

1	STARTUP AND NEW ECONOMIC MODELS
2	COMPULSORY
3	EQF LEVEL 7
4	1
5	2
6	6
7	MARCO PARDO
8	<p>ENTREPRENEURSHIP IN THE 21ST CENTURY IS EVOLVING RAPIDLY. THE CHANGES IN TECHNOLOGY, IN CAPITAL MARKETS AND MOREOVER THE SOCIAL AND CULTURAL CHANGES ARE CHALLENGING NEW ENTREPRENEURS TO BUILD INNOVATION-BASED STARTUPS, EVEN IN EMERGING MARKETS. STARTUPS ARE A POSSIBLE SOLUTION TO IMPORTANT ISSUES SUCH AS ECONOMIC AND SOCIAL DEVELOPMENT. THERE IS NO PREMADE ROAD TO ENTREPRENEURSHIP. WE CAN LEARN THE PROCESS OF HOW TO CREATE AN INNOVATION-BASED NEW VENTURE, WORKING THROUGH ISSUES OF MARKET ANALYSIS, PRODUCT LIFE-CYCLE PLANNING, PARTNER SELECTION, SALES AND MARKETING. THE MOST IMPORTANT STARTUP ECOSYSTEMS WILL BE ANALYSED TOO. AS A FRAMEWORK FOR ALL OF THIS, WE WILL USE THE <i>BUSINESS MODEL CANVAS</i>, THE <i>VALUE PROPOSITION CANVAS</i> AND THE <i>LEAN STARTUP CANVAS</i>. THIS IS A HANDS-ON COURSE THAT TEACHES A RIGOROUS FRAMEWORK AS WELL AS PROVIDING VALUABLE EXPERIENCE TO STUDENTS. STUDENTS WILL WORK IN TEAMS TO PREPARE A COMPANY LAUNCH, MAPPING ALL THE PRACTICAL STEPS ASSOCIATED WITH FORMING A BRAND-NEW COMPANY. LESSON 4 AND LESSON 5 AND FIVE WILL BE HELD IN ENGLISH.</p> <p>THIS COURSE TEACHES HOW TO DEVELOP CREATIVITY AND LEARN THE PROCESS OF HOW TO CREATE AN INNOVATION-BASED NEW VENTURE. STUDENTS WILL WORK IN TEAMS TO LAUNCH THEIR IDEA, MAPPING ESSENTIAL PARTS OF A STARTUP LAUNCH. IT WILL BE A STEP BY STEP GUIDE THROUGH A STARTUP PROCESS, FROM IDEA TO PITCH.</p>
9	FACE TO FACE
10	-
11	<p>a. A WORLD OF OPPORTUNITY? (LESSON 1) COURSE PRESENTATION: TEXTBOOKS, SELECTION OF READINGS, ASSESSMENT METHODS, COURSE ASSIGNMENT (PROJECT WORK) TECHNOLOGICAL TRENDS EMERGING CULTURE AND EMERGING MARKETS BIG ISSUES TO SOLVE KEYWORDS: <i>SHARING, COLLABORATION, CO-DESIGN, OPEN, SOCIAL INNOVATION</i></p> <p>b. INNOVATION AND CREATIVITY (LESSON 2 AND LESSON 3) COURSE ASSIGNMENT: PROJECT WORKS AND TEAMS THE CREATIVITY CODE FRAMEWORK TO CREATIVITY DEVELOPMENT (ZIZOZI) 10 TYPES OF INNOVATION THE <i>DISRUPTIVE INNOVATION</i> SOCIAL IMPACT AND SOCIAL INNOVATION-BASED COMPANIES CASE STUDIES.</p> <p>c. STARTUP (IN ENGLISH) (LESSON 4 AND LESSON 5) STARTUP DEFINITION AND WORLD ECOSYSTEMS THE FRAMEWORK: TOOLS AND METHODS LEAN STARTUP CANVAS BUSINESS MODEL CANVAS EXAMPLES</p> <p>d. NEW BUSINESS MODELS (LESSON 6) BUSINESS MODEL PATTERNS</p>

PLATFORM BUSINESS
SHARING ECONOMY
THE NETWORK VALUE
REVENUE MODELS
CASE STUDIES

e. MARKET DEVELOPMENT: PRODUCT/MARKET FIT (LESSON 7 AND LESSON 8)

