DIGITAL BUSINESS MODELS DESIGN & DEVELOPMENT PROCESS: VALUE, MEANING, EXPERIENCE

EMILIO BELLINI, CO-FOUNDER LEADIN' LAB
LEADERSHIP DESIGN AND INNOVATION LABORATORY – SCHOOL OF MANAGEMENT

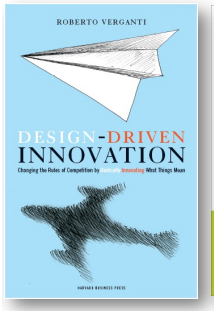
FEBBRAIO 2024

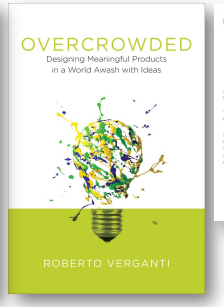
POLIMI GRADUATE SCHOOL OF MANAGEMENT

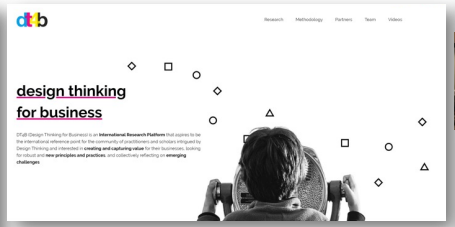
AACSB ACCREDITED · ASSOCIATION AMBA ACCREDITED · EQUIS ACCREDITED · Certified B Corporation

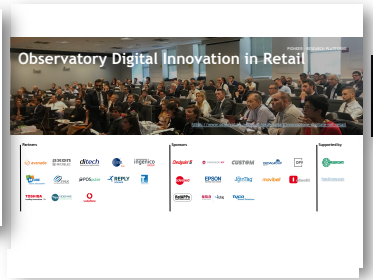
LEADIN'Lab - LEAdership Design and INnovation Lab



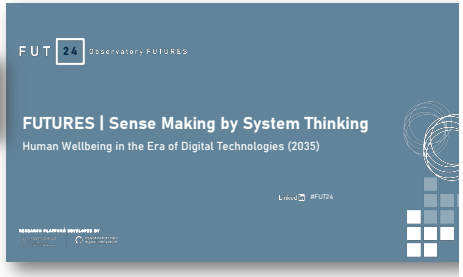




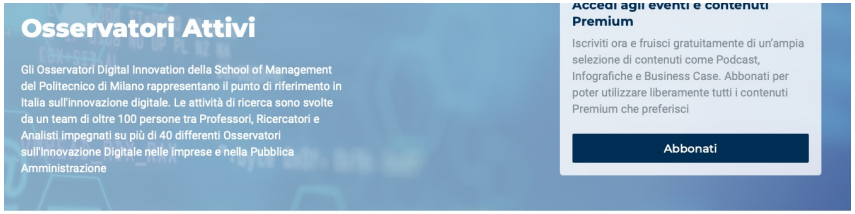








osservatori.net digital innovation





Innovazione Tecnologica

- 5G & Beyond
- Artificial Intelligence
- Big Data & Business Analytics
- Blockchain & Web3
- Cloud Transformation
- Cybersecurity & Data Protection
- Data Center
- Droni e Mobilità Aerea Avanzata
- Extended Reality & Metaverse
- Internet of Things
- Quantum Computing & Communication
- Space Economy

Innovazione di settore

- Agenda Digitale
- Connected Car & Mobility
- Contract Logistics "Gino Marchet"
- Digital Content
- EdTech
- Fintech & Insurtech
- Innovazione Digitale nel Retail
- Innovazione Digitale nelle PMI
- Innovazione Digitale per la Cultura
- Life Science Innovation
- Professionisti e Innovazione Digitale
- Sanità Digitale
- Smart AgriFood
- Smart City
- Smart Working nella PA (Tavolo di Lavoro)
- Tech Company - Innovazione del Canale ICT
- Transizione Industria 4.0
- Travel Innovation

Innovazione di processo

- Business Travel
- Customer Experience B2b (Tavolo di Lavoro)
- Digital B2b
- Digital Identity
- eCommerce B2c
- Export Digitale
- Food Sustainability
- HR Innovation Practice
- Innovative Payments
- Intelligent Business Process Automation (Tavolo di Lavoro)
- International Observatory on Electronic Invoicing (Tavolo di Lavoro)
- Internet Media
- Mobile B2c Strategy
- Omnichannel Customer Experience
- Supply Chain Finance
- Supply Chain Planning

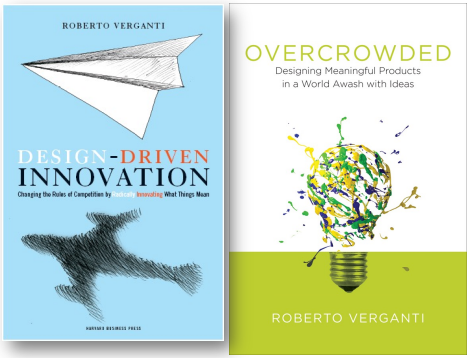
Modelli di innovazione

- Design Thinking for Business
- Digital Transformation Academy
- FUTURES | Sense Making by System Thinking
- Platform Thinking HUB
- Smart Working
- Startup Hi-tech
- Startup Thinking

PRACTICE

RESEARCH

LEADIN'Lab -Research and Practice in "Service and CX Innovation" 2010-2024





Design-Driven Innovation in Retailing: An Empirical Examination of New Services in Car Dealership

Emilio Bellini, Claudio Dell'Era, Federico Frattini and Roberto Verganti

Innovation strategies in retail services: solutions, experiences and meanings

Giuseppe Leonardo Pinto, Claudio Dell'Era, Roberto Verganti and Emilio Bellini

Department of Management, Economics and Industrial Engineering, Politecnico di Milano, Milan, Italy

Designing an Omni-Experience to Save Retailing

Lessons from an Italian Book Retailer *Retailers can achieve competitive advantage by creating an omni-experience, a novel customer experience innovation strategy.*

Federico Artusi, Emilio Bellini, Claudio Dell'Era & Roberto Verganti

The interplay between product and retail service meaning

Federico Artusi and Emilio Bellini

Department of Management, Economics and Industrial Engineering, Politecnico di Milano, Milan, Italy

ARTICLE

WILEY

Design and the customer experience: The challenge of embodying new meaning in a new service

Federico Artusi | Emilio Bellini

ARTICLE

From vision to innovation: new service development through front-line employee engagement

Federico Artusi and Emilio Bellini

Department of Management, Economics and Industrial Engineering, Politecnico Di Milano, Milan, Italy

The Metacognition Underlying Radical Business Model Innovation: Four Case Studies of Individual Criticism

Emilio Bellini and Silvia Castellazzi

Embedding Values into Digital Artifacts

The Case of App Development in the Energy Sector *The shift in focus from physical products to digital artifacts requires that designers understand and create new ways to embody values and experiences in the user experience.*

Federico Artusi, Silvia Magnanini & Emilio Bellini

International Journal of Innovation Management | VOL. 26, NO. 05

A VALUES-BASED APPROACH TO RADICAL INNOVATION: FACILITATING THE REINTERPRETATION OF CORE VALUES THROUGH DESIGN-DRIVEN PRACTICES

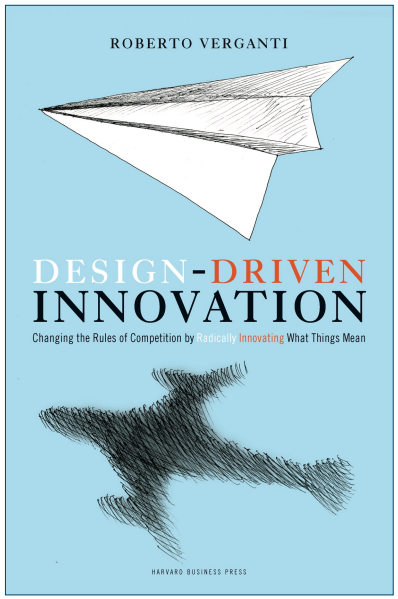
SILVIA ELEONORA CASTELLAZZI and EMILIO BELLINI

https://doi.org/10.1142/S1363919622400011

LEADIN'LAB - REFERENCES

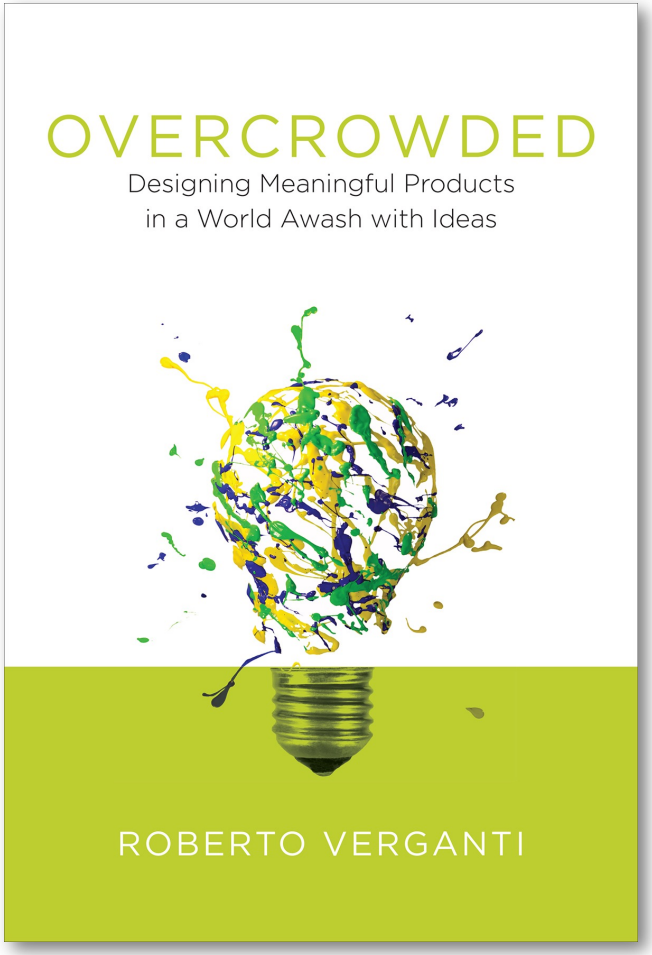




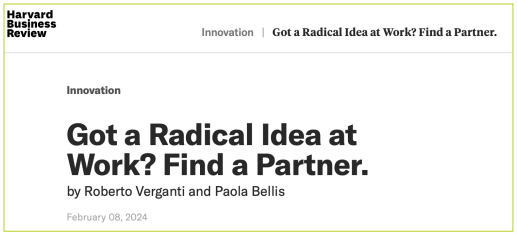












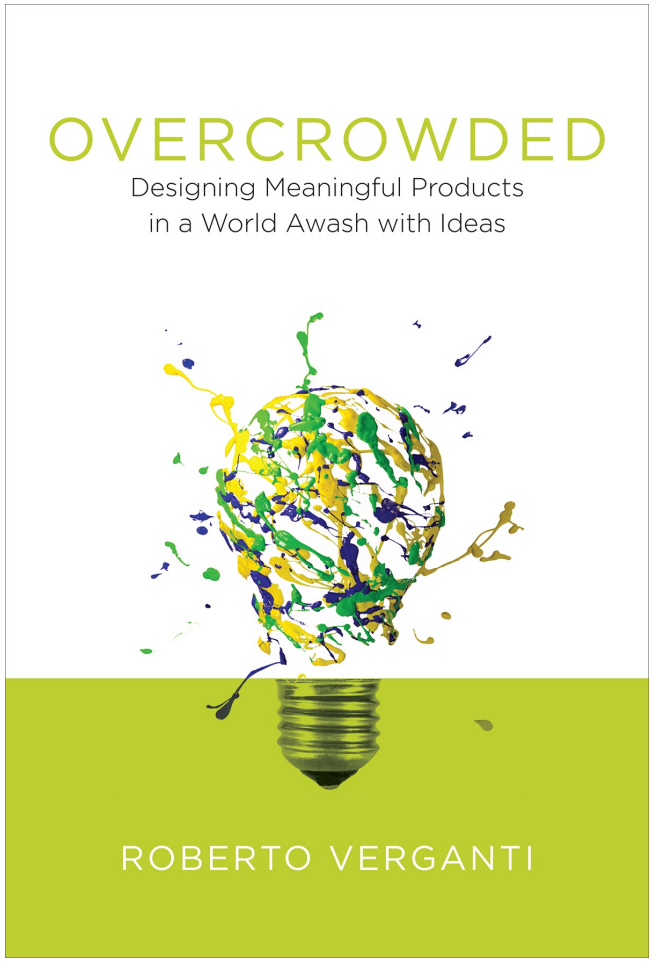
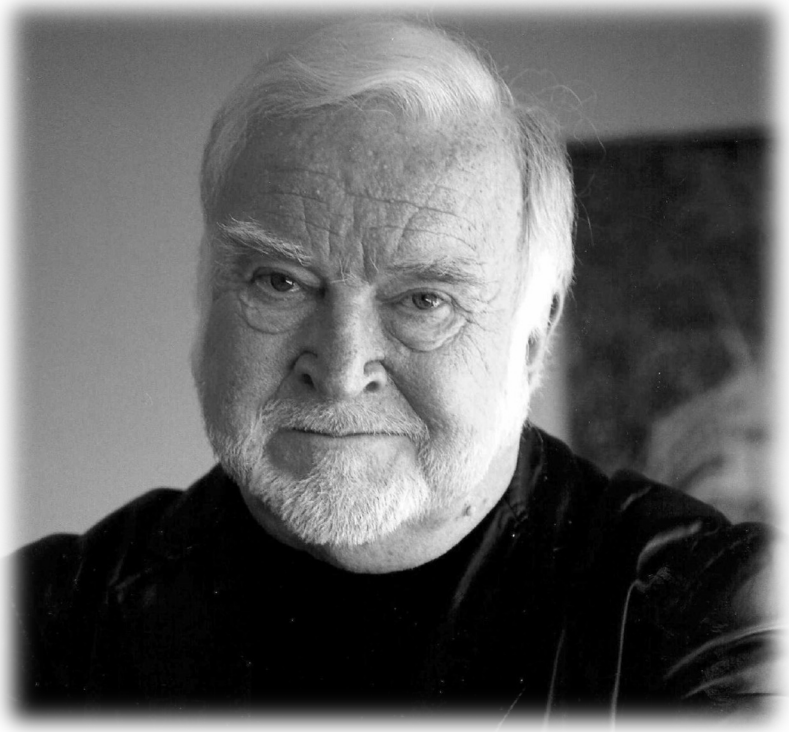


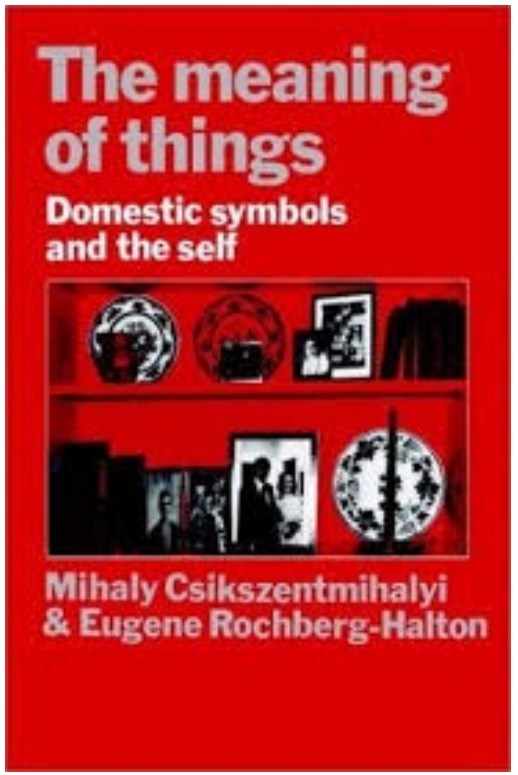
Table of Contents

Series page
Title page
Copyright page
Dedication
A Gift Note
1 Innovation of Meaning
Part I The Value
2 The Search for New Meaning
3 Competing through Meaning
Part II The Principles
4 Innovation from the Inside Out
5 The Art of Criticism
Part III The Process
6 Envisioning
7 The Meaning Factory
8 The Interpreter's Lab
Appendix: New Meanings Are Everywhere
Design Thinking, Design Theory: About the Series
Index


Mihaly Csikszentmihalyi

UNDERSTANDING THE VALUE OF PRODUCTS AND SERVICES

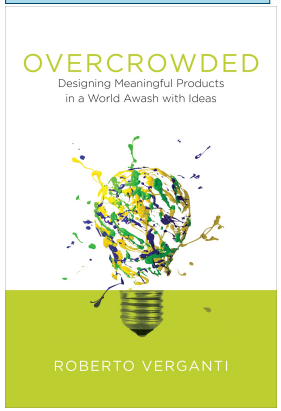




THE LEADIN'LAB APPROACH



DESIGN:
The (New) Meaning of Products, Services, Business Model



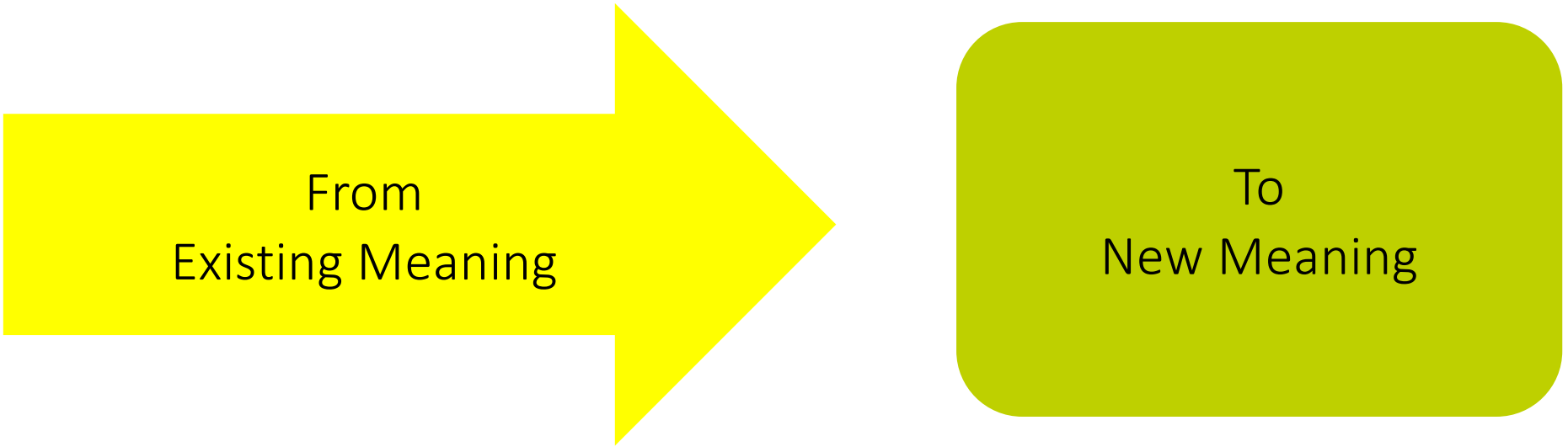
LEADERSHIP:
A (New) Meaningful Direction for People

"The etymology of design goes back to the Latin **de + signare** and means making something, distinguishing it by a sign, giving it significance…

Based on this original meaning, one could say:

design is making sense (of things)."

Klaus Krippendorff, *Design Issues*, 1989


From
Existing Meaning
To
New Meaning

PHYSICAL, DIGITAL, PHYGITAL



Il Servizio Retail pre-Ecommerce?



Il Servizio Retail nel mondo Phygital?

