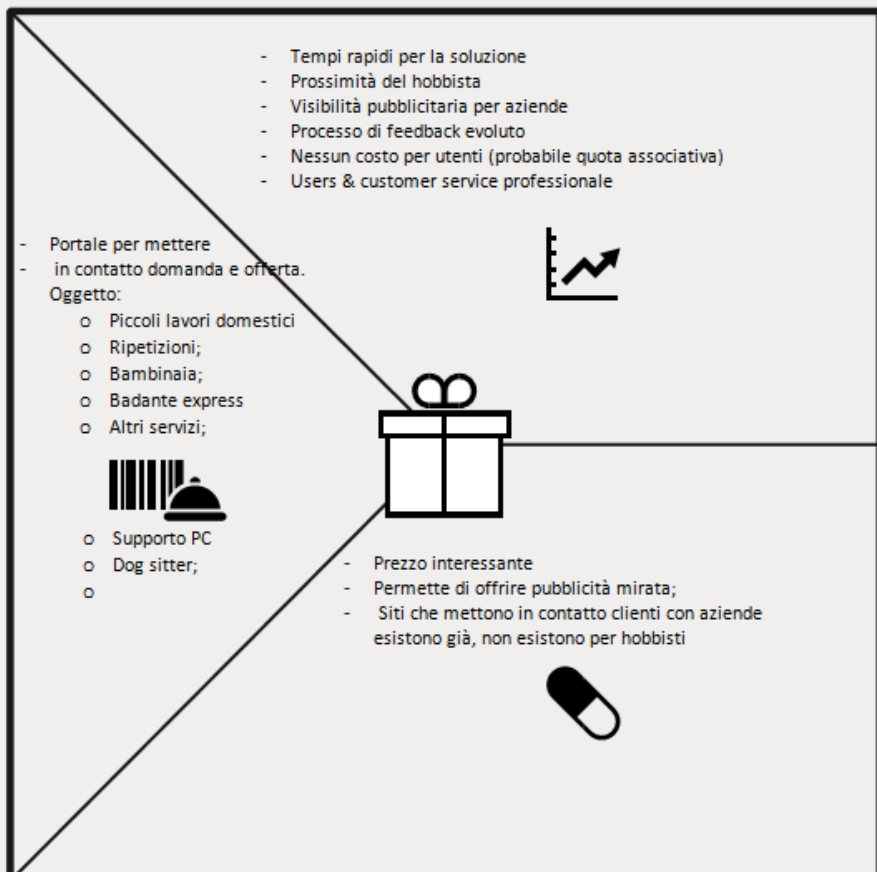


The Value Proposition Canvas

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

Portineria14

Francesco Home

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Foto

Portineria 14: l'innovazione nelle piccole realtà.

OTT 2017 by ILARIA GIACOMELLO

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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: 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?

KEY PARTNERSHIP BENEFITS:
 Operational excellence
 Reduction in our costs/risks
 Acquisition of particular resources and activities

Key Activities



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

KEY ACTIVITIES:
 Production
 Problem Solving
 Platform/Network

Key Resources



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

KEY 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:
 Unique
 Personalized
 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?

KEY RELATIONSHIPS:
 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 PRINCIPLES:
 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 get customers to pay for 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?

MARKET SEGMENTS:
 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?

FIXED & VARIABLE COSTS:
 Cost Structure (Fixed and variable costs)
 Variable Costs (Proportional to volume of production)
 Value Drivers (Factors on which revenue, margins, sales depend)

KEY COST STRUCTURES:
 Fixed Costs (salaries, rent, etc.)
 Variable Costs (materials, etc.)
 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?

REVENUE STREAMS:
 Fixed Price
 Usage-based
 Subscription Fee
 Licensing/Fee-for-Use
 Advertising

REVENUE STREAMS:
 Fixed Price (non-dependent)
 Customer segment dependent
 Volume dependent

REVENUE STREAMS:
 High Margin (High Profit)
 Low Margin (Low Profit)



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?

