


Innovazione - unica alternativa possibile?



Due problemi delle aziende esistenti

1. **Mantenere il vantaggio competitivo**
2. **Continuare a crescere**

Vantaggio competitivo secondo M. Porter

- Ciò che consente ad una impresa di avere risultati (profitti) superiori alla media dei concorrenti diretti del suo settore (industry) per un periodo di tempo medio-lungo (10-15 anni)
- Il settore (slide successiva) è il punto di riferimento e “determina” la redditività
- Le strategie possibili sono tre con 2 vantaggi competitivi possibili: per vantaggio di costo (product driven) e vantaggio di differenziazione (market driven)
- Si innova un in fase iniziale e poi si lavora per mantenere la posizione competitiva

Macro e Micro



Sustainable competitive advantage in the industry equals success over time

- “Strategy is stuck,” Professor McGrath’s book tells us. “Virtually all strategy frameworks and tools in use today are based on a single dominant idea: that **the purpose of strategy is to achieve a sustainable competitive advantage**. This idea is strategy’s most fundamental concept. It’s every company’s holy grail. And it’s no longer relevant for more and more companies...
- **Strategy was all about finding a favorable position in a well-defined industry and then exploiting a long-term competitive advantage.**
- **Innovation was about creating new businesses and was seen as something separate from the business’s core set of activities.”**

Competitive advantage is transient

- To operate, we need a **new set of assumptions** about how the world works and “**a new playbook** to compete and win when competitive advantages are transient.”
- Sustainable competitive advantage is not just ineffective, says Professor McGrath: it's actually *counterproductive*.
- “Think about it: **the presumption of stability creates all the wrong reflexes**. It allows for inertia and power to build up along the lines of an existing business model. It allows people to fall into routines and habits of mind. ... **It inhibits innovation. It tends to foster the denial reaction rather than proactive design of a strategic next step**... A preference for equilibrium and stability means that many shifts in the marketplace are met by business leaders denying that these shifts mean anything negative for them.”

Industry is not king

- One of the biggest changes, says Professor McGrath is “**to stop thinking of within-industry competition as the most significant competitive threat**... This is a rather dangerous way to think about competition.
- Today, competition can come from anywhere. **It's not just cheap substitutes to their products**, capturing low-end customers, and then gradually move upmarket to pick off higher-end customers. **Now entire product lines—whole markets—could be destroyed almost overnight** as customers defect in droves by “big bang disruption”.

Where to compete: arenas, not industries

- A new level of analysis that reflects the connection between **market segment, offer, and geographic location** at a granular level is needed. She calls this “**an arena**”.
- “Arenas are characterized by particular **connections between customers and solutions**, not by the conventional description of offerings that are near substitutes for one another... The driver of categorization will in all likelihood be the outcomes that particular customers seek: **jobs to be done** and the alternative ways those outcomes might be met. This is vital, because the most substantial threats to a given advantage are likely to arise from a peripheral or nonobvious location.”

<http://www.forbes.com/sites/stephenwunker/2012/02/07/six-steps-to-put-christensens-jobs-to-be-done-theory-into-practice/#67426f935396>

How to compete: from tangible to intangible

- “Product features, new technologies, and the ‘better mousetrap’ sorts of sources of advantage are proving to be less durable than we once thought. Instead, companies are learning to leverage more ephemeral things **...deep customer relationships ... irreplaceable experiences across multiple arenas.**
- They will be focused on **creating capabilities and skills** that will be relevant to whatever arenas they happen to find themselves operating in. And they may even be more relaxed about traditional protections and barriers to entry, because **competition will devolve around highly intangible and emotional factors.**”

Altri spunti

- Chapter 5 of her book is about “Building an Innovation Proficiency”. It suggests that in a world of temporary advantage, **innovation needs to be a continuous, core, well-managed process** rather than the episodic and tentative process it is in many companies.
- Chapter 6 As the pace of competition becomes faster, **decisions that are made quickly and in “roughly right” mode** are likely to beat a decision-making process that is more precise, but slower. **Prediction and being “right”** will be less important than **reacting quickly and taking corrective action**.
- Chapter 7 For some people, the end of competitive advantage is going to **mean painful downward adjustments** ...vulnerable to organizations' ruthlessly trimming fixed costs to maximize their own flexibility

Altri spunti

- Chapter 6 for instance discusses briefly “escaping the tyranny of NPV” and refers to Eric Ries’s book, [The Lean Startup](#), in which innovation is driven, not by what managers or strategists think makes sense, but rather by direct feedback from customers in carefully designed A/B experiments.
- “The fundamental problem is that **when you are trying something new**, it **isn’t typically clear right away** which exact configuration of elements is going to be a winner.
- This suggests **that experimentation, trial-and-error learning, and discovery are the key practices**.
- What firms unfortunately often do, however, is try to plan their new businesses as though they were operating with a lot more certainty than they actually are.”

