NOME DEL CORSO	**METODOLOGIA DELLA PROGETTAZIONE** Startup e nuovi modelli economici
TIPOLOGIA (indicare se il corso è obbligatorio oppure se si tratta di un'attività a libera scelta dello studente)	Obbligatorio
CICLO DI STUDIO (indicare se triennio o biennio)	Biennio
ANNO DI INSEGNAMENTO	2023/2024
DURATA DEL CORSO (semestrale o annuale)	Annuale
CREDITI	6
NOME E COGNOME DELLA PROFESSORESSA/PROFESSORE	Marco Pardo
BREVE DESCRIZIONE DEGLI OBIETTIVI/FINALITA' DEL CORSO	L'imprenditoria nel XXI secolo sta mutando radicalmente. I cambiamenti tecnologi, quelli relativi ai mercati di capitali, e ancora quelli sociali e culturali hanno consentito lo sviluppo di un numero consistente di startup legate all'innovazione sia tecnologica che sociale, anche in paesi emergenti. Le startup sono diventate quindi un importante fattore di sviluppo economico e di occupazione. Seppur non esista una ricetta per diventare imprenditori innovativi, il corso intende approfondire il processo di creazione di una nuova impresa, dall'analisi del mercato allo sviluppo del prodotto, alla scelta dei partner, ai concetti di vendita e marketing, cercando soluzioni ai problemi che si porranno. Si analizzeranno inoltre gli elementi del nuovo ecosistema dell'imprenditoria. Il quadro concettuale di riferimento che verrà utilizzato sarà il *business model canvas*, il *value proposition canvas* e il *lean startup canvas*. Si tratta di un corso che aggiunge al quadro concettuale un percorso operativo. Gli studenti, in gruppo, dovranno lavorare per preparare il lancio di una startup, percorrendo tutti i passi necessari. Le lezioni 4 e 5 saranno tenute in inglese. Il corso consente di acquisire competenze la generazione delle idee e il processo di costruzione di un'ipotesi di startup. Lo studente, attraverso un lavoro di gruppo, sarà coinvolto nello sviluppo operativo di un'idea sperimentando l'intero processo. La finalità del corso è quindi quella di affrontare i passi, incluso la preparazione del pitch, per presentare l'idea innovativa su cui si basa il possibile sviluppo della startup
METODOLOGIA DI INSEGNAMENTO (indicare se in presenza o a distanza)	Presenza
PREREQUISITI	/
PROGRAMMA DEL CORSO	a. **Un mondo di opportunità?** Presentazione del percorso: testi e articoli di riferimento, modalità dell'esame, *project work* I macrotrend tecnologici I concetti di economia circolare

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	Avere impatto
	Culture emergenti
	Il problema? Le grandi sfide del nostro presente
	Le parole chiave: *sharing, collaboration, codesign, open, social innovation*
	b. Innovazione e generazione di nuove idee
	Scelta del *project work* e dei gruppi
	Il codice della creatività
	Framework per lo sviluppo della creatività (ZIZOZI)
	10 tipologie di innovazione
	Il concetto di *disruptive innovation*
	Il paradigma delle imprese sociali e il concetto di impatto: accendere lo sviluppo
	Studio di casi.
	c. Startup (in English)
	Startup definition and world ecosystems
	The frameworK: tools and methods
	Lean startup canvas
	Business model canvas
	Examples
	d. Nuovi modelli di business
	Business model patterns
	Platform business
	Sharing economy
	La forza del Network
	Modelli di ricavo
	Studi di caso
	e. Lo sviluppo del mercato: convalida il tuo progetto
	Sviluppo dei clienti: scopri il tuo mercato
	Product/market fit: Value proposition canvas
	Concetti di prototyping
	Metriche
	MVP: il prodotto/servizio con le caratteristiche minime
	L'approccio scientifico: ipotesi e test
	Concetto di pivoting
	Studi di caso
	f. Come finanzio la mia startup
	La nuova cultura imprenditoriale
	Gli attori dell'ecosistema
	Dove partire?
	Le startup competition
	Le modalità di finanziamento