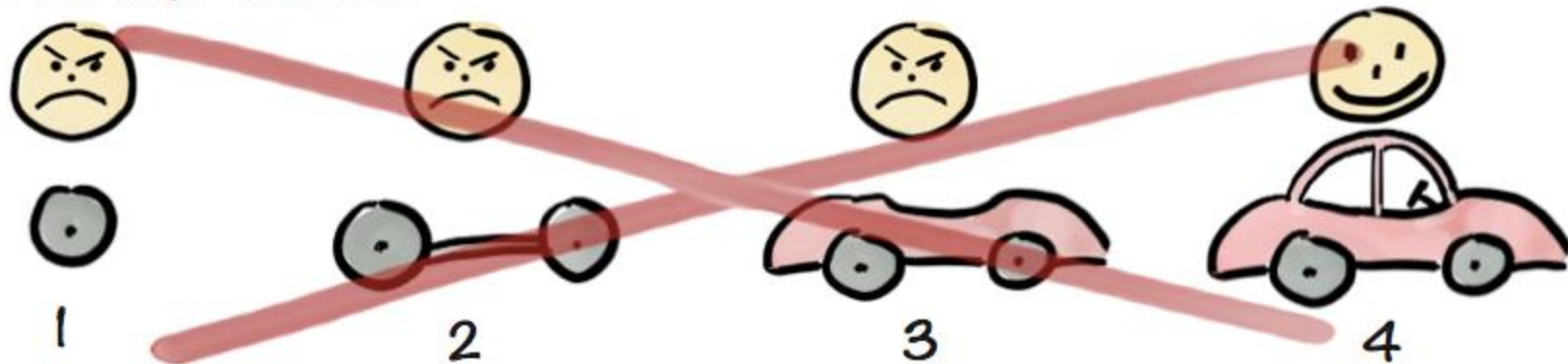
Ries says: “Probably much more minimum than you think.”

The Lean Start-Up

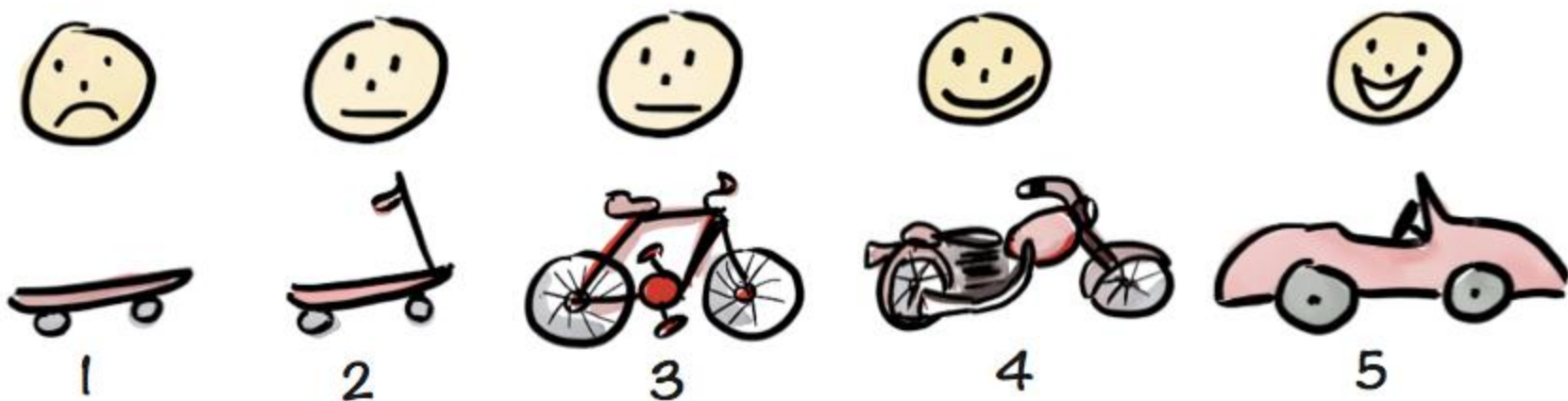
A book by
Eric Ries



Not like this....



Like this!



by Henrik Kniberg

1° esempio



The image shows the cover art for the card game 'Exploding Kittens'. On the left is a stack of dark red cards with a small orange kitten icon and the text 'EXPLODING KITTENS'. The main title 'EXPLODING KITTENS' is written in large, stylized letters with a flame effect. Below it, the text reads 'A CARD GAME FOR PEOPLE WHO ARE INTO KITTENS AND EXPLOSIONS AND LASER BEAMS AND SOMETIMES GOATS.' To the right is a cartoon illustration of a black cat with orange eyes and a laser beam coming from its mouth.

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?