Come essere competitivi in questo mondo?



Da Vantaggio a Valore

**Il VALORE che le aziende possono creare per i
loro CLIENTI**

***ad un costo inferiore al costo di produzione del
valore***



Copiare?

Innovare?

Solo l'**INNOVAZIONE** può assicurare
alti livelli di **PROFITABILITA'**
poiché solo l'innovazione può
assicurare ***MONOPOLI temporanei.***

Vantaggio competitivo e innovazione

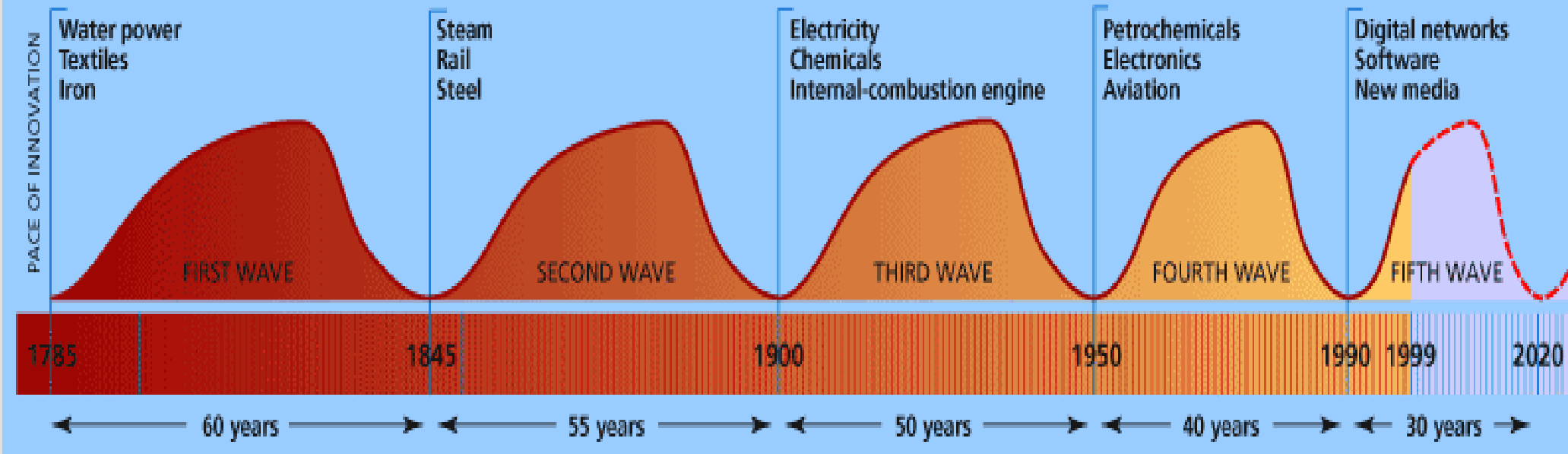
Verso l'**ipercompetizione**...
verso un modello
schumpeteriano!

La fonte di vantaggio è ...

la capacità di innovare

Schumpeter : l'accelerazione dei cicli

Schumpeter's waves accelerate



L'accelerazione ...

The innovators who create products at “hackathons” aren’t even trying to disrupt your business....You’re just the collateral damage.

<https://hbr.org/2013/03/big-bang-disruption/> HBR March 2013 , Larry Downes and Paul Nunes