Entrepreneurship in the Digital Era

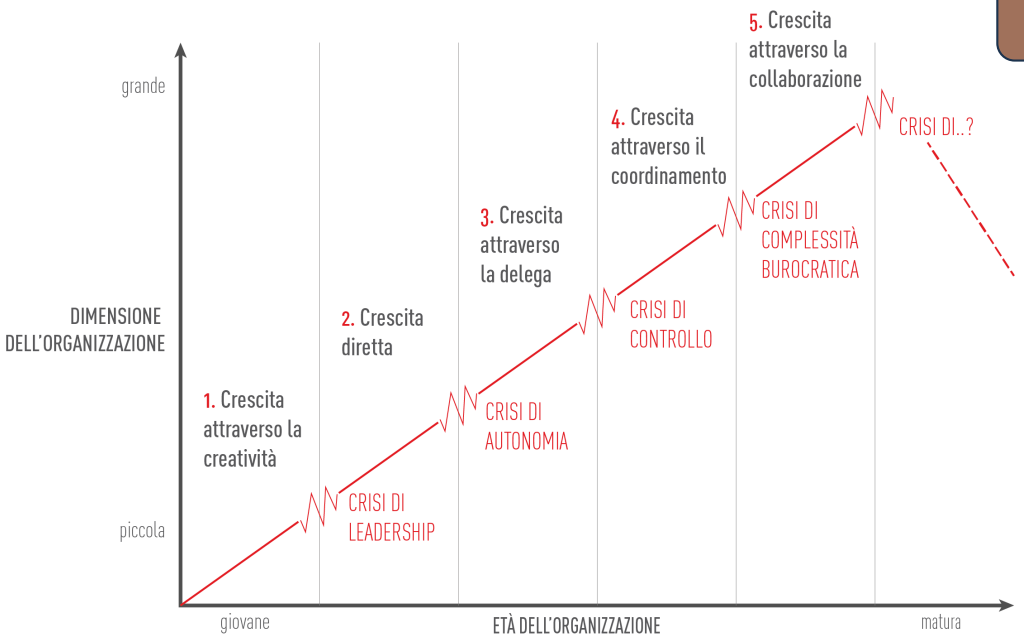


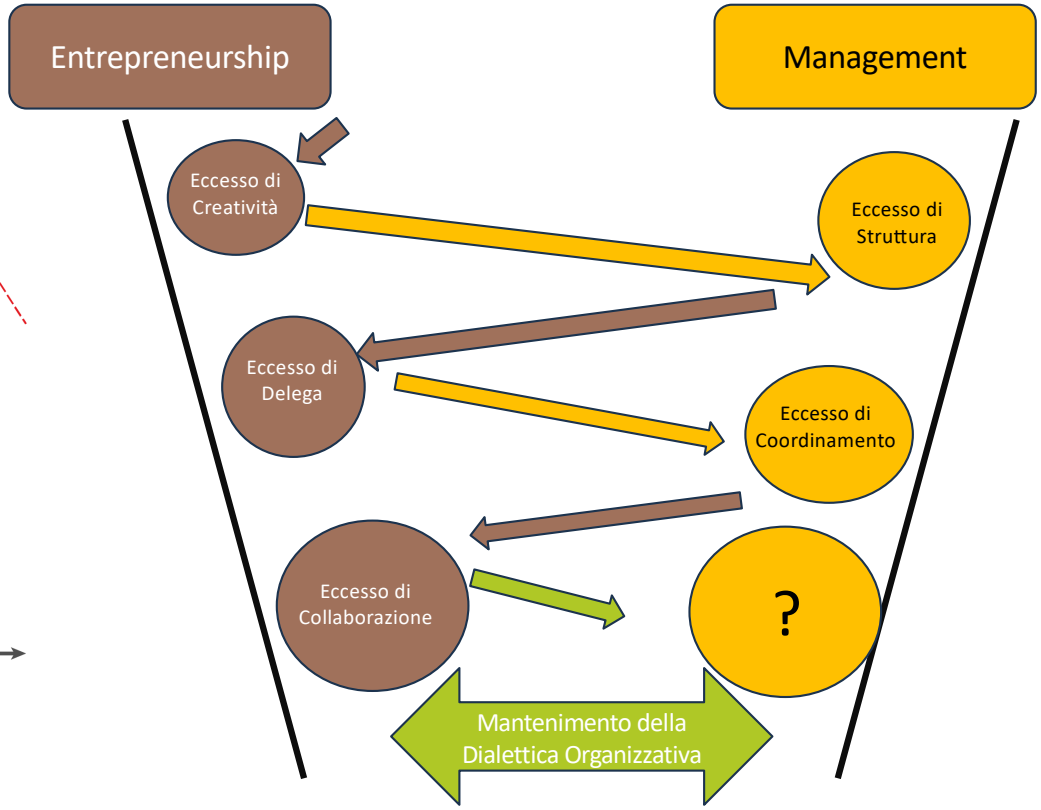
2000/2010



2020/2030

La Sfida dell'Oscillating Behaviour nelle PMI Innovative (Modello di Crescita di Greiner)





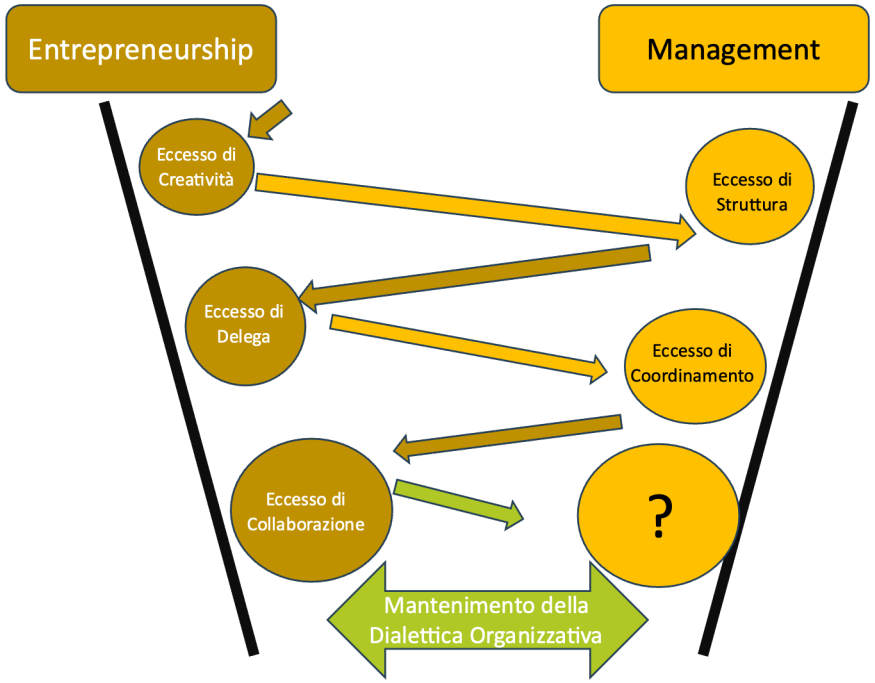
POLIMI GRADUATE SCHOOL OF MANAGEMENT

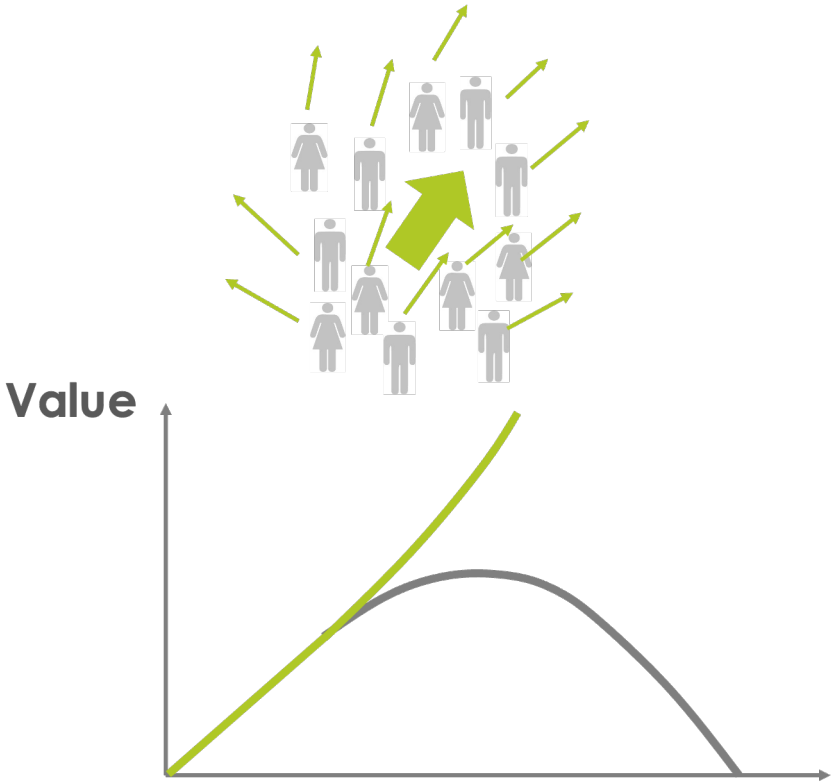
1) Eccessi di Entrepreneurship?

2) Eccessi di Management?

3) Come Mantenere la Dialettica Organizzativa?

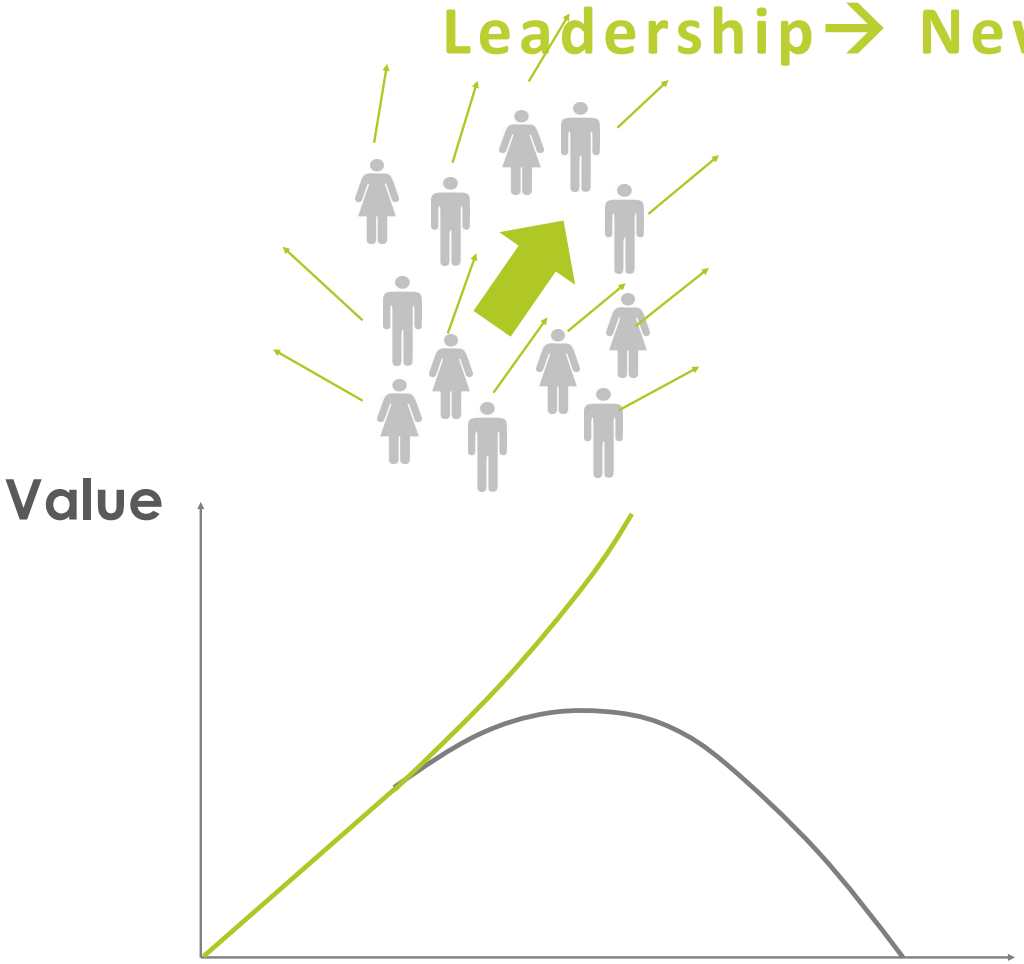
Leadership Design Innovation:
Ridurre l'Oscillazione e Mantenere la Dialettica Organizzativa attraverso la condivisione di una New Meaningful Direction

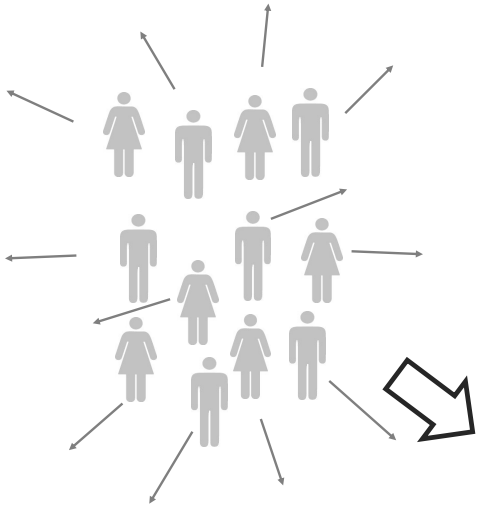




Leadership→ New Meaningful Direction: Dialettica Organizzativa attraverso il Reframing

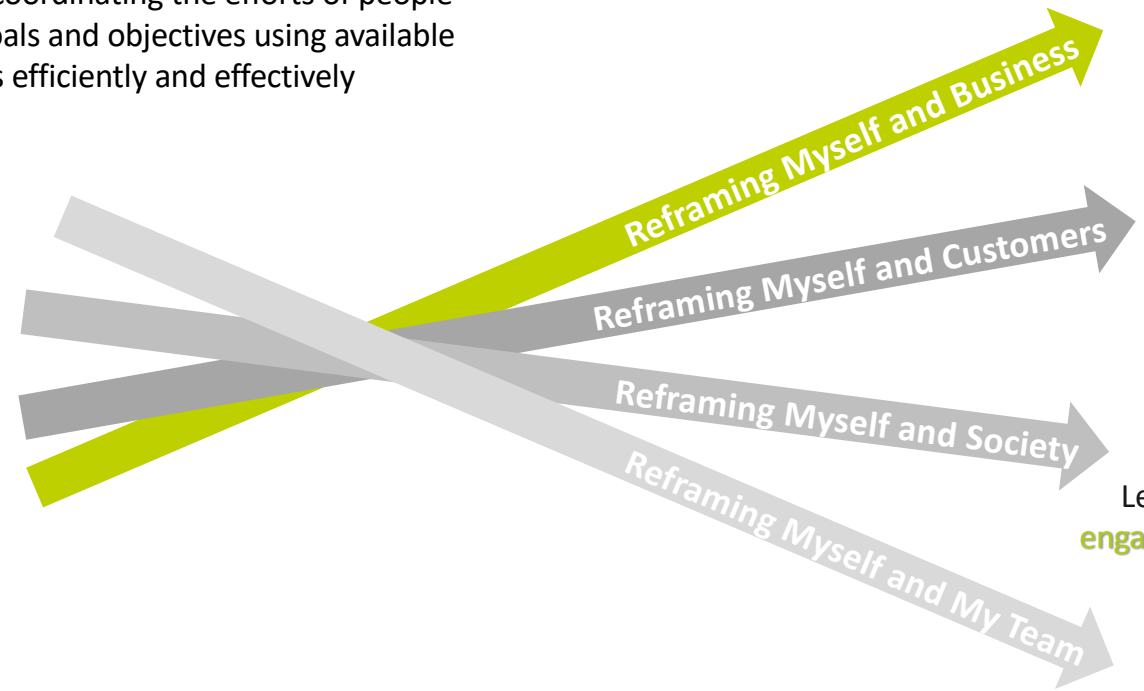
Successful teams spend 54% more time setting direction
Nathan Witta, Orla Leonard, HBR, 2017





THE PERSONAL TRANSFORMATION AS INTEGRATION: FROM INNOVATION MANAGEMENT TO LEADERSHIP DESIGN AND INNOVATION

Management = coordinating the efforts of people to accomplish goals and objectives using available resources efficiently and effectively



Leadership = a **process** whereby an individual **engages and is engaged by** a group of individuals to achieve a **shared meaningful direction**

Individual Thinking: il Contributo della Leadership and Innovation of Meaning

Framing (Near Future?)

Framing is a mental structure that is built upon the beliefs you have about yourself, your roles, your resources, your circumstances, and about other people. It is a structure you use to ascribe meaning in what you observe of the world around you. In other words, the meaning you perceive from any event is dependent upon how you frame it in your mind. As such, your frames shape how you perceive the world, yourself, and others. Our human perceptual capacity is like a magnifying glass that we can move over text or images. We focus in on something and often lose awareness of what originally surrounded that magnified area.

Re-framing (Distant Future?)

Reframing is seeing the current situation from a different perspective. Reframing can be tremendously helpful in problem solving, decision making and learning. With reframing, one shifts one's perspective to be more empowered to act effectively and impactfully. The goal of reframing is to expand your vision of a problem's context so that you can consider a wider range of interpretations of what's happened (the current state), or a wider range of potential future states (the desired outcomes), or a wider range of control mechanisms to transform the current state into the desired outcomes.

RE[FRAMING]

A more meaningful way of making sense of things.

For a business/organization … and for you.

Verganti, 2022



Ansia da Concretezza: «Mettere a Terra»
Implementare, Impiegare le risorse per raggiungere obiettivi concreti

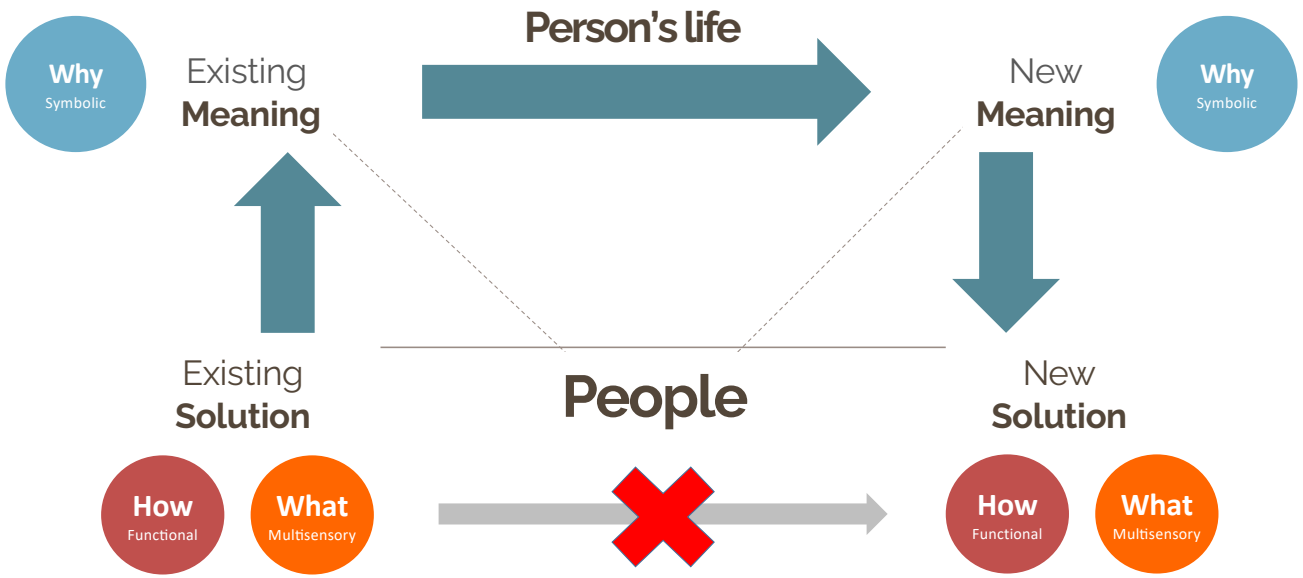


Traslazione azzardata | **«Mettere a terra» non vuol dire niente, ma lo ripetiamo comunque perché è sulla bocca di tutti**

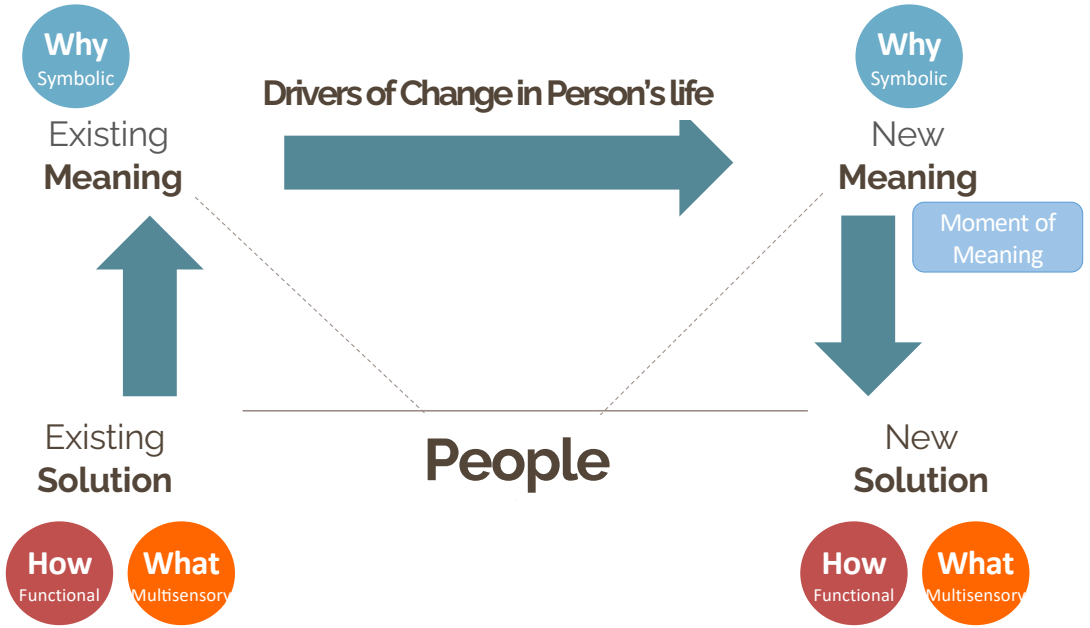
Come tutte le mode, anche questo tropo ambiguo e grossolano passerà. Bisogna armarsi di pazienza e aspettare

«Mentre combattiamo contro il Covid, dobbiamo iniziare a mettere a terra la Sanità del futuro e il Pnrr serve a questo»
(Roberto Speranza, 01/12/2021)