CUSTOMER DEVELOPMENT: DISCOVER YOUR MARKET
PRODUCT/MARKET FIT: VALUE PROPOSITION CANVAS
PROTOTYPING
METRICS
MVP: MINIMUM VIABLE PRODUCT
HYPOTHESIS AND TEST
PIVOTING
CASE STUDIES

f. HOW DO I GET THE MONEY (LESSON 9)

THE NEW ENTREPRENEURSHIP
ECOSYSTEMS
WHERE DO I START?
STARTUP COMPETITIONS
FUNDING
CASE STUDIES

g. PITCHING (LESSON 10)

PITCH STRUCTURE
HOW AND TO WHOM DO I PITCH MY IDEA?
HOW TO PREPARE A PITCH?
BUSINESS PLAN?
CASE STUDIES

h. DEVELOPMENT AND GROWTH (LESSON 11)

GROWTH ENGINE
DEVELOPMENT CYCLE
TRACTION
CASE STUDIES

i. NOBODY WANTS TO FAIL (LESSON 12)

STRATEGY
MOST COMMON MISTAKES
CASE STUDIES

12 SELECTION OF READINGS AND CASES INDICATED AT THE BEGINNING OF THE COURSE BY THE INSTRUCTOR. THE BOOKS LISTED ARE USEFUL TO GET DEEPER INTO THE PROGRAM OF THE COURSE. NONE OF THEM ARE MANDATORY.

a. BUSINESS MODELS

- BUSINESS MODEL GENERATION, A. OSTERWALDER YVES PIGEUR, WILEY, 2010
- VALUE PROPOSITION DESIGN, A. OSTERWALDER YVES PIGEUR, WILEY, 2014
- THE BUSINESS MODEL NAVIGATOR, O. GASSAMAN K. FRANKENBERGER M. CSIK, FT PUBLISHING, 2014
- THE BUSINESS MODEL INNOVATION FACTORY, S. KAPLAN, WILEY, 2012

b. STARTUP CYCLE

- THE ENTREPRENEUR'S GUIDE TO CUSTOMER DEVELOPMENT, B. COOPER, P. VLASKOVITS, 2010
- THE STARTUP PLAYBOOK, D. KIDDER, CHRONICLE BOOKS, 2012
- STARTUP VINCENTI DALL'IDEA AL SUCCESSO, JASON L. BAPTISTE, HOEPLI, 2012

- STARTUP, DALL'IDEA AL SUCCESSO, HOEPLI, 2016
- ZERO TO ONE NOTES ON STARTUP, P. THIEL, VIRGIN BOOKS, 2014
- THE NEXT STEP GUIDING YOU FROM IDEA TO STARTUP, M. LIBES, 2013
- THE STARTUP OWNER'S MANUAL. THE STEP BY STEP GUIDE FOR BUILDING A GREAT COMPANY, S. BLANK B. DORF 2012
- START SMALL, STAY SMALL: A DEVELOPER'S GUIDE TO LAUNCHING A STARTUP, R. WALLING, 2010
- IF YOU REALLY WANT TO CHANGE THE WORLD. A GUIDE TO CREATING BUILDING AND SUSTAINING BREAKTHROUGH VENTURES, H. KRESSEL N. WINARSKY
- GROWTH ENGINES, S. ELLIS MORGAN BROWN, UNLOCKINGGROWTH, 2014
- THE ENTREPRENEUR ROLLER COASTER, D. HARDY, SUCCESS, 2015
- THE STARTUP KIT, EMMA JONES, ENTERPRISE NATION, 2013
- THE \$100 STARTUP, CHRIS GUILLEBEAU, MACMILANN, 2012
- THE START-UP J CURVE. THE SIX STEPS TO ENTRENEURIAL SUCCESS, HOWARD LOVE, GREENLEAF BOOK GROUP PRESS, 2016
- THE ART OF OPPORTUNITY. HOW TO BUILD, GROW AND VENTURE THROUGH STRATEGIC INNOVATION AND VISUAL THINKING, M. SNIUKAS P. LEE MATT MORASKY, WILEY, 2016