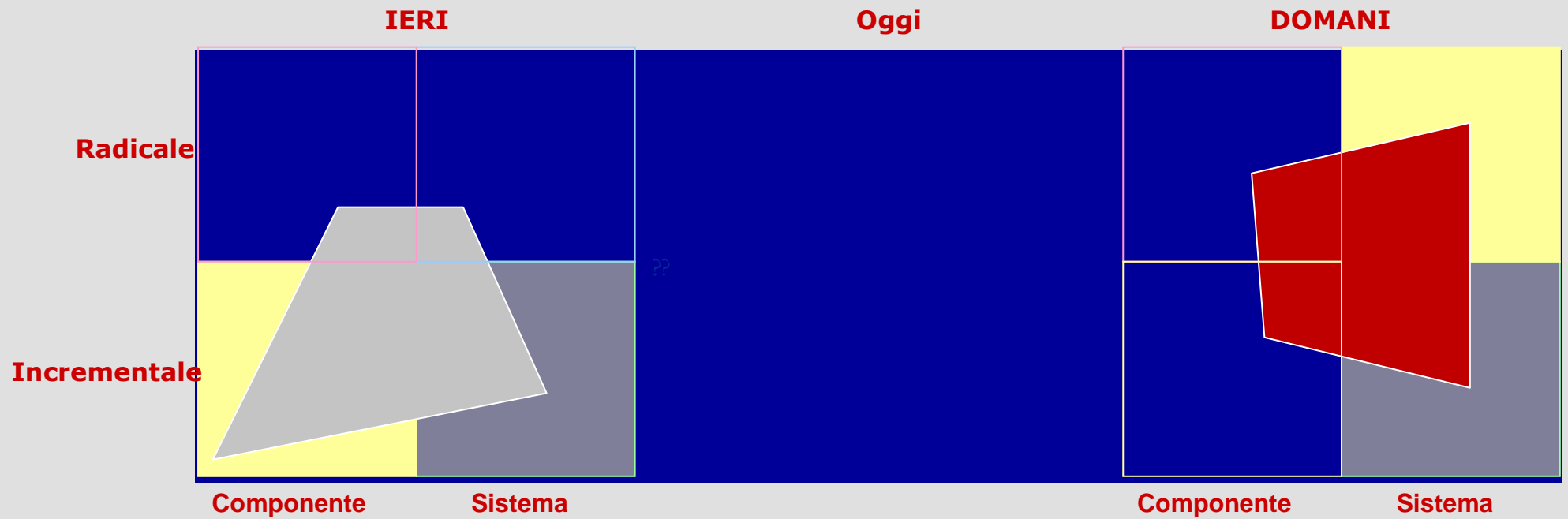
I primi 20 innovatori- 2007-2013

2007 Rank ▲	2006 Rank	Company Name
1	1	APPLE
2	2	GOOGLE
3	4	TOYOTA MOTOR
4	6	GENERAL ELECTRIC
5	5	MICROSOFT
6	7	PROCTER & GAMBLE
7	3	3M
8	43	WALT DISNEY CO.
9	10	IBM
10	13	SONY
11	20	WAL-MART
12	23	HONDA MOTOR
13	8	NOKIA
14	9	STARBUCKS
15	22	TARGET
16	16	BMW
17	12	SAMSUNG ELECTRONICS
18	11	VIRGIN GROUP
19	17	INTEL
20	21	AMAZON.COM

STOCK RETURNS REVENUE GROWTH MARGIN GROWTH

Company	Change from 2012	Industry
1 Apple	NC	Technology and telecom
2 Samsung	↑ 1	Technology and telecom
3 Google	↓ 1	Technology and telecom
4 Microsoft	NC	Technology and telecom
5 Toyota	↑ 6	Automotive
6 IBM	NC	Technology and telecom
7 Amazon	↑ 2	Consumer and retail
8 Ford	↑ 4	Automotive
9 BMW	↑ 5	Automotive
10 General Electric	↑ 6	Industrial products and processes
11 Sony	↓ 4	Technology and telecom
12 Facebook	↓ 7	Technology and telecom
13 General Motors	↑ 16	Automotive
14 Volkswagen	↑ 31	Automotive
15 Coca-Cola	↑ 2	Consumer and retail
16 Hewlett-Packard	↓ 1	Technology and telecom
17 Hyundai	↑ 7	Automotive
18 Honda	R	Automotive
19 Audi	↑ 6	Automotive
20 Daimler	R	Automotive