A Counterintuitive Approach

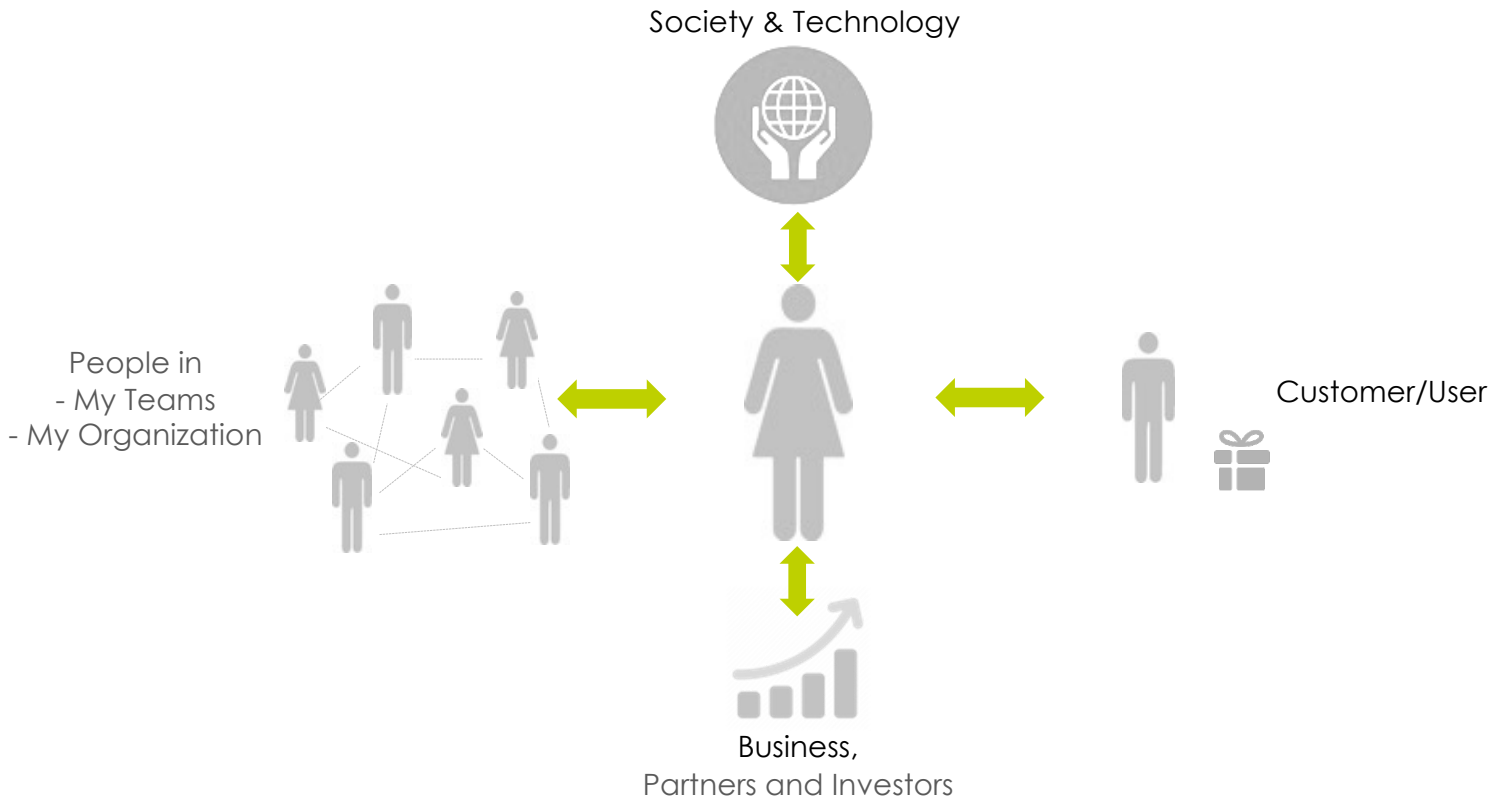


The Process of Innovation of Meaning



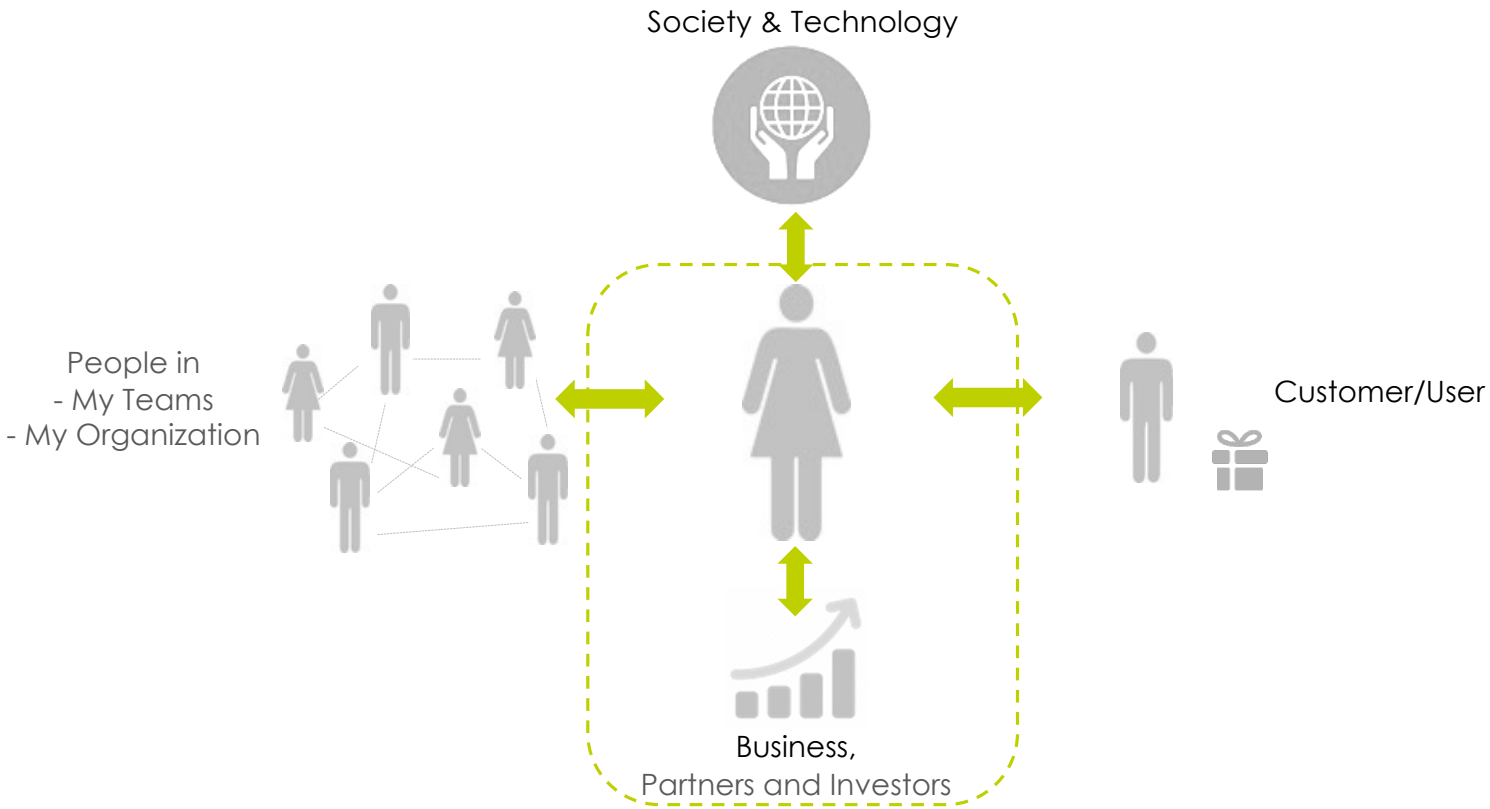
LEADIN'LAB MODEL

GENERAL MODEL OF INNOVATION LEADERSHIP (VERGANTI ET AL., 2019)



LEADIN'LAB MODEL

GENERAL MODEL OF INNOVATION LEADERSHIP (VERGANTI ET AL., 2019)

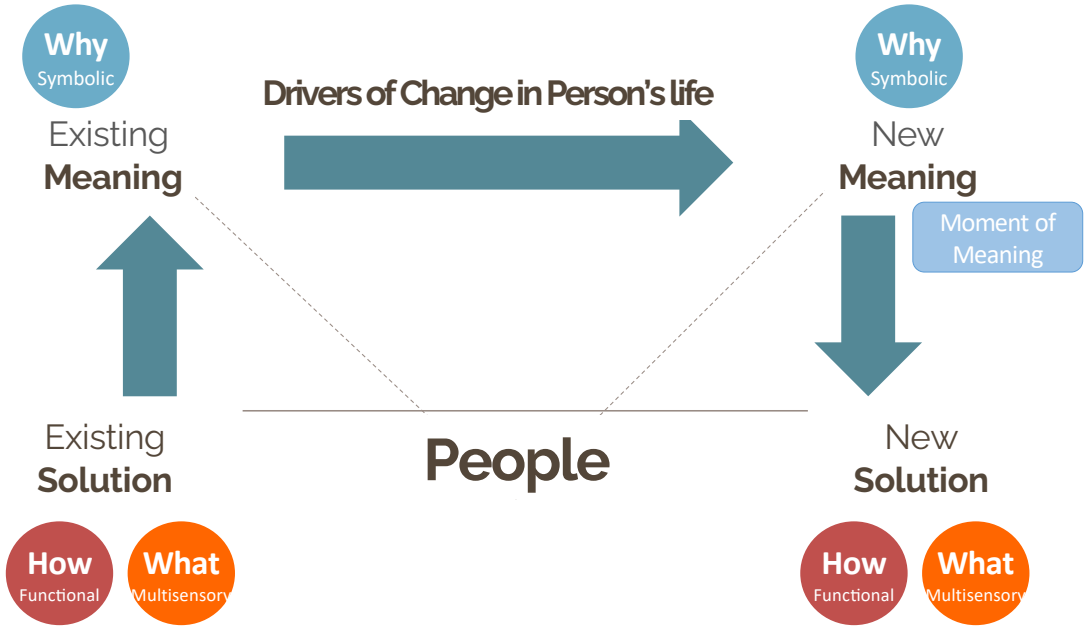


What is (digital) innovation?

What are the most significant innovations recently launched on the market?

What is not (digital) innovation?

The Process of Innovation of Meaning



https://www.businessinsider.com › ... · Traduci questa pagina

The Colossal Failure of Amazon's Alexa Business Model

30 nov 2022 — The division that houses Amazon's **Alexa** is on track to lose $10 billion this year alone, as **Insider's** Eugene Kim reported. And as layoffs hit ...

HOME > TECH

Amazon thought Alexa would be the next iPhone. Turns out it's a 'glorified clock radio.'

exa ...

other devices.

Jake Swearingen Nov 30, 2022, 11:35 AM





SPONSORED BY...
6X Set Vitovent 100-D (Typ H00E A45) Paket Von...
Kaufen Sie hier Viessmann Paket WRG Vitovent 100-D S - Edelstahl bis 4 Räume und 75m² bei Ihrem neutralen Lüftungsshop

Alexa is set to lose $10 billion this year alone. Shutterstock

ANALYSIS

- Amazon's Alexa was Jeff Bezos' pet project; now it's a target for

ORIGINAL RESEARCH article

Front. Comput. Sci., 27 January 2022
Sec. Human-Media Interaction
Volume 4 - 2022 | https://doi.org/10.3389/fcomp.2022.791704

This article is part of the Research Topic
Towards Omnipresent and Smart Speech Assistants
View all 12 Articles >

"Alexa, You're Really Stupid": A Longitudinal Field Study on Communication Breakdowns Between Family Members and a Voice Assistant

Why Is ChatGPT So Smart and So Stupid?

ChatGPT and large language models mix brilliant insights with idiotic mistakes.

Posted February 23, 2023 | Reviewed by Michelle Quirk

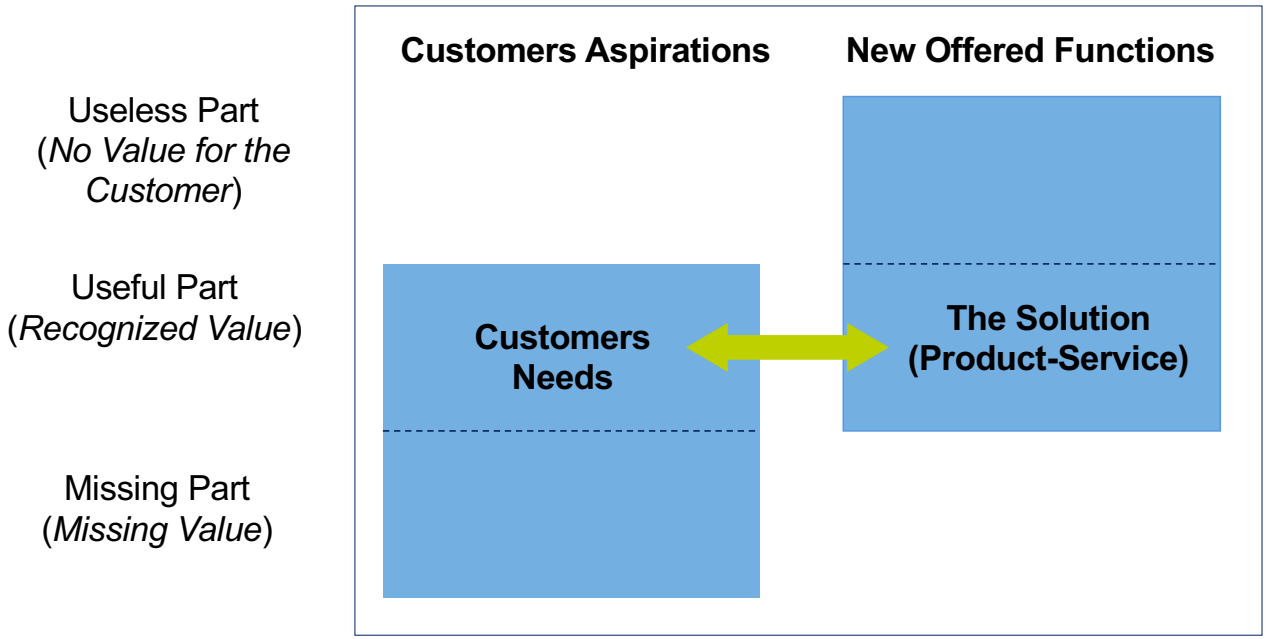
Intelligenza Artificiale. Emily Bender: "ChatGPT? È soltanto un pappagallo"

di Giulano Aluffi



Per la linguista americana: "Manipola semplicemente il linguaggio, ma senza comprendere il significato di ciò che dice"

Innovation and Value Creation



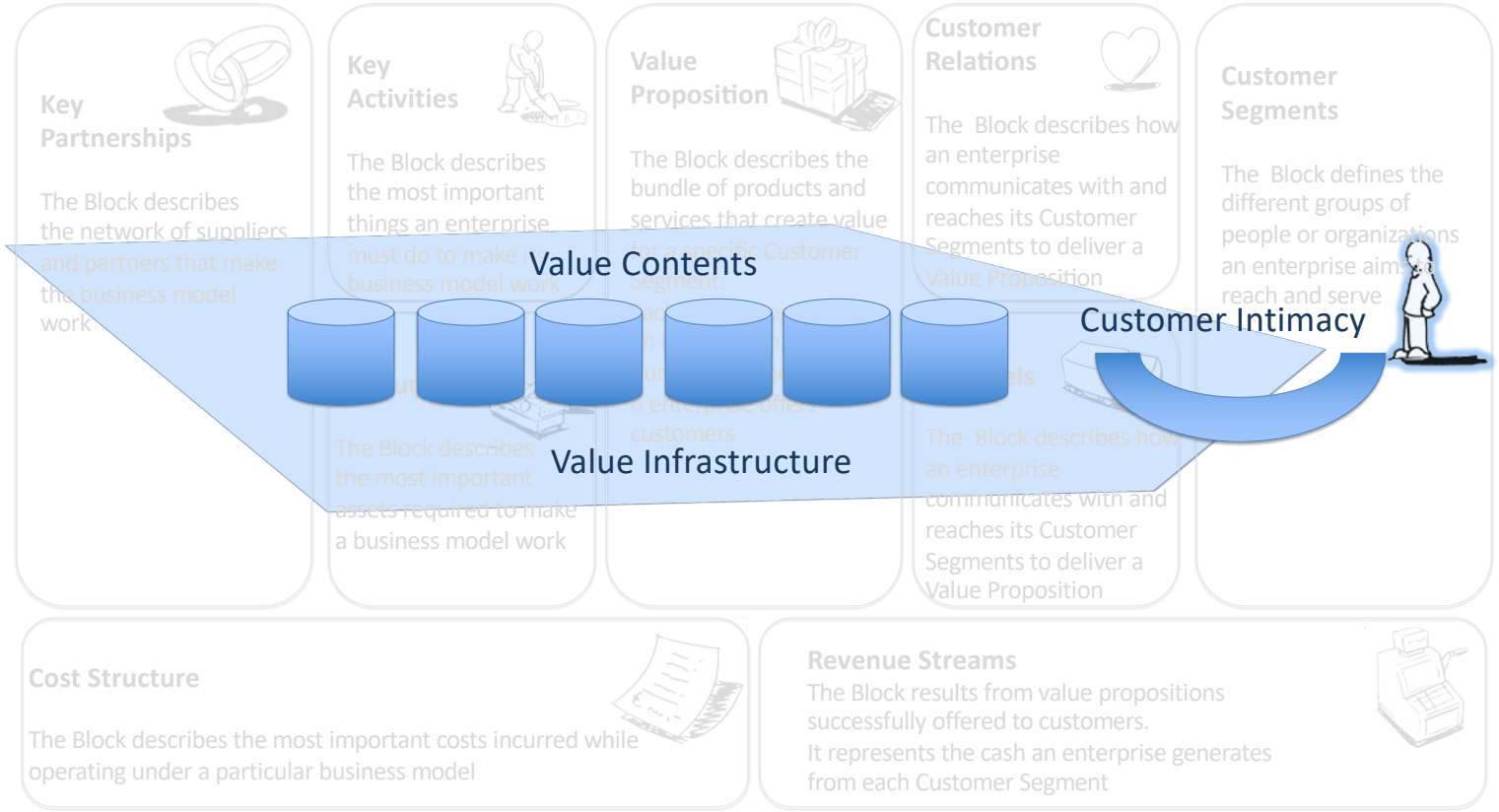
VALUE: The extent to which a good or service is perceived by its customer to meet his or her needs or wants or aspirations, measured by customer's willingness to pay for it. It commonly depends more on the customer's perception of the worth of the product than on its intrinsic value.

Innovation:
Value Creation and Value Capture

The profitability of an innovation to the innovator depends on the value created by the innovation and the share of that value that the innovator is able to appropriate (Grant, 1996)

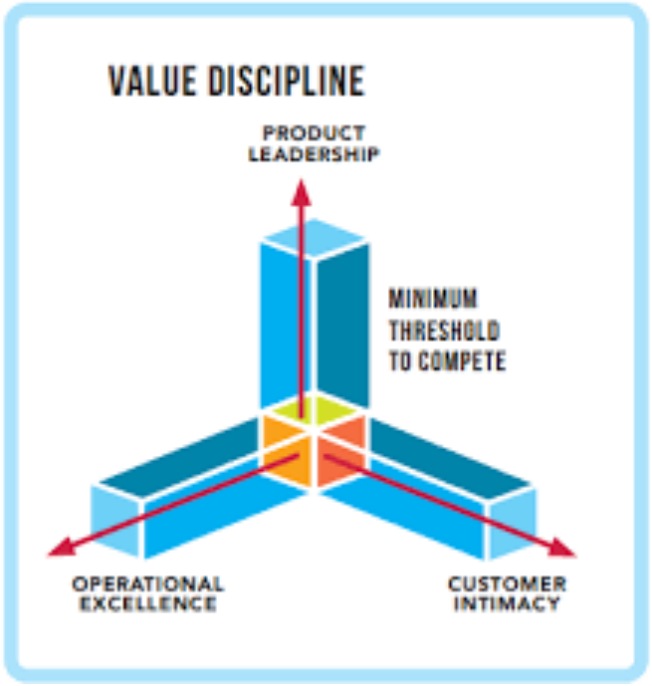
A business model describes
the rationale of how a
business ecosystem/organization
creates, delivers, and captures value

Three Players of Digital Business Model Innovation

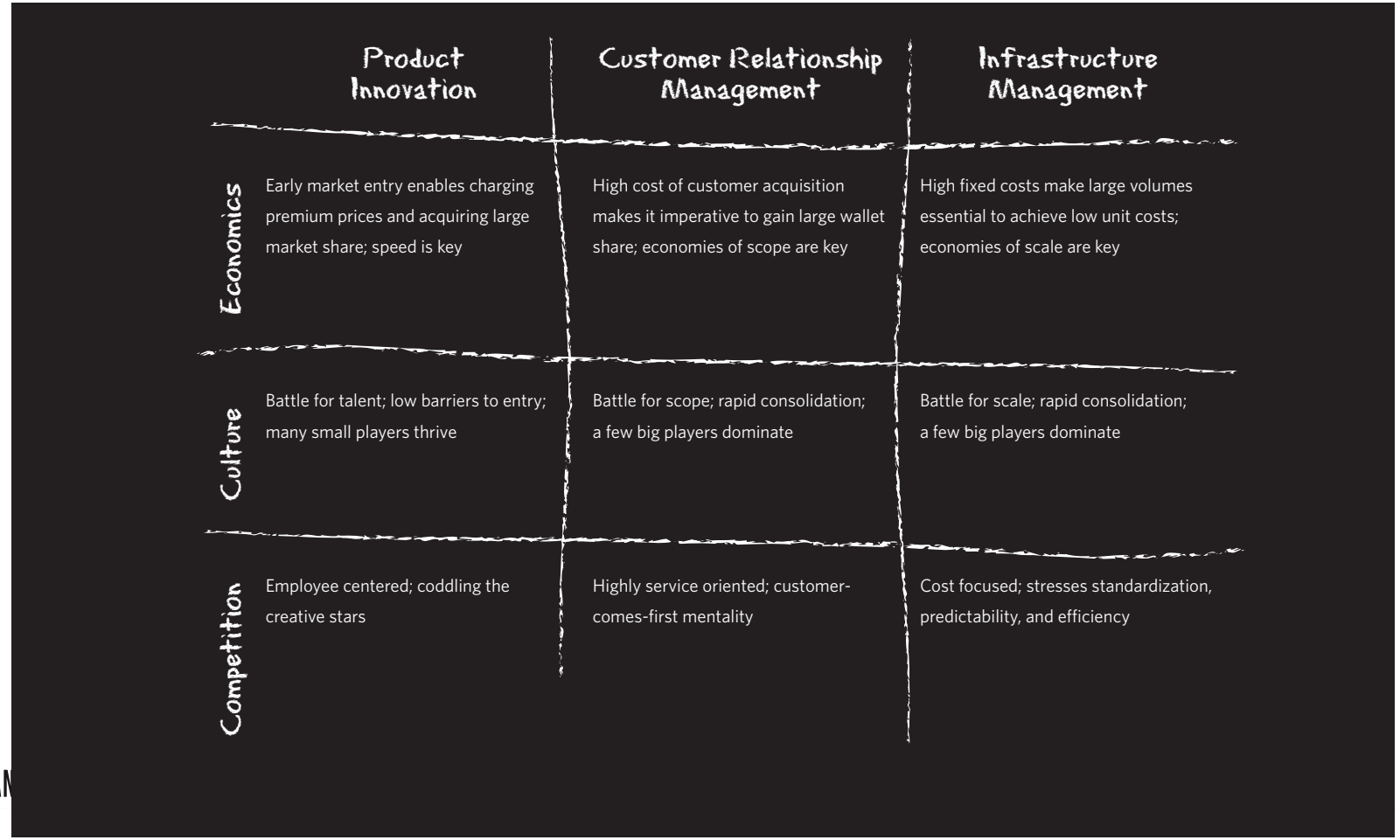


Customer Intimacy and Other Value Disciplines

by Michael Treacy and Fred Wiersema



Three Core Business Type (Hagel and Singer, 1999)