c. CUSTOMER DEVELOPMENT

- THE FOUR STEP TO EPIPHANY SUCCESSFUL. STRATEGIES FOR PRODUCTS THAT WIN, S. BLANK, QUAD GRAPHIC, 2007
- TRACTION. HOW A STARTUP CAN ACHIEVE EXPLOSIVE CUSOTMER GROWTH, G. WEINBERG J. MARES, PORTFOLIO PENGUIN, 2015 CROSSING THE CHASM, MARKETING AND SELLING DISRUPTIVE PRODUCTS TO MAINSTREAM CUSTOMERS, GEOFFREY A. MOORE, HARPERCOLLINS, 2014
- IMPRESA 4.0 MARKETING E COMUNICAZIONE DIGITALE A 4 DIREZIONE, FRANO GIACOMAZZI MARCO CAMISANI CALZOLARI, PEARSON PARAVIA, 2008
- ASK, R. LEVESQUE, DUHAM BOOKS, 2015
- THE SCIENCE FOR GROWTH. HOW FACEBOOK BEATS FRIENDSTER- AND HOW NINE OTHER STARTUPS LEFT THE REST IN THE DUST. SEAN AMMIRATI, ST. MARTIN'S PRESS, 2016

d. LEAN METHODS

- THE LEAN STARTUP, E. RIES, CROWN PUBLISHING GROUP, 2011
- LEAN SCALING, MASTERING THE LEAN METRICS FOR STARTUP GROWTH, A. MAURYA, PROTFOLIO PEGUIN, 2015
- RUNNING LEAN. ITERATE A PLAN A TO A PLAN THAT WORKS, A. MAURYA, O'REILLY, 2012
- THE LEAN PRODUCT PLAYBOOK. HOW TO INNOVATE WITH MINIMUM VIABLE PRODUCTS AND RAPID CUSTOMER FEEDBAK, D. OLSEN, WILEY, 2015
- VALIDATING PRODUCT IDEA THROUGH LEAN USER RESEARCH, T. SHARON, ROSENFELD MEDIA, 2016
- LEAN ANALYTICS, USE DATA TO BUILD A BETTER STARTUP FASTER, ALISTAIR CROLL, BENJAMIN YOSKOVITZ, O'REILLY, 2013

•

e. INNOVATION AND PRODUCT DEVELOPMENT

- DESIGNING FOR GROWTH. A DESIGN THINKING TOOL KIT FOR MANAGERS, J. LIEDTKA T. OGILVIE, COLUMBIA BUSINESS SCHOOL, 2011
- CHANGE BY DESIGN, TIM BROWN, HARPER BUSINESS, 2009
- THE INNOVATOR'S DILEMMA, CLAYTON M. CHRISTENSEN, HARPER BUSINESS, 2011
- THE THREE BOX SOLUTION. A STRATEGY FOR LEADING INNOVATION, V. GOVINDARAJAN, HARVARD BUSINESS REVIEW PRESS, 2016
- STRATEGIZE. PRODUCT STRATEGY AND PRODUCT ROADMAP PRACTICES FOR THE DIGITAL AGE, R. PICHLER, PICHLER COSULTING, 2016

- MONETIZING INNOVATION HOW SMART COMPANIES DESIGN THE PRODUCTS AROUND THE PRICE, M. RAMANUJAM, G. TACKE, WILEY, 2016
- HOOKED. HOW TO BUILD HABIT FORMING PRODUCTS. NIR EYAL, PEGUIN, 2014
- THE AUTOMATIC CUSTOMER. CREATING A SUSCRPTION BUSINESS IN ANY INDUSTRY, JOHN WARRILOW, PENGUIN, 2015
- UNIVERSAL PRINCIPLES OF DESIGN, W. LIDWELL, K. HOLLDEN, ROCKET PULISHERS, 2003
- THE ART OF THE START 2.0, GUY KAWASAKI, PENGUIN, 2015

f. THE WORLD BACKGROUND

- THE INEVITABLE UNDERSTANDING: THE 12 TECHNOLOGICAL FORCES THAT WILL SHAPE OUR FUTURE, K. KELLY, VIKING, 2015
- LET MY PEOPLE GO SURFING, Y. CHOUINARD, PEGIUN BOOKS, 2006
- START-UP NATION. THE STORY OF ISRAEL'S ECONOMIC MIRACLE, DAN SENOR AND PAUL SINGER, TWELVE HACHETTE BOOK GROUP, 2009
- THE SHIFT. THE FUTURE OF WORK IS ALREADY HERE, L. GRATTON, COLLINS, 2011
- THE INDUSTRIES OF THE FUTURE, A. ROSS, S&S, 2016
- LA SOCIETÀ A COSTO MARGINALE ZERO, J. RIFKIN, MONDADORI, 2014