Il profilo dell'innovazione necessaria












Il Business Model Canvas

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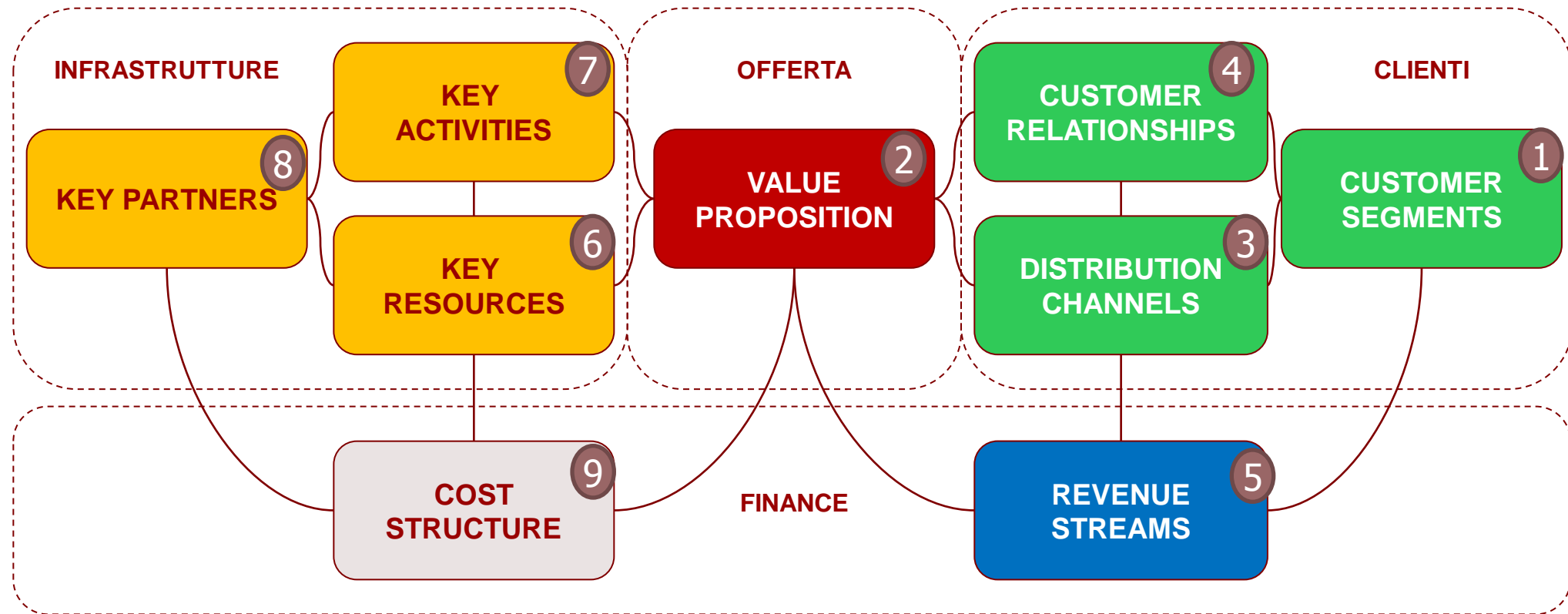
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Il

Descrizione

<p>Partner chiave</p>  <p>Chi sono i partner chiave del tuo business? Chi sono i fornitori e i canali di distribuzione? Quali canali di distribuzione sono i più importanti per il tuo business? Quali canali di distribuzione sono i più importanti per i tuoi clienti? Quali canali di distribuzione sono i più importanti per i tuoi partner?</p>	<p>Attività chiave</p>  <p>Che attività sono le più importanti per il tuo business? Quali attività sono le più importanti per i tuoi clienti? Quali attività sono le più importanti per i tuoi partner?</p>	<p>Valore offerto</p>  <p>Che valore offri ai tuoi clienti? Quali vantaggi offri ai tuoi clienti? Quali vantaggi offri ai tuoi partner?</p>	<p>Relazioni con i clienti</p>  <p>Che tipo di relazioni hai con i tuoi clienti? Quali vantaggi offri ai tuoi clienti? Quali vantaggi offri ai tuoi partner?</p>	<p>Clienti (segmenti)</p>  <p>Chi sono i tuoi clienti? Quali vantaggi offri ai tuoi clienti? Quali vantaggi offri ai tuoi partner?</p>
<p>Risorse chiave</p>  <p>Che risorse sono le più importanti per il tuo business? Quali risorse sono le più importanti per i tuoi clienti? Quali risorse sono le più importanti per i tuoi partner?</p>			<p>Canali</p>  <p>Che canali hai per raggiungere i tuoi clienti? Quali vantaggi offri ai tuoi clienti? Quali vantaggi offri ai tuoi partner?</p>	
<p>Struttura dei costi</p>  <p>Quali sono i costi più importanti per il tuo business? Quali costi sono i più importanti per i tuoi clienti? Quali costi sono i più importanti per i tuoi partner?</p>		<p>Ricavi</p>  <p>Che ricavi generi dal tuo business? Quali vantaggi offri ai tuoi clienti? Quali vantaggi offri ai tuoi partner?</p>		

business model framework



Modello di Business

Un modello di business descrive la logica in base alla quale un'organizzazione crea, distribuisce e catture valore