	Product Innovation	Customer Relationship Management	Infrastructure Management
Economics	Early market entry enables charging premium prices and acquiring large market share; speed is key	High cost of customer acquisition makes it imperative to gain large wallet share; economies of scope are key	High fixed costs make large volumes essential to achieve low unit costs; economies of scale are key
Culture	Battle for talent; low barriers to entry; many small players thrive	Battle for scope; rapid consolidation; a few big players dominate	Battle for scale; rapid consolidation; a few big players dominate
Competition	Employee centered; coddling the creative stars	Highly service oriented; customer-comes-first mentality	Cost focused; stresses standardization, predictability, and efficiency

Which is the (common) secret of repetable success in Apple 2001/201 (iPod, iPhone, iPad, Apple Watch)?



iPod (2001)



iPhone (2007)

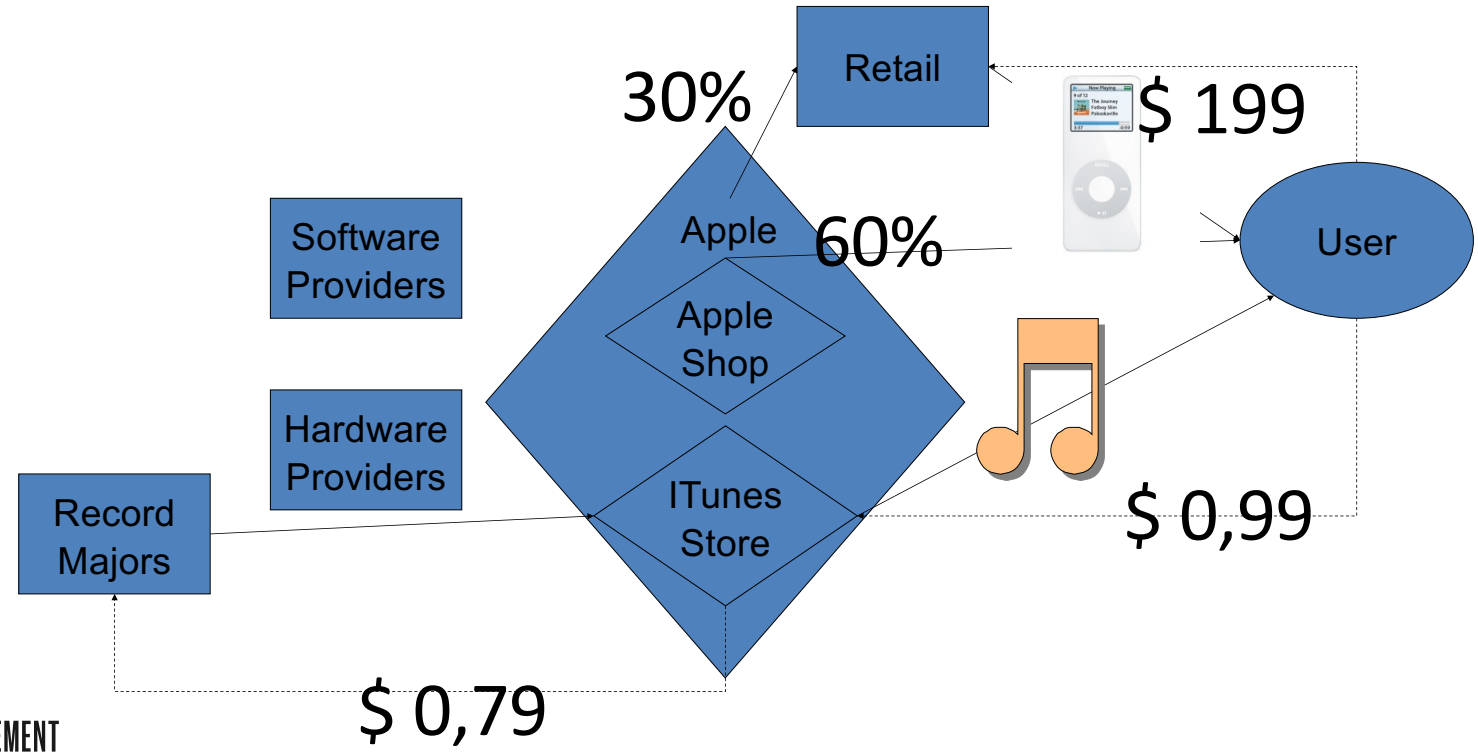


iPad (2010)



Apple Watch (2014)

Innovating Business Model: Apple/Ipod
A Media Company or an Hardware Company?



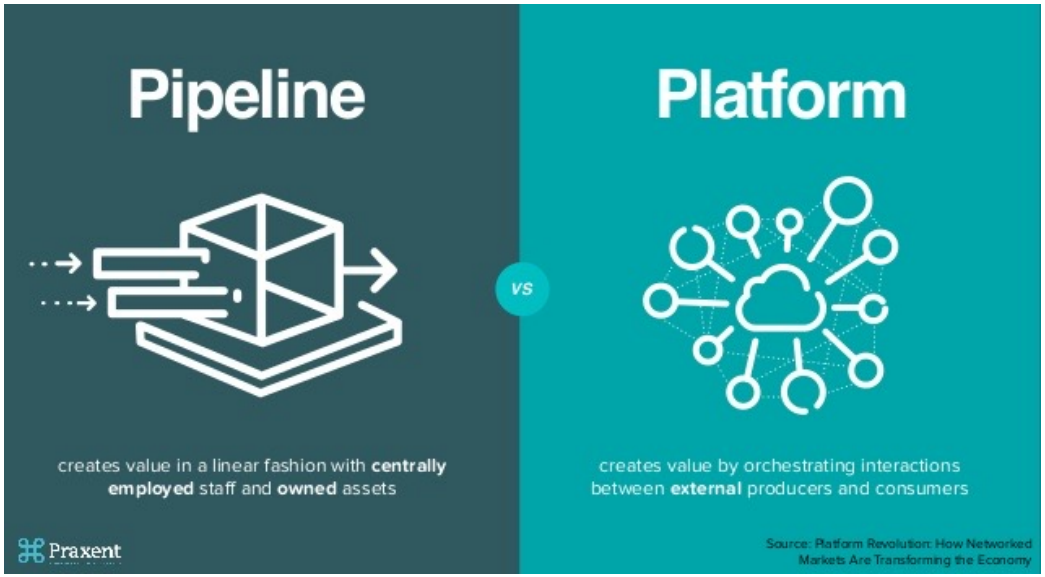
Cos'è una «piattaforma»?

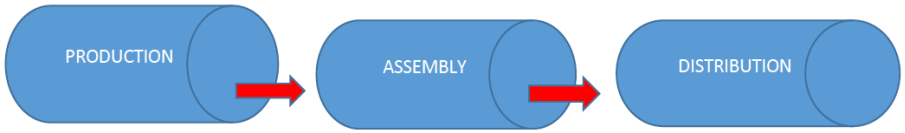
- Una piattaforma è un business **incentrato sull'abilitare relazioni a valore aggiunto** tra fornitori/partner esterni e consumatori/clienti

- Una piattaforma fornisce una **infrastruttura aperta e partecipativa per queste interazioni** e definisce le condizioni di governo di queste relazioni

- L'obiettivo della piattaforma è di **far sì che si realizzino interazioni tra gli utilizzatori** della stessa e facilitare così lo scambio di beni, servizi, benefici sociali, e attraverso ciò abilitare la creazione di valore per tutti i partecipanti

From Pipeline to Platform





«Pipeline businesses create value by controlling a linear series of activities – the classic value-chain model. Inputs at one end of the chain (say, materials from suppliers) undergo a series of steps that transform them into an output that's worth more: the finished product»
(Van Alstyne, Parker and Choudary)

PLATFORMS

- Value is co-created on the spot
- Suppliers can become customers (and viceversa)
- Products-Services emerge through interaction
- Value is appreciated by interaction

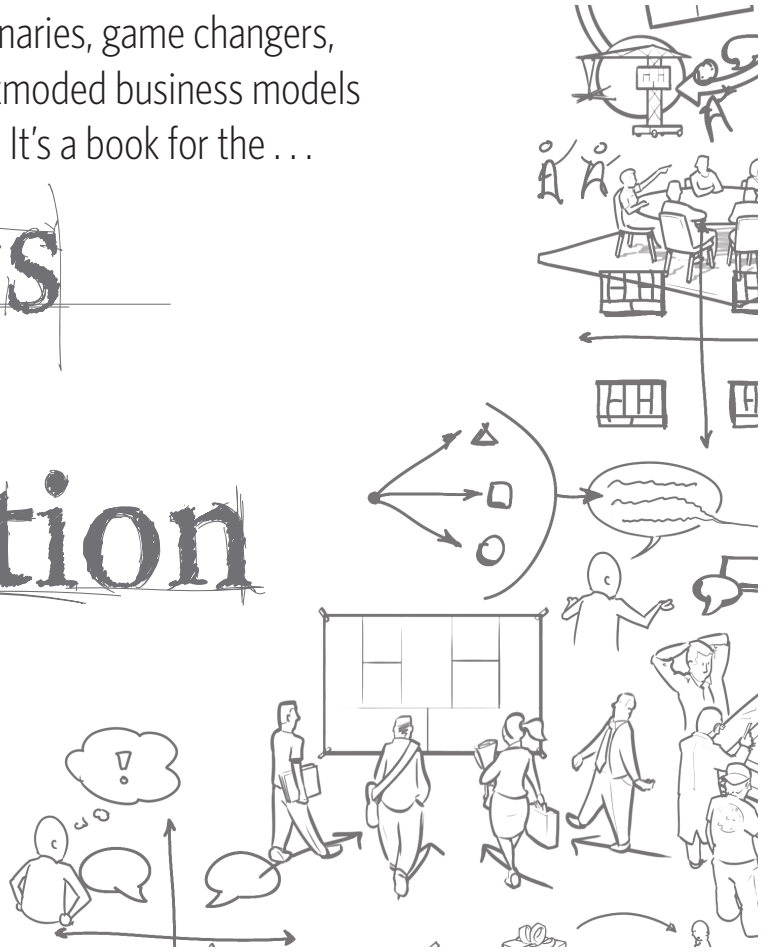
You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the . . .

Business Model Generation

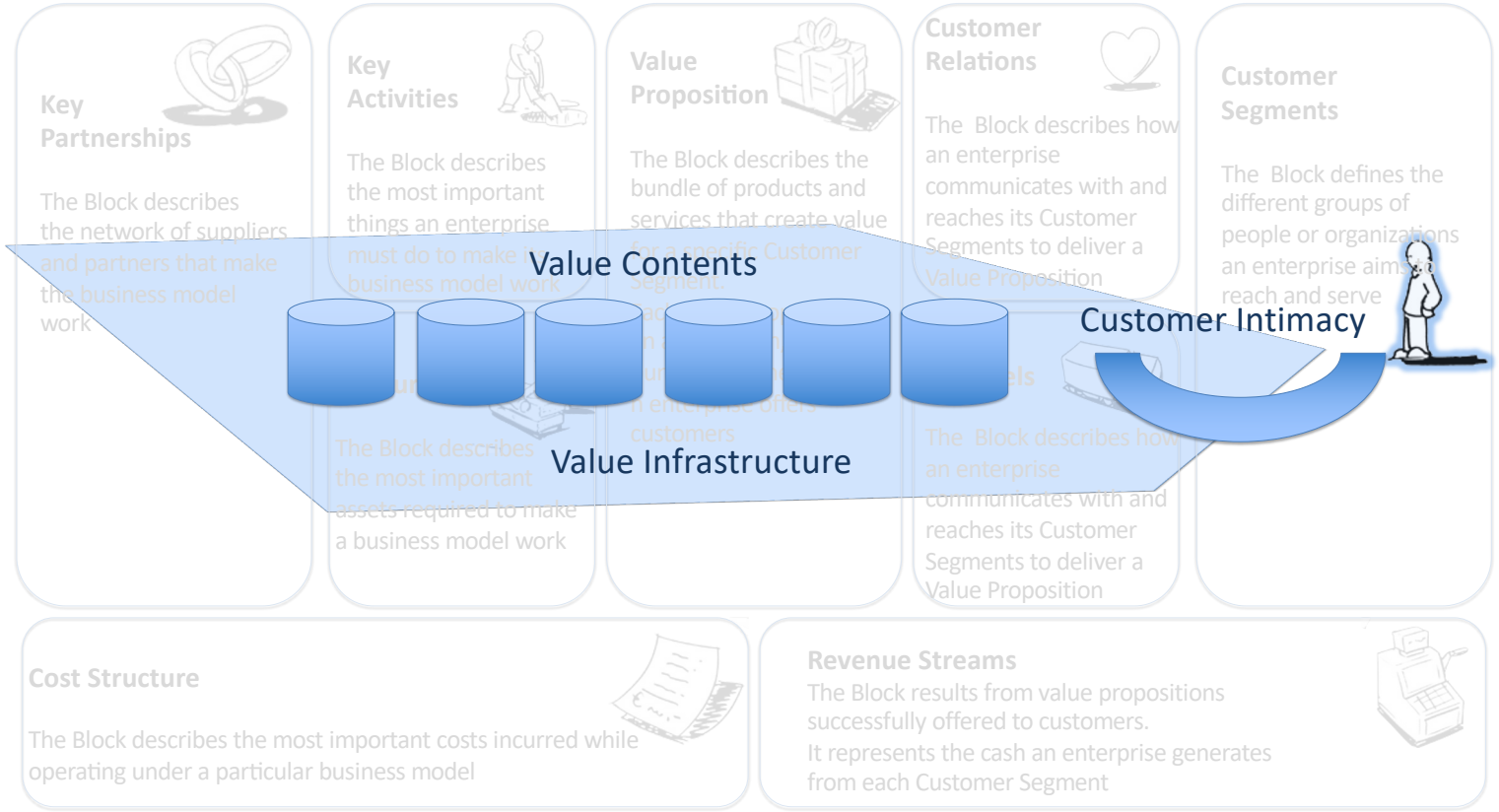
WRITTEN BY
Alexander Osterwalder & Yves Pigneur

CO-CREATED BY
An amazing crowd of 470 practitioners from 45 countries

DESIGNED BY
Alan Smith, The Movement



Three Players of Digital Business Model Innovation



Business Model Canvas

Key Partnerships



The Block describes the network of suppliers and partners that make the business model work

Key Activities



The Block describes the most important things an enterprise must do to make its business model work

Key Resources



The Block describes the most important assets required to make a business model work

Value Proposition



The Block describes the bundle of products and services that create value for a specific Customer Segment.
Each Value Proposition is an aggregation, or bundle, of benefits that an enterprise offers customers

Customer Relations



The Block describes the types of relationships an enterprise establishes with specific Customer Segments to engage them in the Value chain

Channels



The Block describes how an enterprise communicates with and reaches its Customer Segments to deliver a Value Proposition

Customer Segments



The Block defines the different groups of people or organizations an enterprise aims to reach and serve

Cost Structure



The Block describes the most important costs incurred while operating under a particular business model

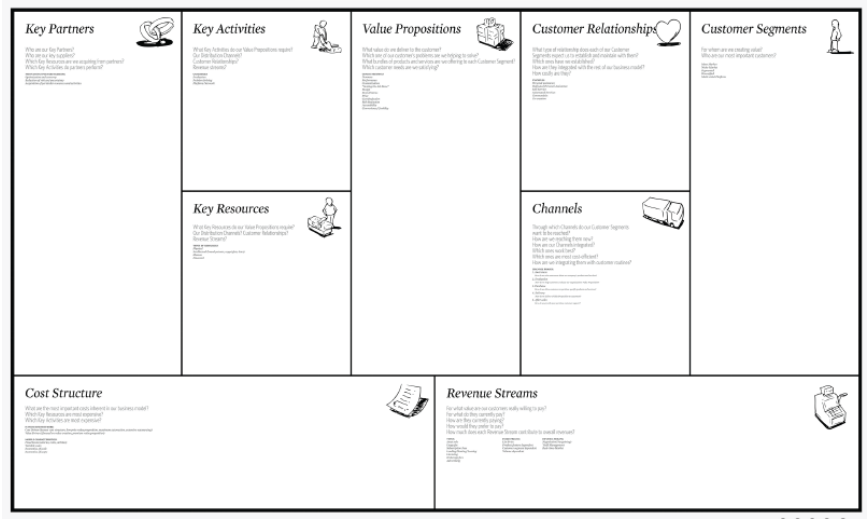
Revenue Streams



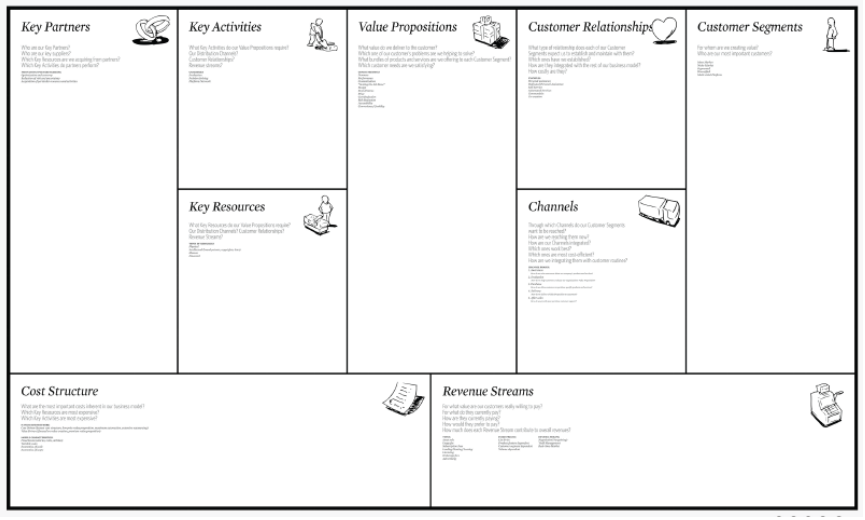
The Block results from value propositions successfully offered to customers.
It represents the cash an enterprise generates from each Customer Segment

Innovation and Business Model Design

From the Existing Business Model Canvas



To the New Business Model Canvas



Business Model of My Organization:
Existing Value Proposition?
New Value Proposition?

Business Model of My Ecosystem:
Existing Value Proposition?
New Value Proposition?

From Existing Value Proposition



What Customer see, touch, buy?