g. CULTURE AND CREATIVITY

- REWORK MANIFESTO DEL NUOVO IMPRENDITORE MINIMALISTA, JASON FRIED DAVID HEINEMEIER HANSSON, ETAS, 2010
- OUT OF OUR MINDS: LEARNING TO BE CREATIVE, SIR KEN ROBINSON, CAPSTONE, 2011
- CRACKING THE CREATIVITY CODE: ZOOM IN/ZOOM OUT/ZOOM IN FRAMEWORK FOR CREATIVITY, FUN, AND SUCCESS, AREI RUTTENMERG AND SHLOMO MAITAL, SAGE, 2014
- OUR ICEBERG IS MELTING: CHANGING AND SUCCEEDING UNDER ANY CONDITIONS, JOHN KOTTER AND HOLGER RATHGEBER, PENGUIN, 2005
- BITCOIN. THE FUTURE OF MONEY, DOMINIC FRISBY, UNBOUNF, 2014
- PINPOINT. HOW GPS IS CHANGING TECHNOLOGY, CULTURE AND OUR MINDS, G. MILNER, W.W. NORTON & COMPANY, 2016
- CONNECTOGHAPHY. MAPPING THE GLOBAL NETWORK REVOLUTION, P. KHANNA, W&N, 2016
- THE BUSINESS BLOCKCHAIN. PROMISE, PRACTICE AND APPLICATION OF THE NEXT INTERNET TECHNOLOGY, W. MOUGAYAR, WILEY, 2016
- BLOCKCHAIN REVOLUTION. HOW THE TECHNOLOGY BEHIND BITCOIN IS CHANGING MONEY, BUSINESS AND THE WORLD, D. TAPSCOTT A. TAPSCOTT, PROTFOLIO PENGUIN, 2016
- THE FOURTH INDUSTRIAL REVOLUTION, K. SCHWAB, WORLD ECONOMIC FORUM, 2016
- STRATEGIA OCEANO BLU. VINCERE SENZA COMPETERE, W. CHAN KIM RENÉE MAUBORGNE, ETAS, 2005

h. PLATFORM BUSINESS

- PLATFORM REVOLUTION. HOW NETWORKED MARKETS ARE TRANSFORMING THE ECONOMY AND HOW TO MAKE THEM WORK FOR YOU, G. PARKER M. ALSTYNE S. CHOUDARY, N&C, 2016
- THE MATCHMAKER. THE NEW ECONOMICS OF MULTISIDED PLATFORMS, D. EVANS, R. SCHMALENSEE, HARVARD BUSINESS REVIEW PRESS, 2016
- PLATFORM SCALE. HOW AN EMERGING BUSINESS MODEL HELPS STARTUPS BUILD LARGE EMPIRES WITH MINIMUM INVESTMENT, S. CHOUDARY, 2016

i. SOCIAL IMPACT

- THE SOCIAL LABS REVOLUTION A NEW APPROACH SOLVING OUR MOST COMPLEX CHALLENGE, ZAID HASSAN, BK BOOKS, 2014
- SOCIAL ENTREPRENEURSHIP BUSINESS MODELS, K. SOMMERROCK, PALGRAVE, 2010

	<ul style="list-style-type: none"> • NEW FRONTIERS IN SOCIAL INNOVATION RESEARCH, A. NICHOLLS J. SIMON, M. GABRIEL, PALGRAVE, 2015 • THE SOCIAL ENTREPRENEUR'S PLAYBOOK PRESSURE TEST, PLAN, LAUNCH AND SCALE YOUR ENTERPRISE. I. MACMILLAN, J. THOMPSON, WHARTON DIGITAL PRESS, 2013 • THE SHARING ECONOMY THE NET OF EMPLOYMENT AND THE RISE OF CROWD-BASED CAPITALISM, A. SUNDARARAJAN, THE MIT PRESS, 2016
13	SEE 11
14	PROJECT WORK. EVERY GROUP WILL NEED TO SUBMIT AN IDEA FOR A NEW BUSINESS AND DEVELOP IT USING THE FRAMEWORK. THE MAIN DELIVERABLE WILL BE THE PITCH. (60%) ORAL EXAM, PARTLY IN ENGLISH. (40%)
15	ITALIAN