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	Studi di caso
	g. Convincere
	Struttura di un pitch
	A chi mi presento?
	Come preparare un pitch per i diversi interlocutori
	Business plan?
	Studi di caso
	h. Lo sviluppo e la crescita
	I motori della crescita
	Il ciclo di sviluppo
	Traction
	Studi di caso
	i. A nessuno piace fallire
	Strategia
	Gli errori fatali
	Studi di caso
EVENTUALE BIBLIOGRAFIA/SITOGRAFIA	Slide, articoli e selezioni di casi indicati dal docente all'inizio del corso. La bibliografia indicata è indicativa per eventuali approfondimenti, salvo le parti che verranno indicate all'inizio del corso. Alcuni testi sono disponibili anche in traduzione italiana. Si è comunque preferito indicare l'opera in lingua originale. **a. Modelli di Business** • 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

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- 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. Sviluppo mercato
- 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. Metodologia Lean
- The lean startup, E. ries, Crown Publishing Group, 2011
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- Running lean. Iterate a plan A to a plan that works, A. Maurya, O'Reilly, 2012
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- 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. Innovazione e sviluppo prodotto
- 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
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	- 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 Peguin, 2016 - The Fouth 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. Impatto socia**le - 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 - 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

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MODALITA' DI SVOLGIMENTO DELL'ESAME (indicare se, ad esempio, sia necessario preparare degli elaborati specifici per il superamento dell'esame)	Project work di gruppo. Il project work consiste nello sviluppo pratico del processo che porta dall'idea ad una startup ed è soggetto a revisione. (60%) Esame orale, in parte in lingua inglese. (40%)
LINGUA DI INSEGNAMENTO	Italiano/inglese

NAME OF THE COURSE	**DESIGN METHODOLGY** Startup and new economic models
TYPE	Mandatory
CYCLE	Master
YEAR OF STUDY WHEN THE COMPONENT IS DELIVERED (IF APPLICABLE)	2023/2024
SEMESTER/TRIMESTER WHEN THE COMPONENT IS DELIVERED	Annual
NUMBER OF ECTS CREDITS ALLOCATED	6
NAME OF LECTURER(S)	Marco Pardo
LEARNING OUTCOMES	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 *business model canvas*, the *value proposition canvas* and the *lean startup canvas.* 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. 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.

MODE OF DELIVERY (FACE-TO-FACE/DISTANCE LEARNING ETC.)	Face-to-face
PREREQUISITES AND CO-REQUISITES (IF APPLICABLE)	/
COURSE CONTENT	**j. A World of opportunity?** Course presentation: textbooks, selection of readings, assessment methods, course assignment (project work) Technological trends Emerging culture and emerging markets Big issues to solve keywords: *sharing, collaboration, co-design, open, social innovation* **k. Innovation and creativity** Course assignment: project works and teams The creativity code Framework to creativity development (ZIZOZI) 10 types of innovation the *disruptive innovation* social impact and social innovation-based companies case studies. **l. Startup (in English)** Startup definition and world ecosystems The framework: tools and methods Lean startup canvas Business model canvas Examples **m. New business models** Business model patterns Platform business Sharing economy The network value Revenue models Case studies **n. Market development: Product/market fit** Customer development: discover your market Product/market fit: Value proposition canvas Prototyping Metrics MVP: minimum viable product hypothesis and test Pivoting Case studies

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	o. How do I get the money The new entrepreneurship Ecosystems Where do I start? Startup competitions Funding Case Studies **p. Pitching** Pitch structure How and to whom do I pitch my idea? How to prepare a pitch? Business plan? Case Studies **q. Development and growth** Growth engine Development cycle Traction Case studies **r. Nobody wants to fail** Strategy Most common mistakes Case studies
RECOMMENDED OR REQUIRED READING AND OTHER LEARNING RESOURCES/TOOLS	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. **j. 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 **k. Startup cycle** • The entrepreneur's guide to customer development, B. Cooper, P. Vlaskovits, 2010 • The startup playbook, D. Kidder, Chronicle Books, 2012

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	q. 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
	r. 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
	• 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
ASSESSMENT METHODS AND CRITERIA	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%)
LANGUAGE OF INSTRUCTION	Italian/English

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