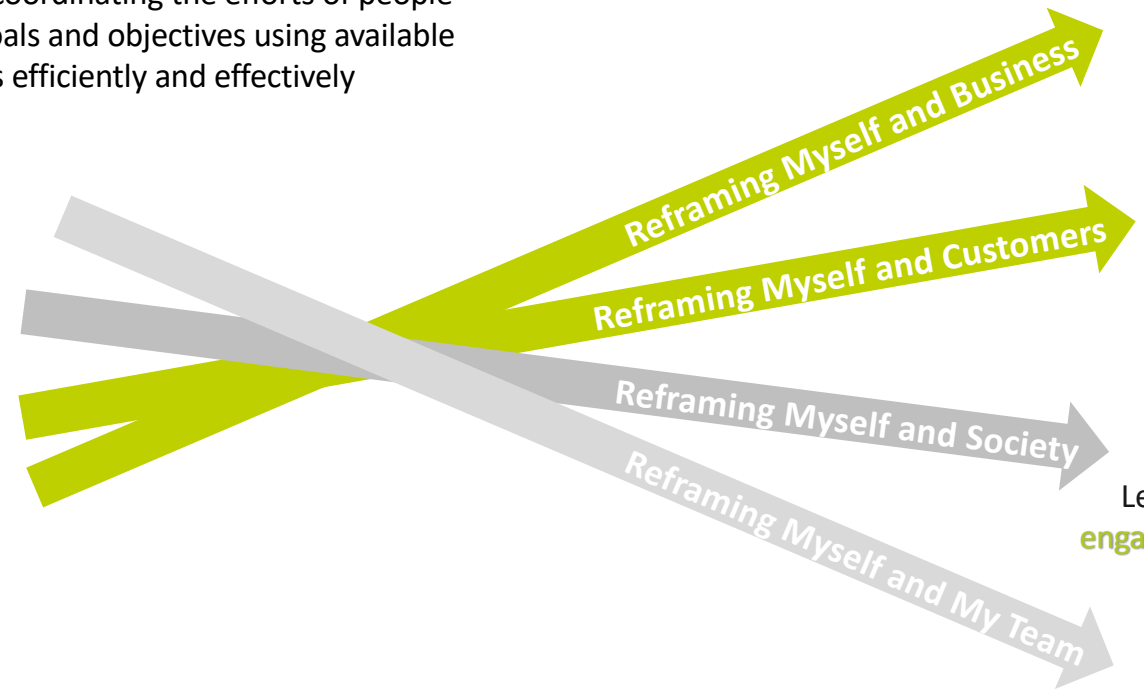
The Block describes the bundle of products and services that create value for a specific Customer Segment.
Each Value Proposition is an aggregation, or bundle, of benefits that an enterprise offers customers

To New Value Proposition



THE PERSONAL TRANSFORMATION AS INTEGRATION: FROM INNOVATION MANAGEMENT TO LEADERSHIP DESIGN AND INNOVATION

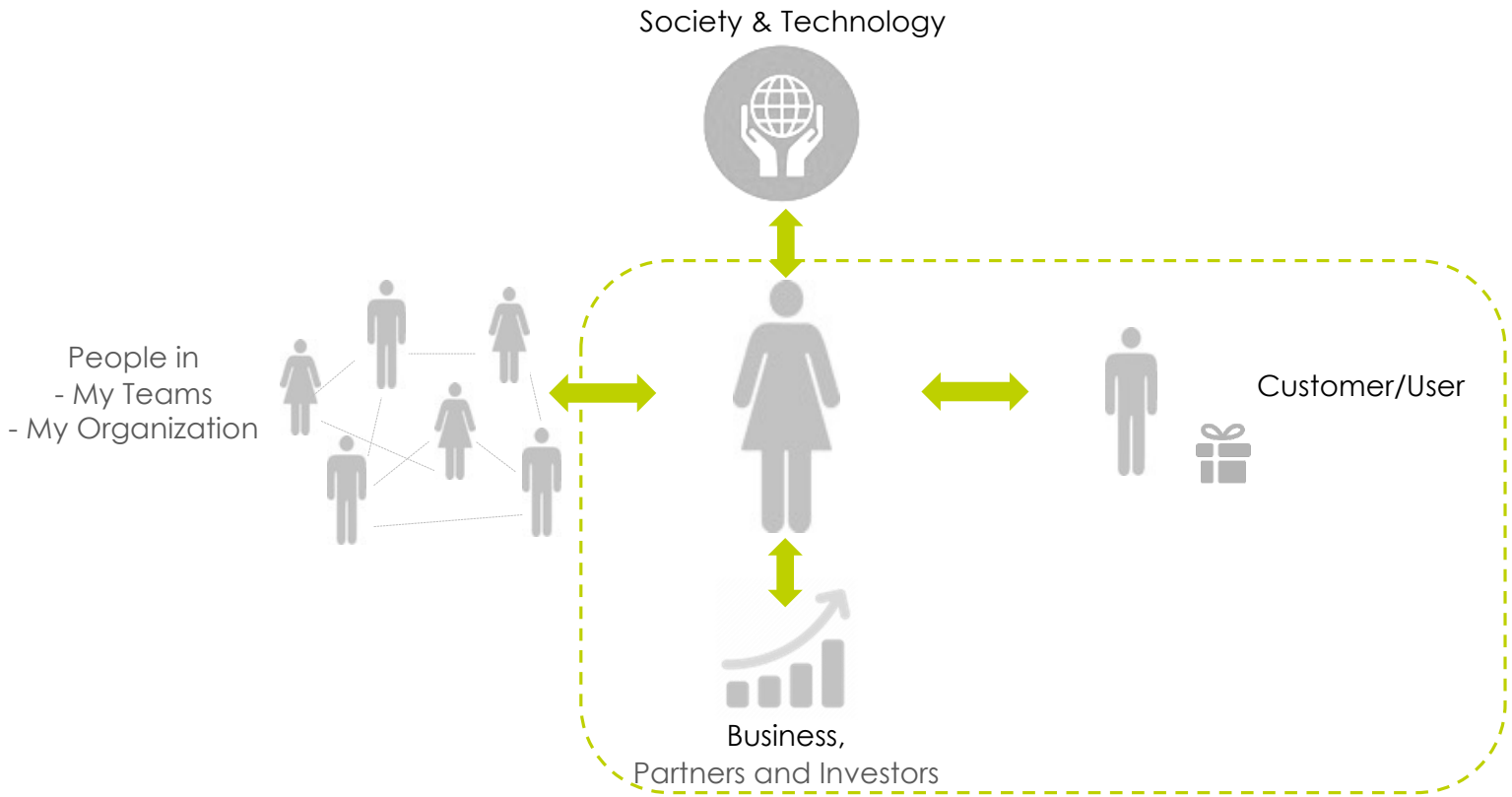
Management = coordinating the efforts of people to accomplish goals and objectives using available resources efficiently and effectively



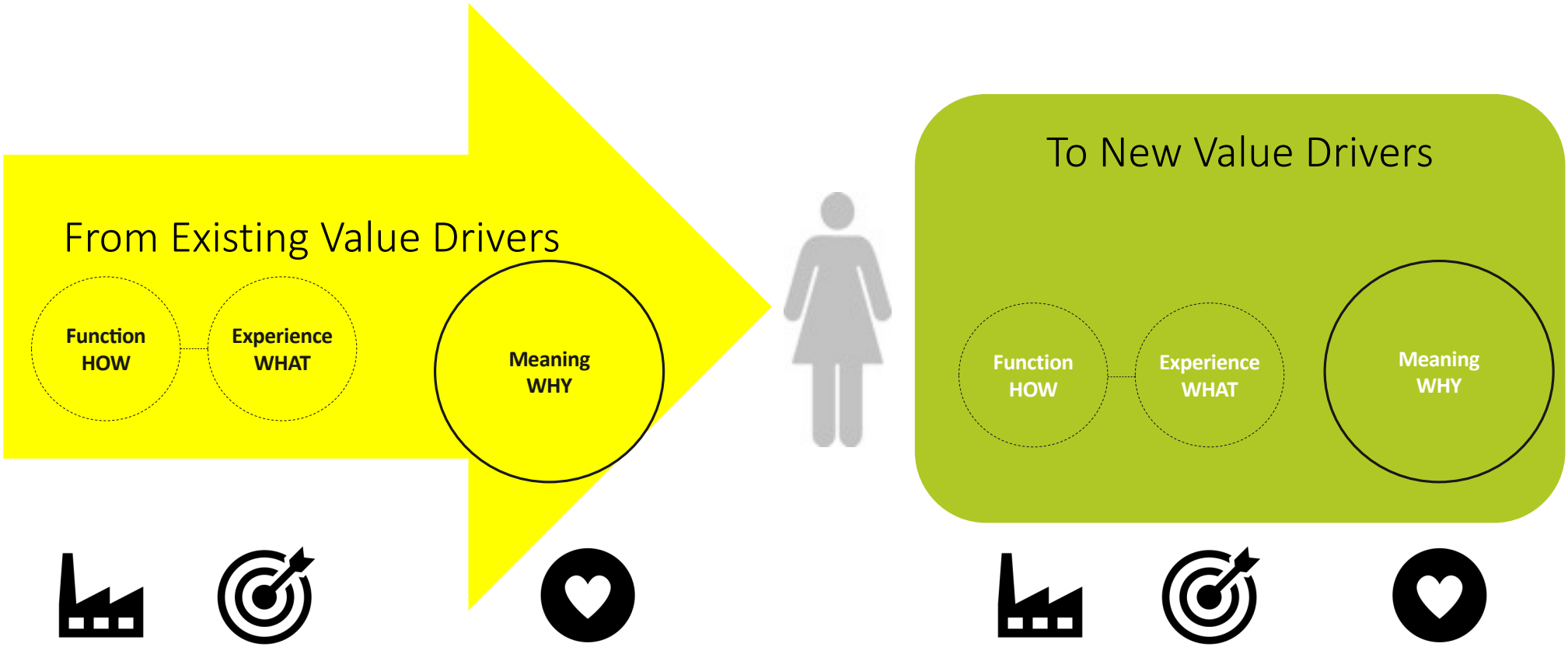
Leadership = a **process** whereby an individual **engages and is engaged by** a group of individuals to achieve a **shared meaningful direction**

LEADIN'LAB MODEL

GENERAL MODEL OF INNOVATION LEADERSHIP (VERGANTI ET AL., 2019)



THE LEADER AND INNOVATION OF MEANING



MASTERS OF (FRAMING?) REFRAMING
LEARNING FROM TWO TECH LEADERS IN A B2B SETTING





Hyperdrive

Ferrari Hires Little-Known Tech Leader Vigna to Be New CEO

By Daniele Lepido
9 giugno 2021, 07:56 CEST *Updated on 9 giugno 2021, 10:27 CEST*

- Heads most profitable unit at chipmaker STMicroelectronics
- Surprise choice reflects pressure to reinvent Ferrari: analyst





Benedetto Vigna. *Source: Ferrari NV*

Steve Ballmer



Steve Ballmer

From Wikipedia, the free encyclopedia

Steven Anthony Ballmer (/ˈbɔːlmər/; born March 24, 1956)[3] is an American businessman and investor who was the chief executive officer of Microsoft from January 13, 2000,[4][5] to February 4, 2014,[3] and is the current owner of the Los Angeles Clippers of the National Basketball Association (NBA). As of October 2019, his personal wealth is estimated at US $51.9 billion,[6] ranking him the 16th richest person in the world.[7]

7 best salesmen of technology industry globally

Crazy and Passionate: What Microsoft Loses With Steve Ballmer

There will never be another Steve Ballmer.

Benedetto Vigna

Bloomberg

Hyperdrive

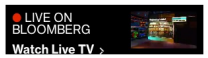
Ferrari Hires Little-Known Tech Leader Vigna to Be New CEO

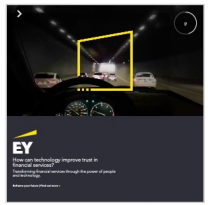
By Daniele Lepido
9 giugno 2021, 07:56 CEST *Updated on 9 giugno 2021, 10:27 CEST*

- Heads most profitable unit at chipmaker STMicroelectronics
- Surprise choice reflects pressure to reinvent Ferrari: analyst



Benedetto Vigna *Source: Ferrari NV*



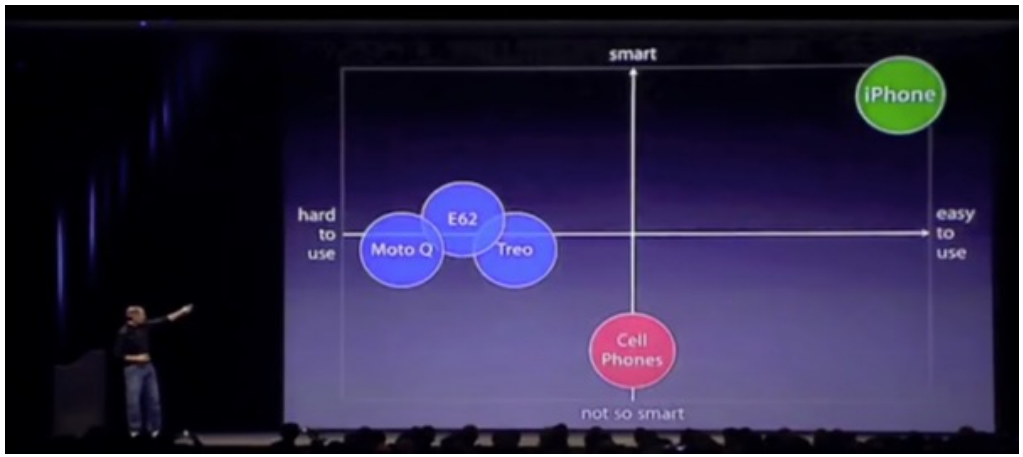


POLIMI GRADUATE SCHOOL OF MANAGEMENT

SAN FRANCISCO- JANUARY 9, 2007







FROM EXISTING VALUE DRIVERS



TO NEW VALUE DRIVERS



Steve Ballmer



Ballmer in 2014

Born	Steven Anthony Ballmer March 24, 1956 (age 63) Detroit, Michigan, U.S.
Nationality	American
Alma mater	Harvard University (AB) Stanford Graduate School of Business
Net worth	US$51.9 billion (October 2019)[1]
Spouse(s)	Connie Snyder (m. 1990)
Children	3
Awards	Legion of Honour[2]

Steve Ballmer

From Wikipedia, the free encyclopedia

Steven Anthony Ballmer (/bɔːlmər/; born March 24, 1956)[3] is an American businessman and investor who was the chief executive officer of Microsoft from January 13, 2000,[4][5] to February 4, 2014,[3] and is the current owner of the Los Angeles Clippers of the National Basketball Association (NBA). As of October 2019, his personal wealth is estimated at US $51.9 billion,[6] ranking him the 16th richest person in the world.[7]

TECH • THE MOBILE EXECUTIVE

That Time Steve Ballmer Laughed at the iPhone

BY **DON REISINGER**
January 10, 2017 4:45 PM GMT+1



Data integration and analytics that promise the unreal – and delive
SEE HOW
LEAD WITH DATA Qlik

FORTUNE
THE MODERN BOA
Mastering the new rules of corporate leadership
Learn more

«… 500 dollars? Fully subsidized? With a plan? I said that is the most expensive phone in the world. And it doesn't appeal to business customers because it doesn't have a keyboard. Which makes it not a very good email machine…»

«…We have our strategy. We are very happy with Windows Phone devices in the market today… **Let's take phones first**. Right now, we're selling millions and millions and millions of phones a year. Apple is selling zero phones a year...»

BENEDETTO VIGNA (STMICROELECTRONICS, 1995-2021)

Benedetto Vigna

From Wikipedia, the free encyclopedia

Benedetto Vigna (born 10 April 1969 in Potenza) is an Italian physicist and businessman. He is also the chief executive officer of Ferrari.

Career [edit]

Born in Potenza, Basilicata, he grew up in the neighboring municipality of Pietrapertosa.[1]

Graduating as a physicist from the University of Pisa in 1993, in 1995 he started working for STMicroelectronics starting the n about this page mmitment to microelectromechanical systems.[2]

He is the inventor of a three-dimensional motion sensor which was initially applied to the airbags of automobiles.[3] After reducing its size and cost, the sensor was used in the console's wireless controls Nintendo Wii.[3] For this invention, Vigna was included in the shortlist of twelve candidates for the "European Inventor 2010" award promoted by European Patent Organization.[3] In his career he has registered more than one hundred patents.[4]

Benedetto Vigna

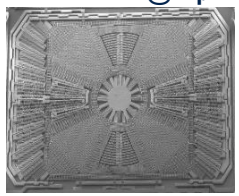




STMicroelectronics' President, Analog, MEMS and Sensors Group

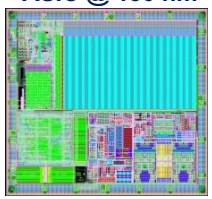
MEMS means **M**icro **E**lectro **M**echanical **S**ystems … taking advantage of the mechanical AND electrical properties of silicon

THELMA @ 1 µm



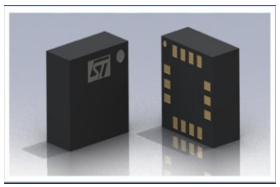
+

ASIC @ 130 nm



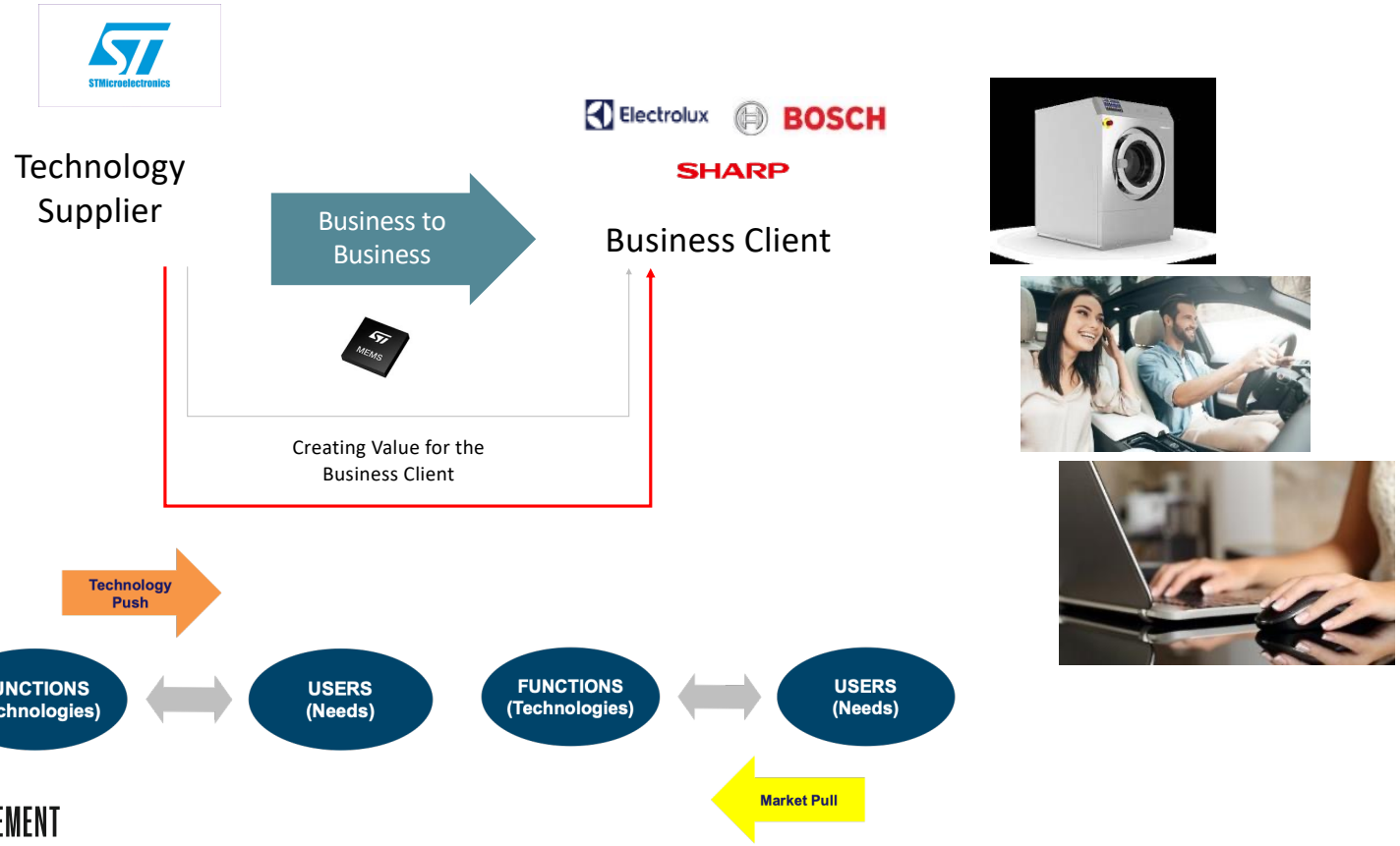
=

3 Axis Gyroscope



Vigna joined ST in 1995 and launched the Company's efforts in MEMS. Under his guidance, ST's MEMS sensors established the Company's leadership with large OEMs in motion-activated user interfaces. Vigna has piloted ST's successful moves into microphones, e-compasses, and touch-screen controllers, as well as environmental sensors, micro-actuators, industrial and automotive sensors, and low-power radios for IoT. Vigna's mandate was further expanded with analog ICs and RF products (2011) and smart-power devices for OEMs and mass market (2016). ST's Imaging division moved under his management in late 2017.

CREATING VALUE IN A B2B SETTING?



NINTENDO WII CHANGED THE MARKET RULES

Sales volumes about sixth generation

- PS2: 120 millions
- Xbox: 24 millions
- GameCube: 21.6 millions

Sales volumes about seventh generation

- PS3: 36 millions
- Xbox 360: 40 millions
- Wii: 71 millions

Worldwide market dimension: around $30 billions

Margin about consoles

- PS3: $-250
- Wii: $50

Average cost necessary to develop a new game

- PS3 and Xbox: $20 millions
- Wii: $5 millions









Technology Supplier

Business to Business

Business Client

Business to Consumer

End Consumer





Helping Business Client to Create a New Meaning for its Consumer

FROM …
… Application of New Motion Sensors to Existing Business Requirements

TO …
… Evolution of New Motion Sensors toward New Human Interactions

FROM …
… Game Consoles as passive immersion in a virtual world for young adepts

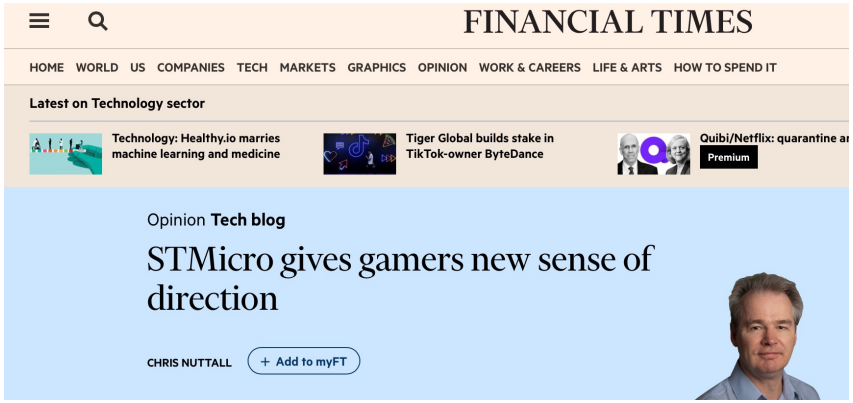
TO …
… Game Consoles as active physical entertainment for everyone

Existing WHY

New WHY

Existing WHY

New WHY



STMicroelectronics: Intriguing Apple Supplier Play

Jul. 16, 2018 1:12 AM ET | About: STMicroelectronics N.V. (STM), Includes: AAPL

Home / Investing / Technology

Apple iPhone 11 Pro Teardowns Look Encouraging for STMicro and Sony

STMicroelectronics and Sony each appear to be supplying four chips for Apple's latest flagship iPhones. Many other historical iPhone suppliers also make appearances in the latest teardowns.

By ERIC JHONSA + FOLLOW set 26, 2019 | 03:29 PM EDT

Stocks quotes in this article: **STM**, **SNE**, **AAPL**, **AVGO**, **NXPI**, **SWKS**, **TXN**, **CRUS**, **INTC**, **QCOM**

iPhone 11 Pro teardowns indicate STMicroelectronics (**STM**) and Sony (**SNE**) , as well as Apple (**AAPL**) itself, are supplying more chips for this year's flagship iPhones than they were for last year's models.

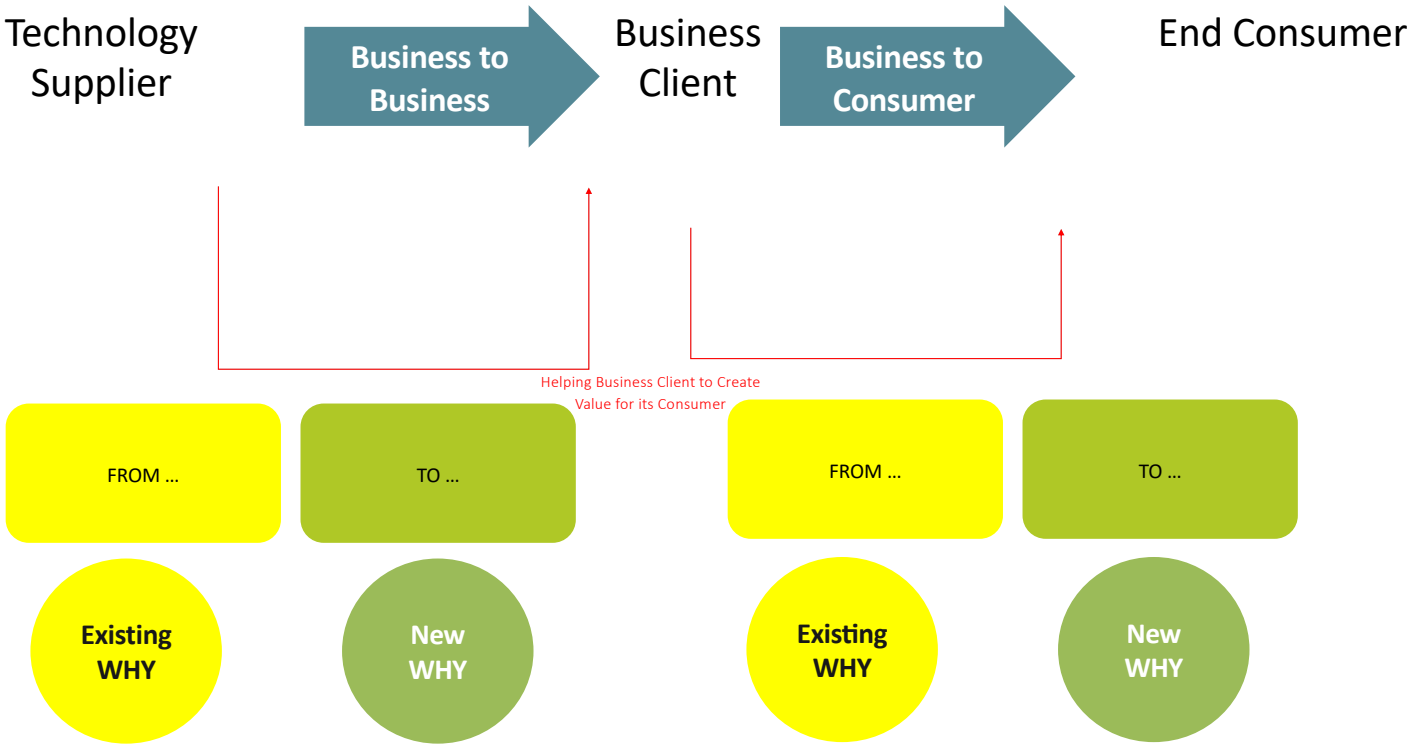
Hi-Tech | Finanza e Mercato | MacOS | Hardware Apple | iPhone | iPhone

Un po' di Italia dentro iPhone X, STMicroelectronics vola in borsa grazie ad Apple

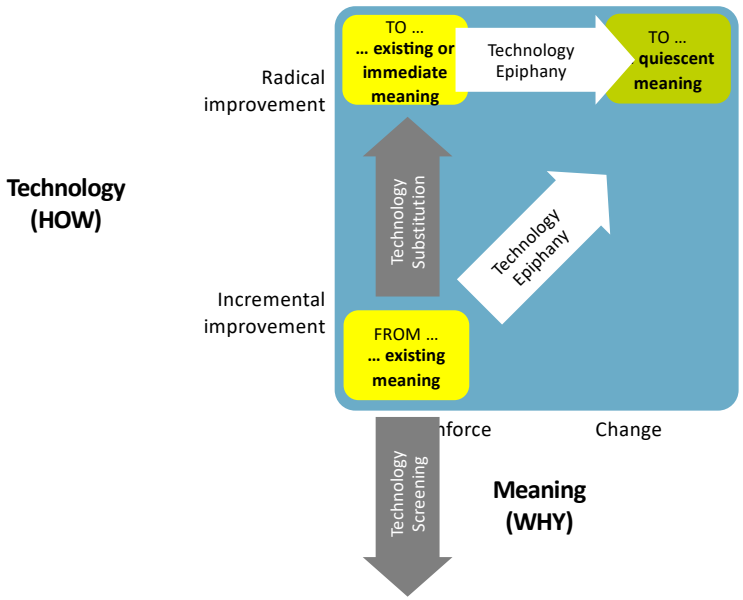
STMicroelectronics' Near Infrared Camera Sensor in the Apple iPhone X

The first NIR camera sensor with multiple innovations based on imager-silicon-on-insulator substrate from SOITEC, supplied and produced by STMicroelectronics for the Apple True Depth Module

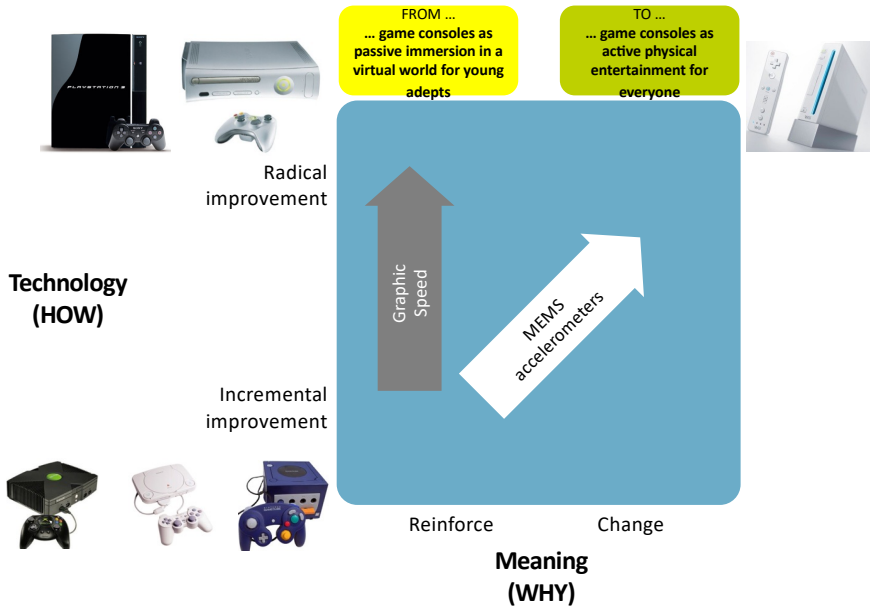
Innovation of Meaning in B2B2C: My Technology Epiphany?



TECHNOLOGY EPIPHANIES

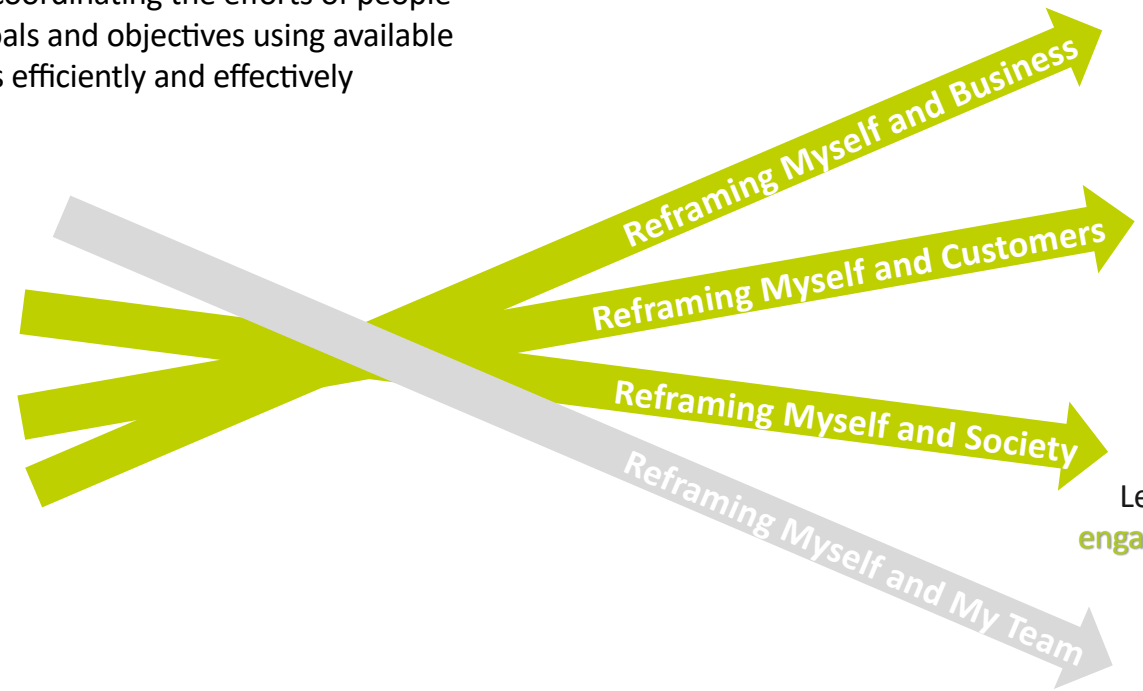


TECHNOLOGY EPIPHANY ENABLED BY STMICROLECTRONICS



THE PERSONAL TRANSFORMATION AS INTEGRATION: FROM INNOVATION MANAGEMENT TO LEADERSHIP DESIGN AND INNOVATION

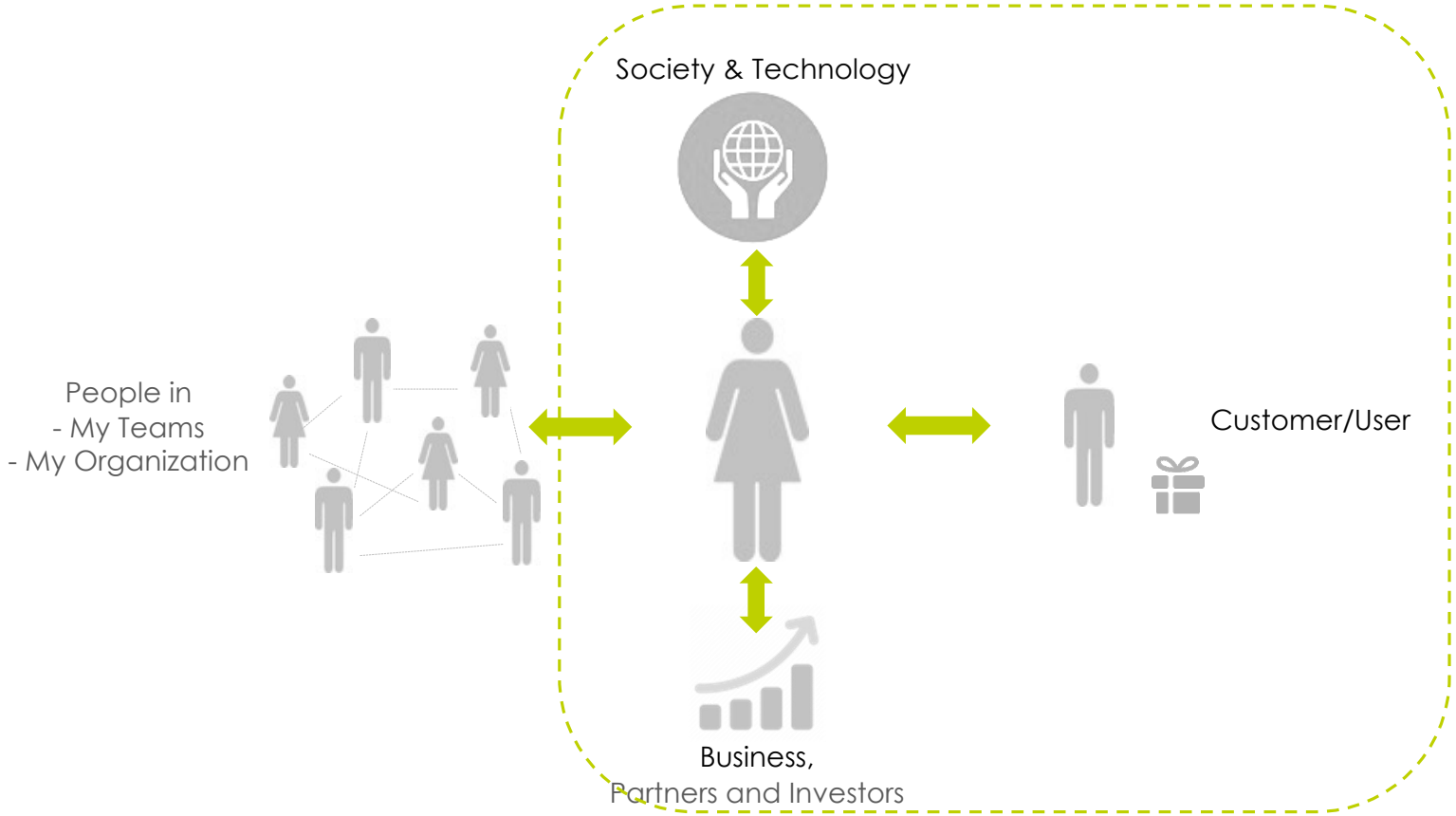
Management = coordinating the efforts of people to accomplish goals and objectives using available resources efficiently and effectively



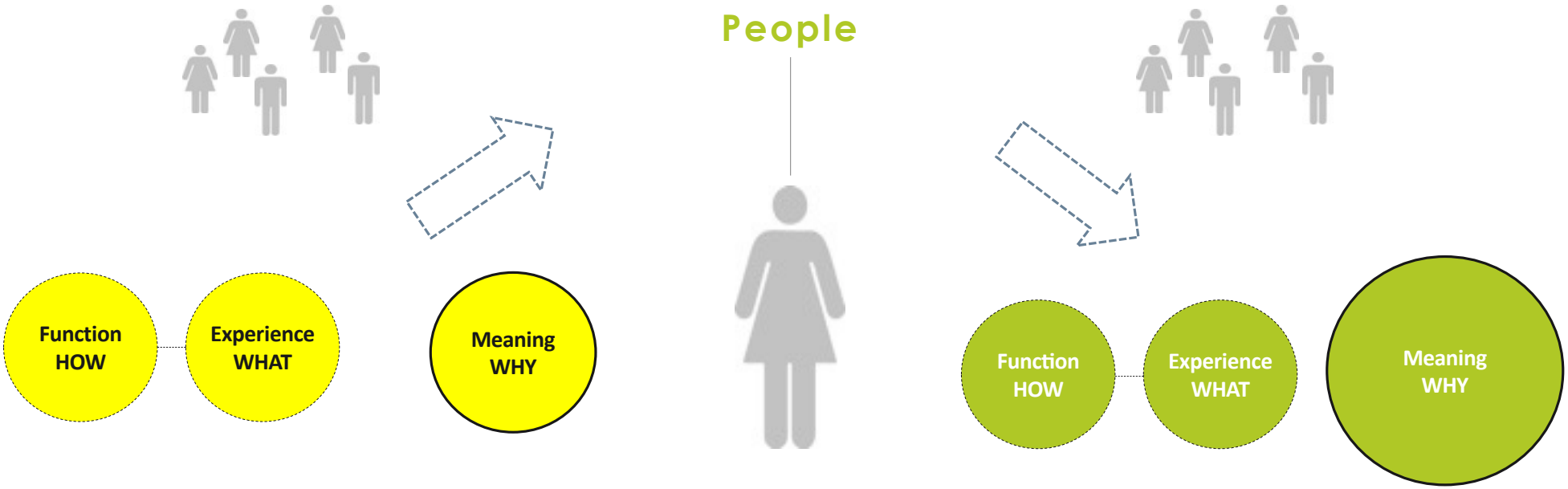
Leadership = a **process** whereby an individual **engages and is engaged by** a group of individuals to achieve a **shared meaningful direction**

LEADIN'LAB MODEL

GENERAL MODEL OF INNOVATION LEADERSHIP (VERGANTI ET AL., 2019)

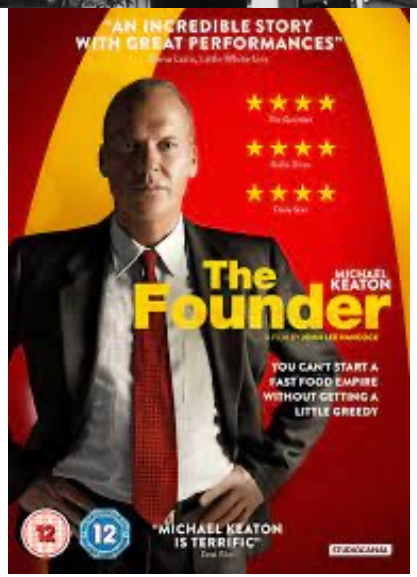


LEADERSHIP AND INNOVATION OF MEANING



RAY KROC





Howard Schultz

What Starbucks CEO Howard Schultz Taught Me About Communication And Success



Carmine Gallo Senior Contributor

Leadership Strategy

I write about leadership communication to grow sales and build brands.

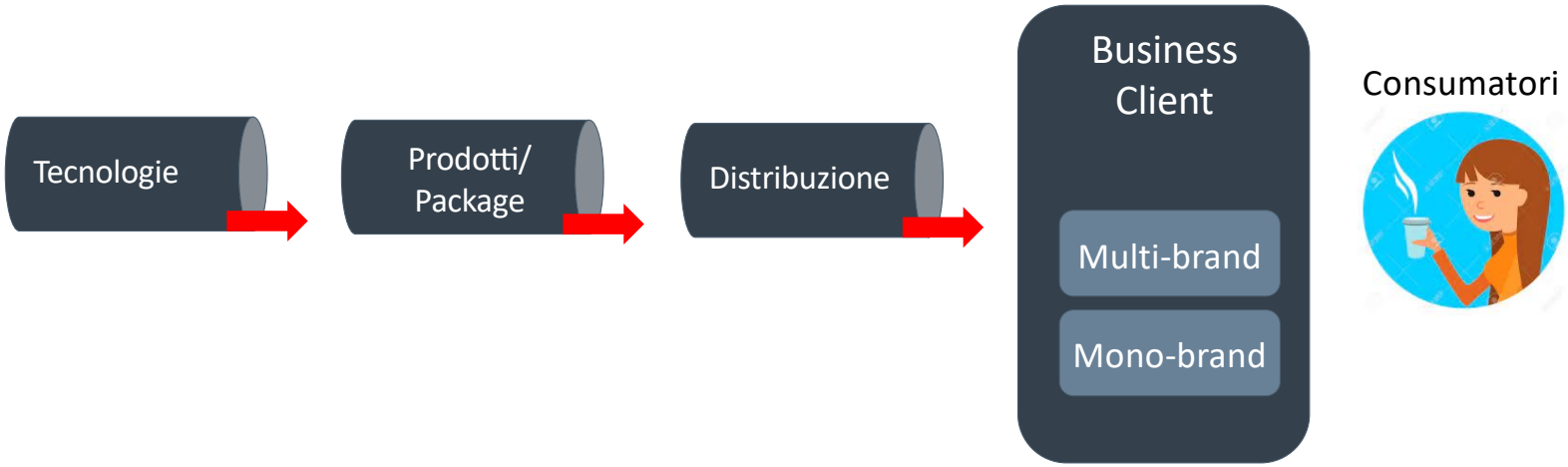


«KROC STYLE, BOOM LIKE THAT!» MARK KNOPFLER, 2004



I'm going to San Bernardino, ring-a-ding-ding
Sto andando a San Bernardino, ring-a-ding-ding
Milkshake mixers, that's my thing, now
Miscelatori di frappè, quello è il mio lavoro adesso
These guys bought a heap of my stuff
Questi tizi hanno comprato un mucchio della mia roba

Oh my name's not Croc, that's Kroc with a K
O il mio nome non è Croc, è Kroc con una K
Like crocodile, but not spelt that way, now
Come "crocodile" ma non scritto allo stesso modo
It's dog eat dog, rat eat rat
È cane mangia cane, topo mangia topo
Dog eat dog, rat eat rat
Cane mangia cane, topo mangia topo
Oh it's dog eat dog, rat eat rat
Ooh, è cane mangia cane, topo mangia topo
Kroc style, boom like that
In stile Kroc, boom proprio così





1. Approccio Outside-In:
Opportunità, Soluzione, Potere?

Case Study Starbucks Coffee

- **Total stores:** 35.711 (2022) across 84 markets
- **Revenue:** US$ 32.25 billion (2022)
- **Net Income**: US$ 3,28 billion (2022)
- **Number of employees:** 402.000 (2019)



STRATEGIA INSIDE-OUT: VISIONE, SIGNIFICATO, ENGAGEMENT



Come l'ex ceo di Starbucks ci ha insegnato a sognare in grande



Visione: "Sense of Community"
Trasformare il Caffè in America

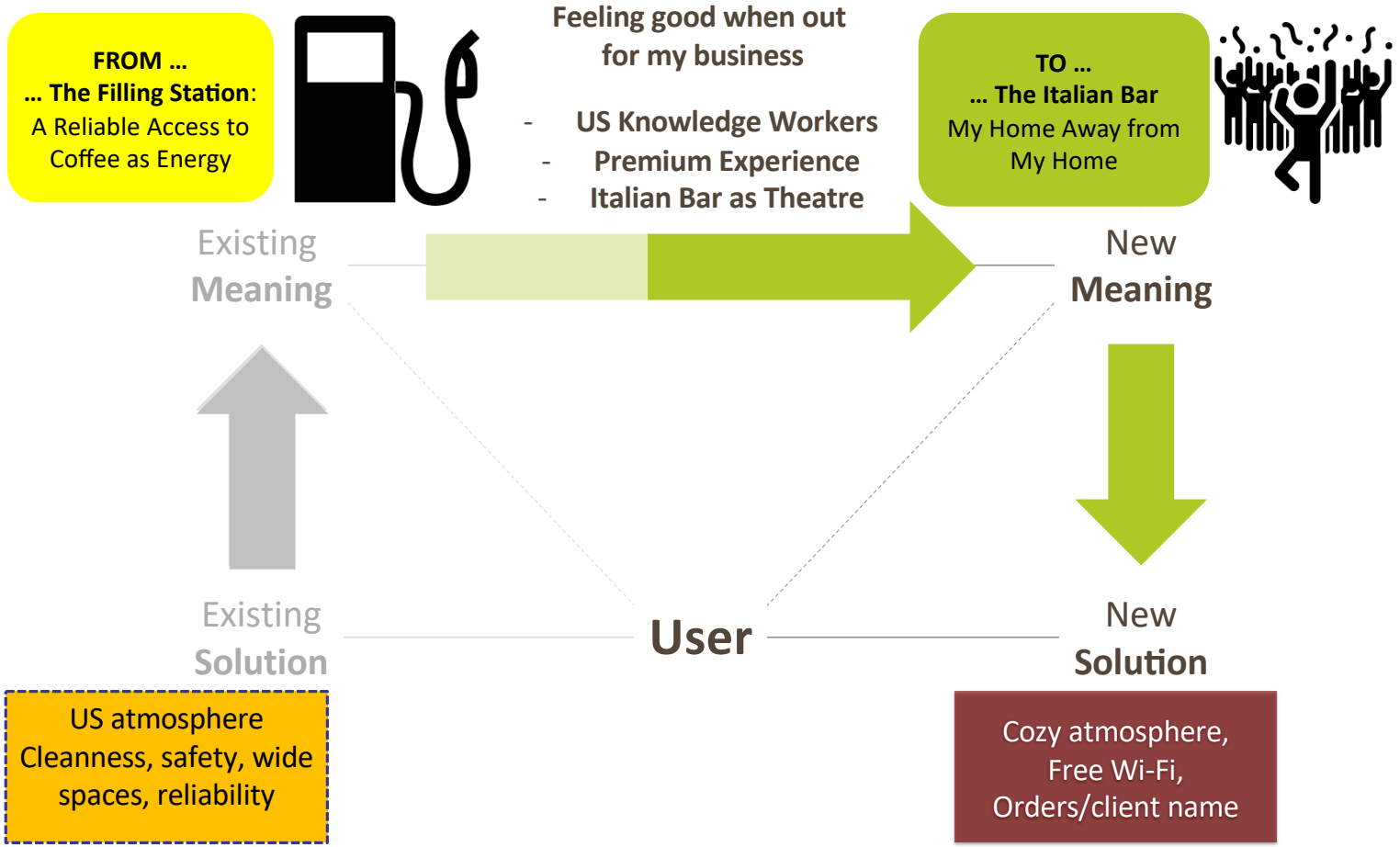


DAL SIGNIFICATO ESISTENTE:
The Filling Station:

Fare il Pieno di Energia
(Accesso Veloce al Caffè/Energia)

AL NUOVO SIGNIFICATO:
The Italian Coffee Bar:

Casa Mia Lontano da Casa Mia
(Un Terzo Luogo tra Casa e Lavoro)


FROM …
… The Filling Station:
A Reliable Access to
Coffee as Energy
Feeling good when out
for my business
- US Knowledge Workers
- Premium Experience
- Italian Bar as Theatre
TO …
… The Italian Bar
My Home Away from
My Home
Existing
Meaning
New
Meaning
Existing
Solution
User
New
Solution
US atmosphere
Cleanness, safety, wide
spaces, reliability
Cozy atmosphere,
Free Wi-Fi,
Orders/client name



The Moment of Meaning

(A Third Place between home & work)

Take your name and shout loud

when coffee is ready

HARVARD | BUSINESS | SCHOOL

5-515-078

FEBRUARY 3, 2015

TEACHING NOTE

Eataly: Reimagining the Grocery Store

This teaching plan is designed to be used in conjunction with the multimedia case "Eataly: Reimagining the Grocery Store," HBS No. 515-708. The multimedia case contains four chapters with embedded videos and exhibits and is designed to be assigned as classroom preparation material. Students should view all of the case videos and exhibits prior to classroom discussion.

Synopsis

In 2007, Oscar Farinetti, an Italian entrepreneur, founded Eataly in Turin, Italy, as a unique combination of restaurants, supermarket, and a culinary school – all under one roof – to let customers eat, shop and learn about Italian food in the same store. By 2014, Eataly had grown from a single store in Turin to ten stores in Italy in cities such as Rome and Milan, 13 stores in Japan, two stores in the US in New York and Chicago, and one store each in Dubai and Istanbul. At the end of 2013, Eataly's Italian-based operations covered more than 600,000 square feet of space and generated revenues of €137 million, while its New York and Chicago stores were estimated to have annual revenues of about $75 million and $55-60 million respectively. Eataly had ambitious plans in the US (expected revenues of $600 million by 2018) and around the world (with stores openings in London, Moscow and other major cities) with an intention to go public in the near future. Could it achieve this ambitious plan, or was it a fad?

Teaching Objectives

Retail stores, especially brick and mortar stores, are under pressure in almost every industry and particularly in the supermarket industry where net margins are typically in single digit. In 2014, many of the largest supermarket chains, such as Tesco, were fighting the onslaught of discounters and online stores by cutting costs, building customer loyalty programs and streamlining their operations. Yet after all these efforts, they were still struggling.

In contrast to the traditional approach, Eataly went for mega stores of almost 50,000 square feet with open spaces and restaurants in the stores to create an experience for customers. Its efforts to reimagine

This note was prepared by HBS Professor Sunil Gupta and Professor Michela Addis (Rome 3 University and SDA Bocconi School of Management (Italy)) for the sole purpose of aiding classroom instructors in the use of "Eataly: Reimagining the Grocery Store," HBS Multimedia Case No. 515-708. Funding for the development of this note was provided by Harvard Business School and not by the company. It provides analysis and questions that are intended to present alternative approaches to deepening students' comprehension of business issues and energizing classroom discussion. HBS cases are developed solely as the basis for class discussion. Cases are not intended to serve as endorsements, sources of primary data, or illustrations of effective or ineffective management.

Copyright © 2015 President and Fellows of Harvard College. To order copies or request permission to reproduce materials, call 1-800-545-7685, write Harvard Business School Publishing, Boston, MA 02163, or go to www.hbsp.harvard.edu. This publication may not be digitized, photocopied, or otherwise reproduced, posted, or transmitted, without the permission of Harvard Business School.

case centre

Distributed by The Case Centre
www.thecasecentre.org
All rights reserved

North America
t +1 781 239 5884
e info.usa@thecasecentre.org

Rest of the world
t +44 (0)1234 750903
e info@thecasecentre.org

INSTRUCTORS ONLY
Strictly for student reproduction or Posting



Panorama / Economia / Soldi / Prezzi a confronto: Esselunga batte Eataly 215 euro a 283

Prezzi a confronto: Esselunga batte Eataly 215 euro a 283

È il risultato di un sondaggio pubblicato sul numero di Panorama in edicola dal 28 maggio su 30 prodotti acquistati tra loro identici per marca e confezione

Eataly (2004): Il Nuovo Significato del Grocery Retail

Dal Significato Esistente:

"Amo comprare il Food che già conosco (… da esperto)"

Al Nuovo Significato:

«Amo Scoprire la Cultura del Food e Imparare a Rispettare la Terra»

Significato Esistente

Nuovo Significato

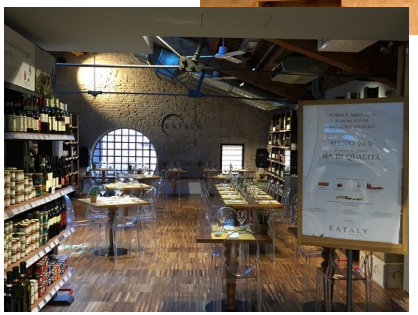




Soluzione Esistente

Nuova **Soluzione**



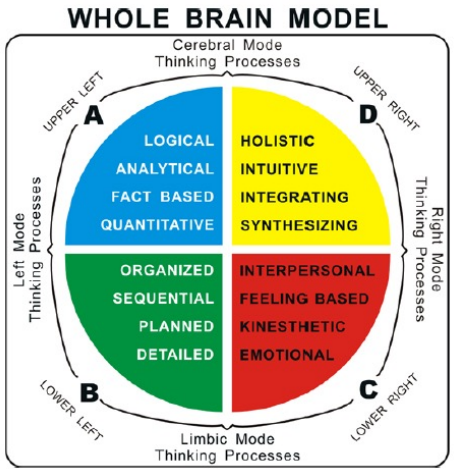


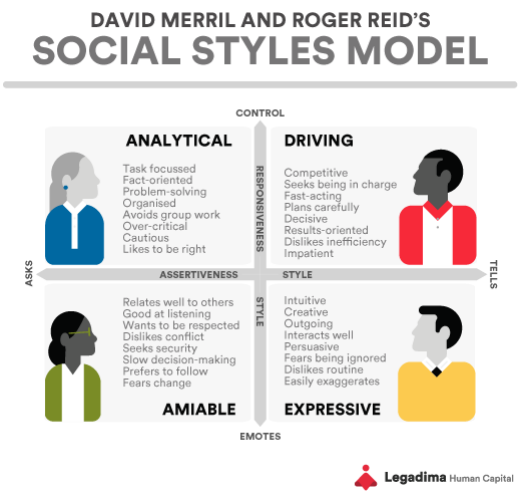


Innovation and Design Leadership: 4 Cognitive Functions

POLIMI GRADUATE SCHOOL OF MANAGEMENT

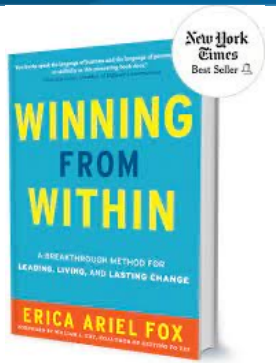
THE MAGIC NUMBER: FOUR











Carl Gustav Jung, *Psychological Types,* 1921

4 PSYCOLOGICAL/COGNITIVE FUNCTIONS

1. **Thinking:**

   «…that judging psychological function which, in accordance with its own laws, brings given presentations into conceptual connection…»

2. **Feeling:**

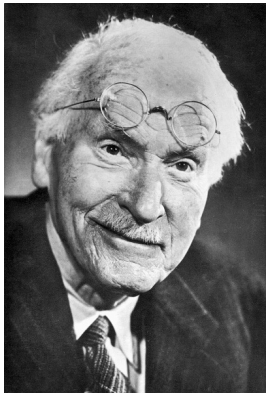
   «… primarily a process that takes place between the ego and a given content, a process, moreover, that imparts to the content a definite value in the sense of acceptance or rejection [...] Hence feeling is also a kind of judging, differing, however, from an intellectual judgment, in that it does not aim at establishing an intellectual connection but is solely concerned with the setting up of a subjective criterion of acceptance or rejection…»

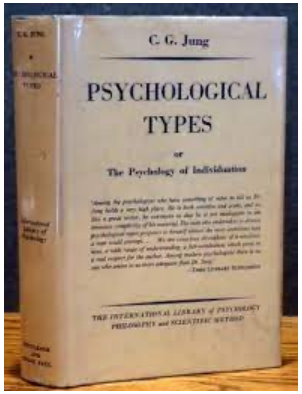
3. **Sensation:**

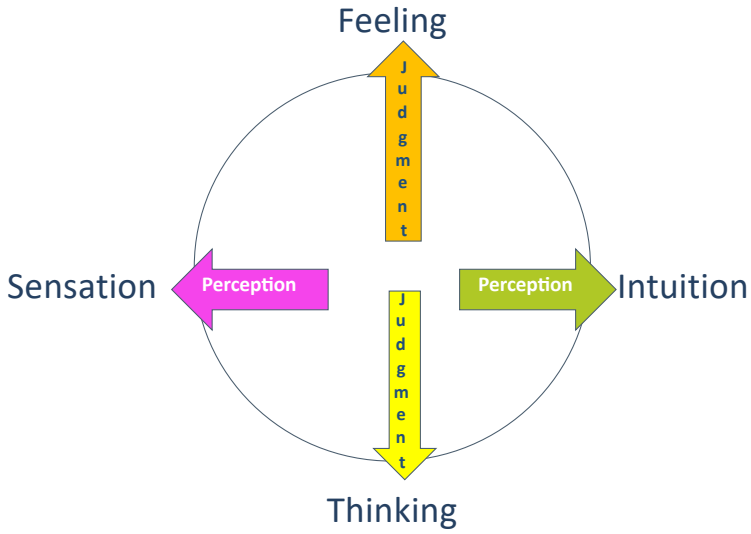
   «…that psychological function which transmits a physical stimulus to perception. [...] not only to the outer stimuli, but also to the inner, i.e. to changes in the internal organs. Primarily, therefore, sensation is sense-perception, i.e. perception transmitted via the sense organs and 'bodily senses' (kinaesthetic, vaso-motor sensation, etc.)...»

4. **Intuition:**

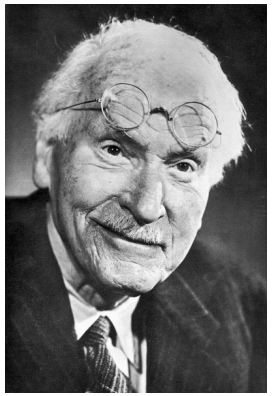
   «… "It is that psychological function which transmits perceptions in an unconscious way. Everything, whether outer or inner objects or their associations, can be the object of this perception. Intuition has this peculiar quality: it is neither sensation, nor feeling, nor intellectual conclusion, although it may appear in any of these forms…»

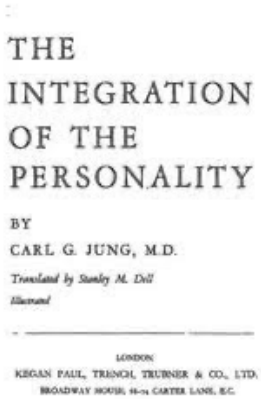






THE PERSONAL TRANSFORMATION AS INTEGRATION




THE
INTEGRATION
OF THE
PERSONALITY

BY
CARL G. JUNG, M.D.

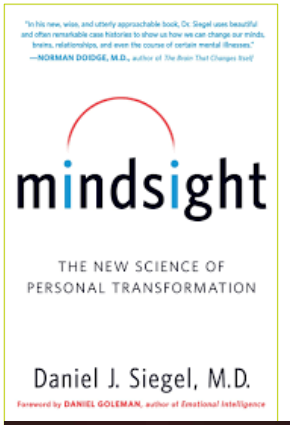
Translated by Stanley M. Dell
Illustrated

LONDON
KEGAN PAUL, TRENCH, TRUBNER & CO., LTD.



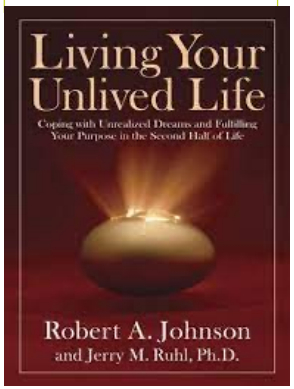
«… **We must accept our multiplicity**, the fact that we can show up quite differently in our athletic, intellectual, sexual, spiritual—or many other—states. A heterogeneous collection of states is completely normal in us humans..»

Siegel, 2010

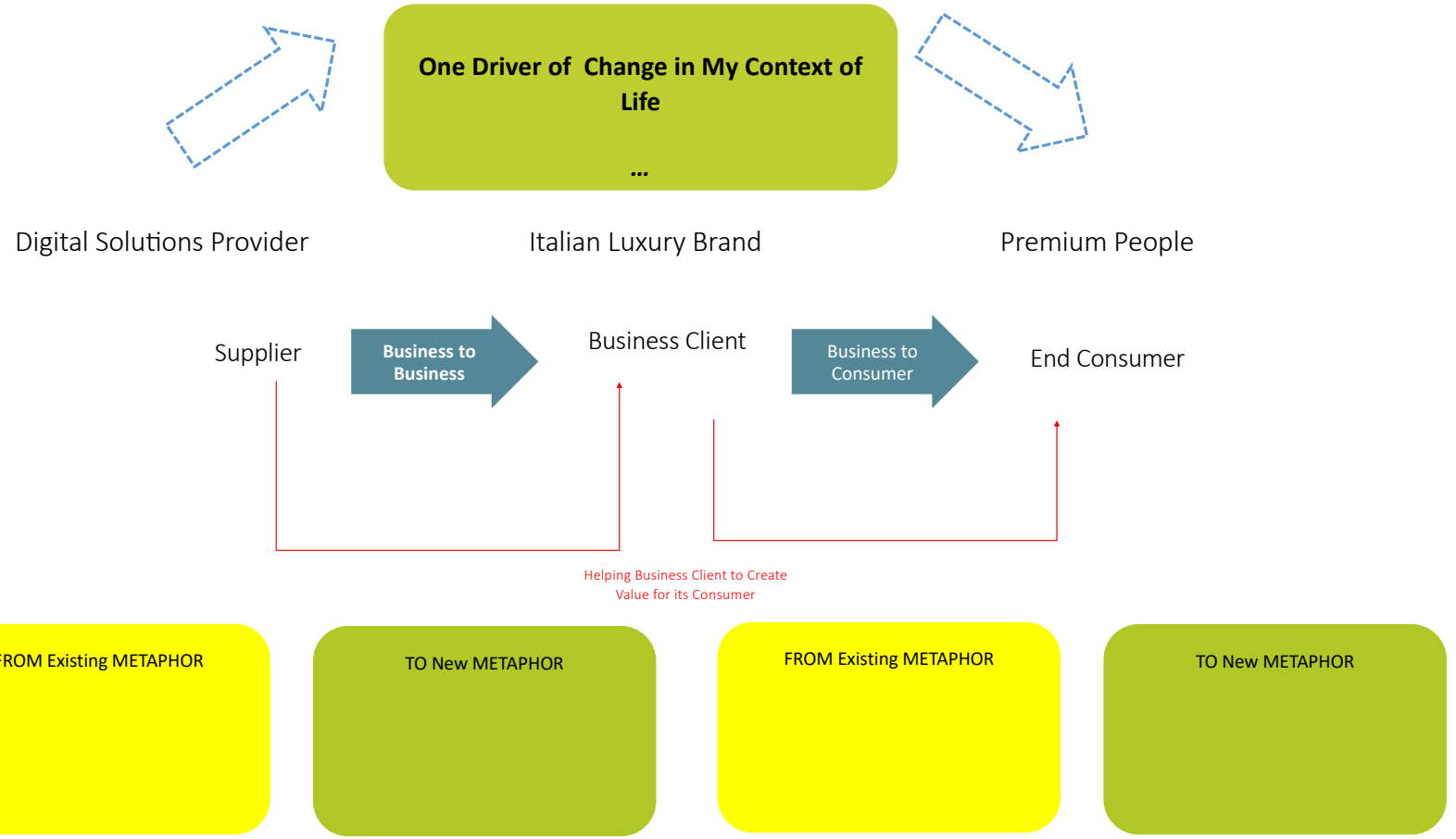


«… **Becoming whole** is a game in which you get rid of nothing; you cannot do without these **diverse energies** any more than you can do without one of the physical organs that make up your body. You need to draw upon everything that is available to you…»

Johnson and Ruhl, 2009

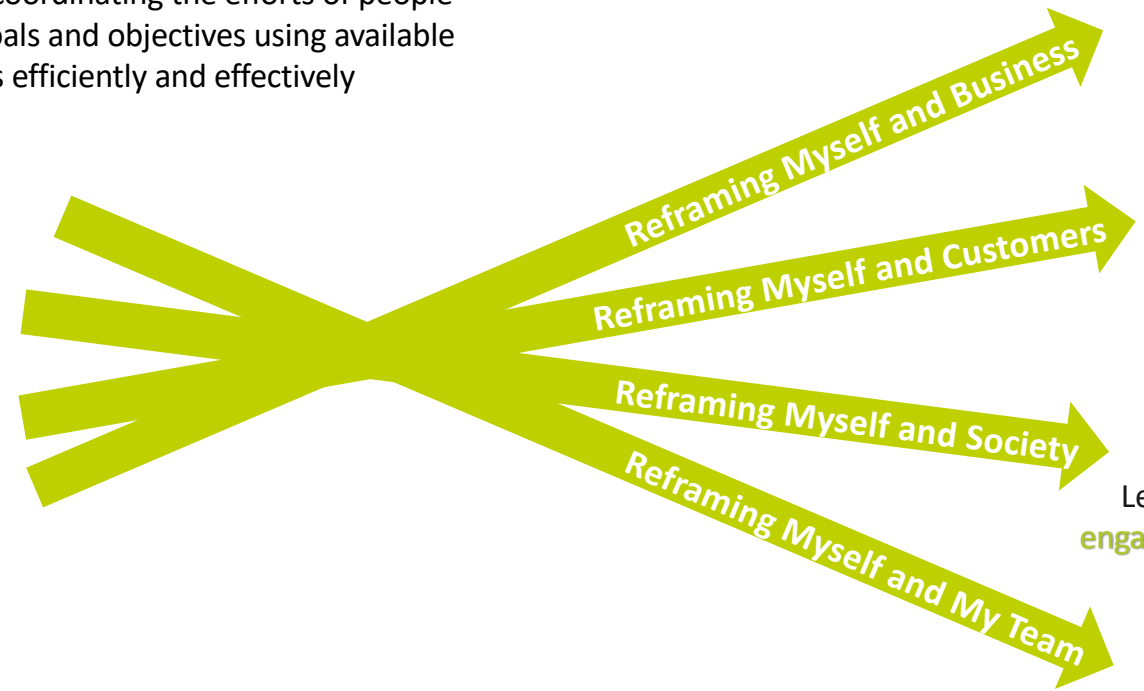


My Envisioning Form



THE PERSONAL TRANSFORMATION AS INTEGRATION: FROM INNOVATION MANAGEMENT TO LEADERSHIP DESIGN AND INNOVATION

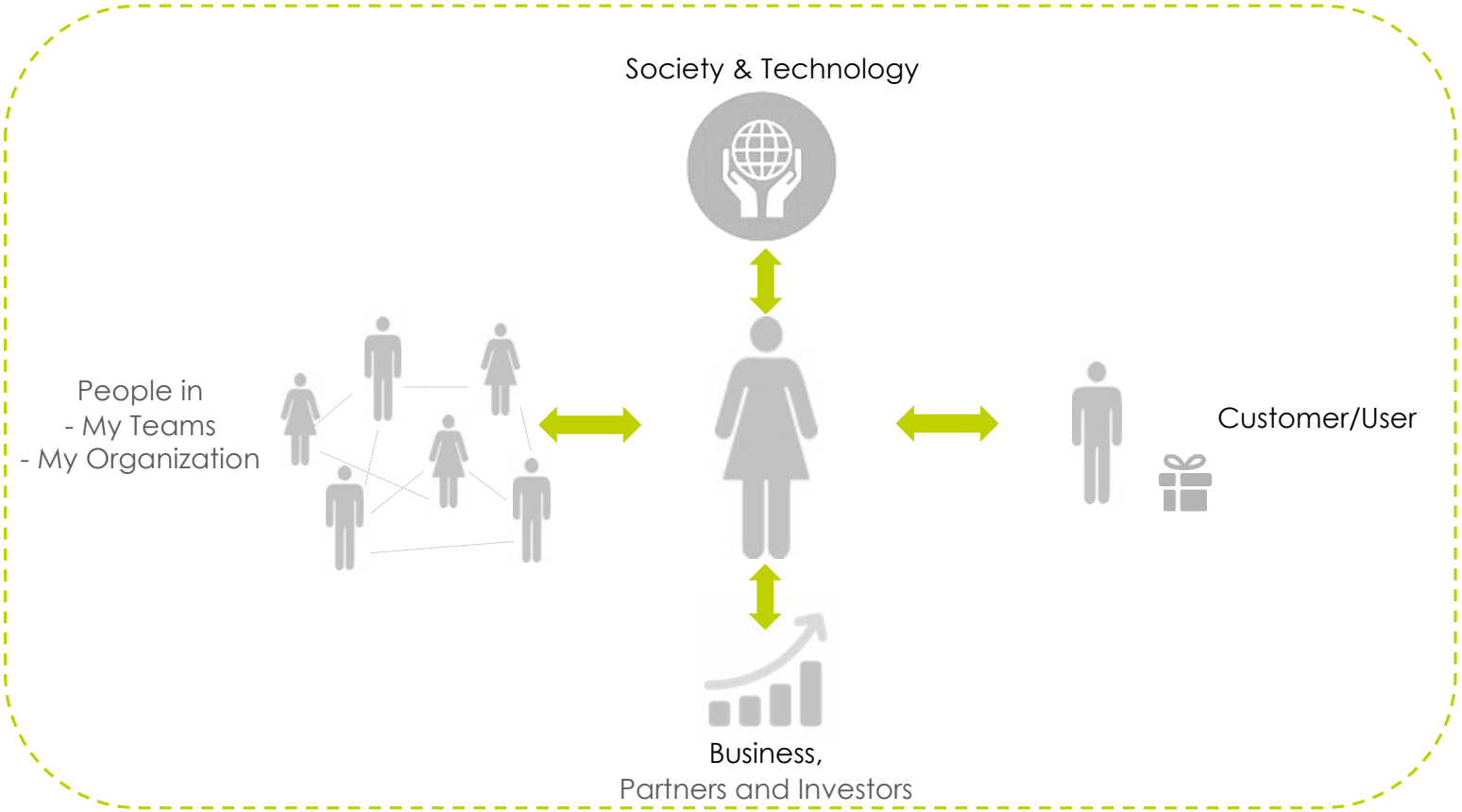
Management = coordinating the efforts of people to accomplish goals and objectives using available resources efficiently and effectively



Leadership = a process whereby an individual engages and is engaged by a group of individuals to achieve a shared meaningful direction

LEADIN'LAB MODEL

GENERAL MODEL OF INNOVATION LEADERSHIP (VERGANTI ET AL., 2019)



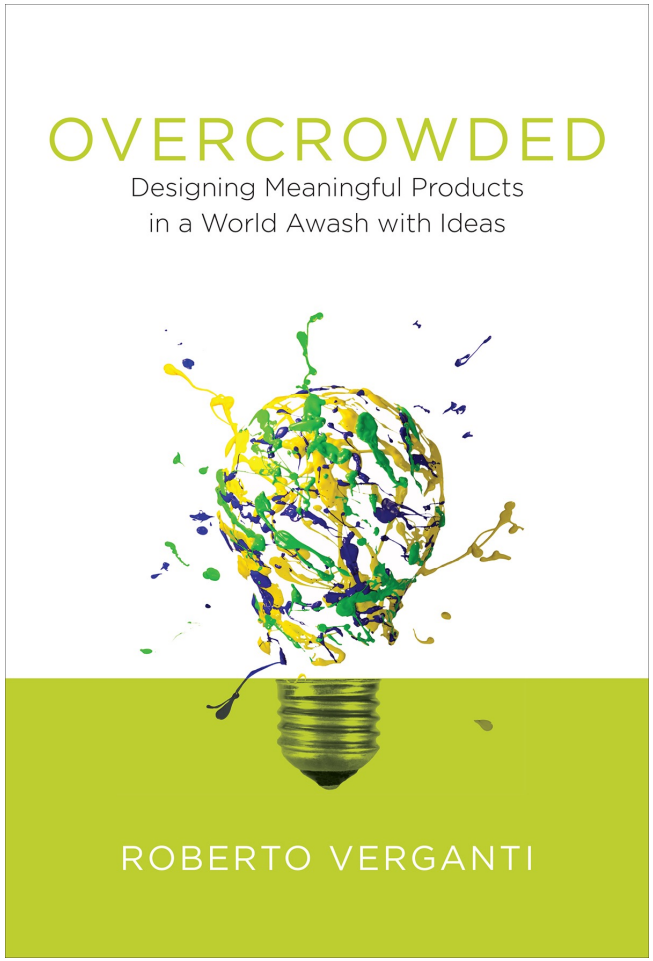
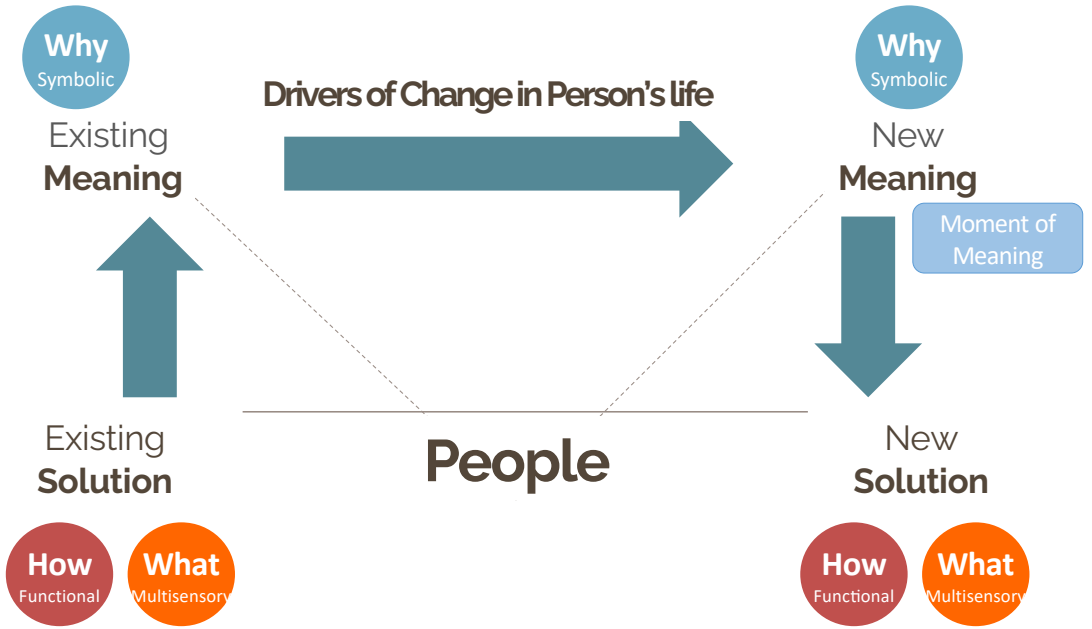


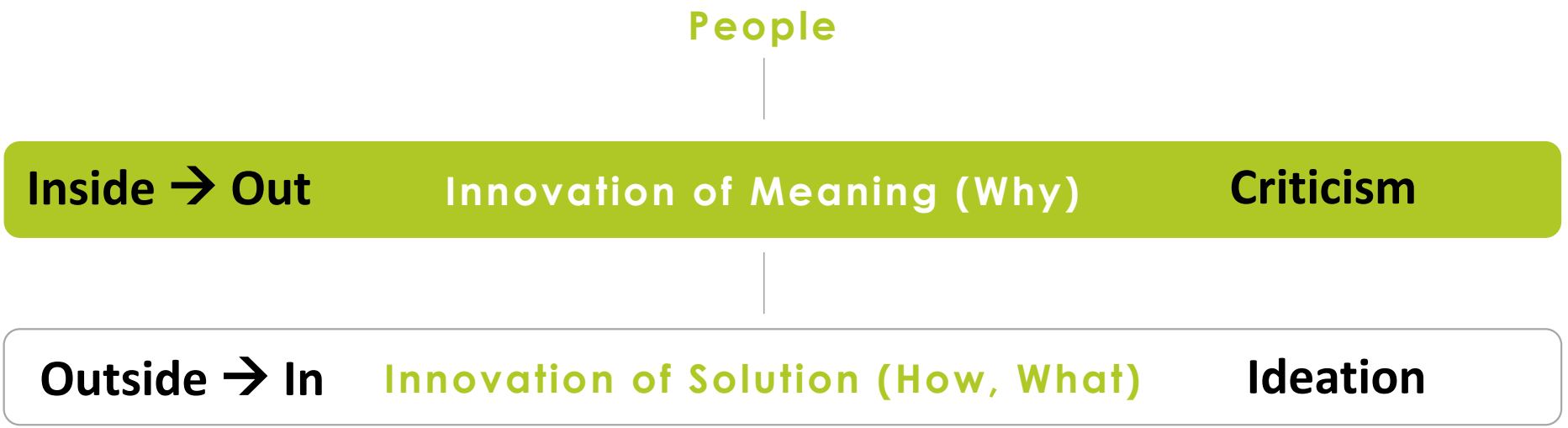
Table of Contents

Series page
Title page
Copyright page
Dedication
A Gift Note
1 Innovation of Meaning
Part I The Value
2 The Search for New Meaning
3 Competing through Meaning
Part II The Principles
4 Innovation from the Inside Out
5 The Art of Criticism
Part III The Process
6 Envisioning
7 The Meaning Factory
8 The Interpreter's Lab
Appendix: New Meanings Are Everywhere
Design Thinking, Design Theory: About the Series
Index

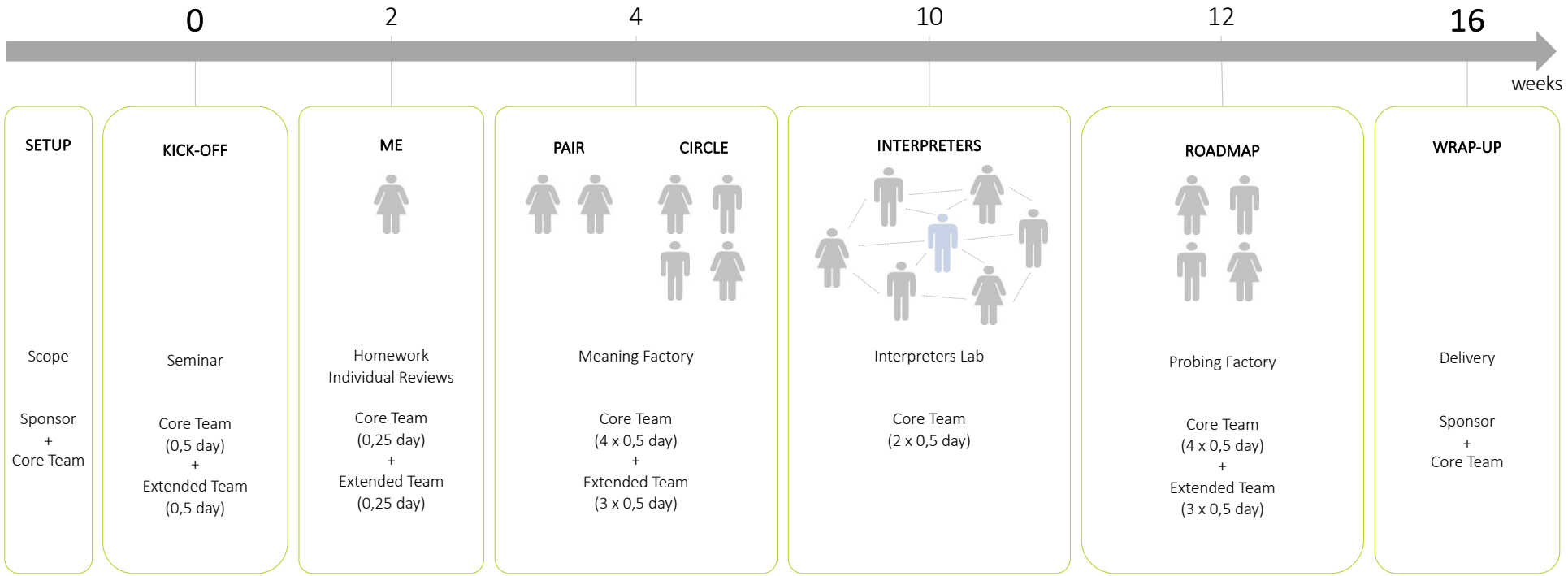
The Process of Innovation of Meaning

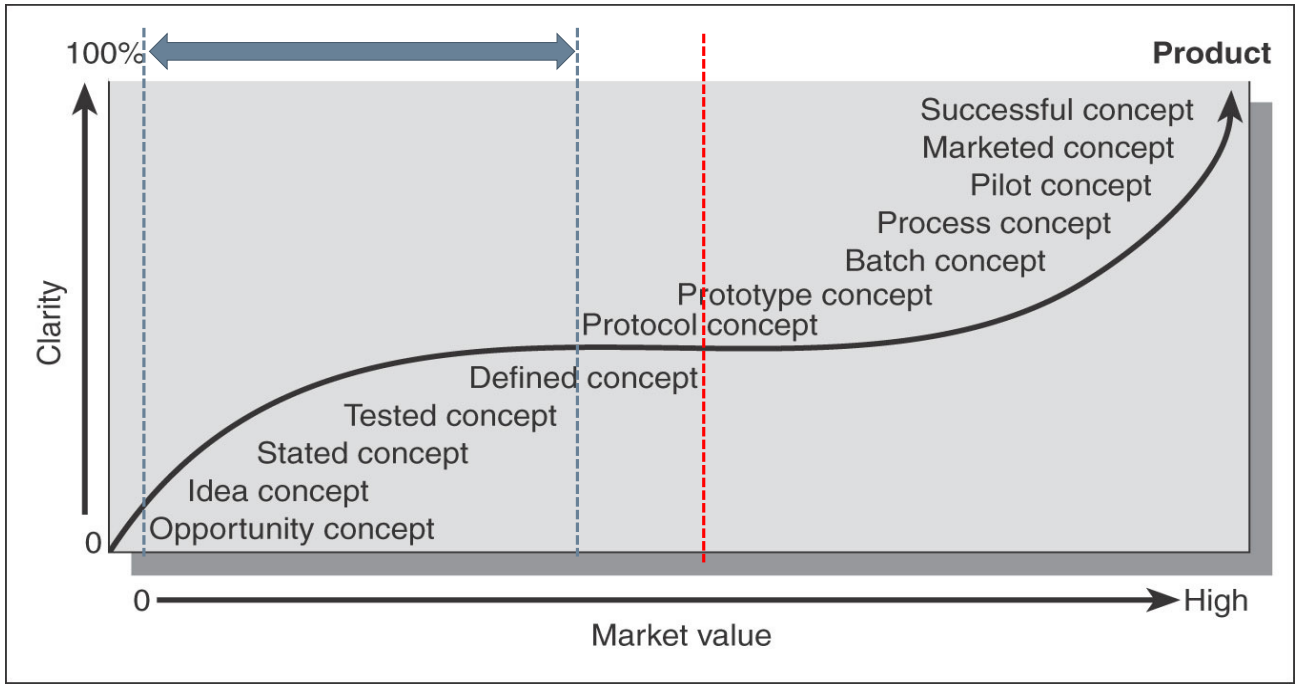


Two Principles of Innovation of Meaning



MIND Methodology



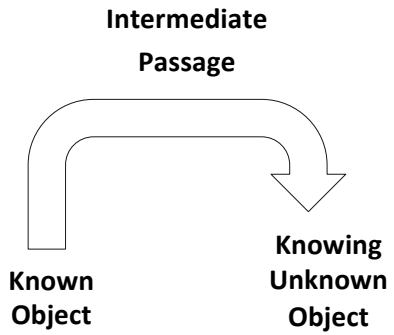

100%
Product
Clarity
Successful concept
Marketed concept
Pilot concept
Process concept
Batch concept
Prototype concept
Protocol concept
Defined concept
Tested concept
Stated concept
Idea concept
Opportunity concept
0
0
High
Market value

INTUITION AS ABDUCTION

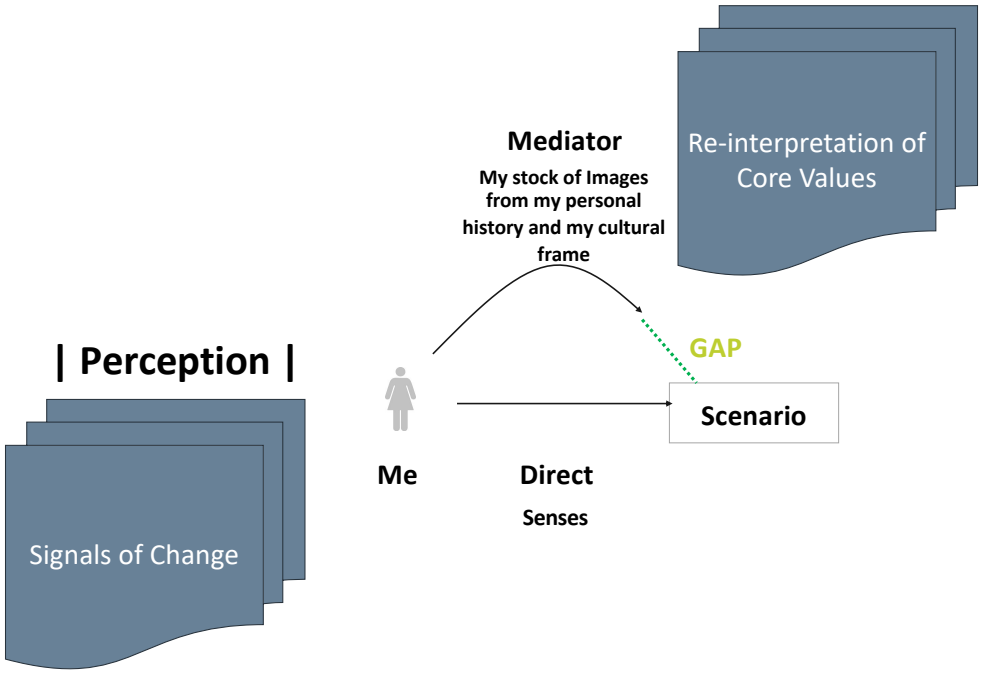


Inference as Process of Reasoning

- **Inferences** are steps in reasoning, moving from premises/antecedents to logical consequences
- **Inference Path**:
  - 1. Known Object→2. Intermediate Passage→3. Knowing an Object Previously Unknown



Imagination and Intuition: 3 Basic Inferences



1. DEDUCTIVE THINKING

-- my stock of images → New signals, No New Image

- "What it is "

- Deriving with rigor

- Reconducting change to the past (no change)

2. INDUC TIVE THINKING

-- New similar signals (pattern) → New Images

"What it probably is"

- Extrapolating

- Recognizing trends (the direction that everyone is going to take)

3. ABDUCTIVE THINKING

-- New contrasting signals → a New Image

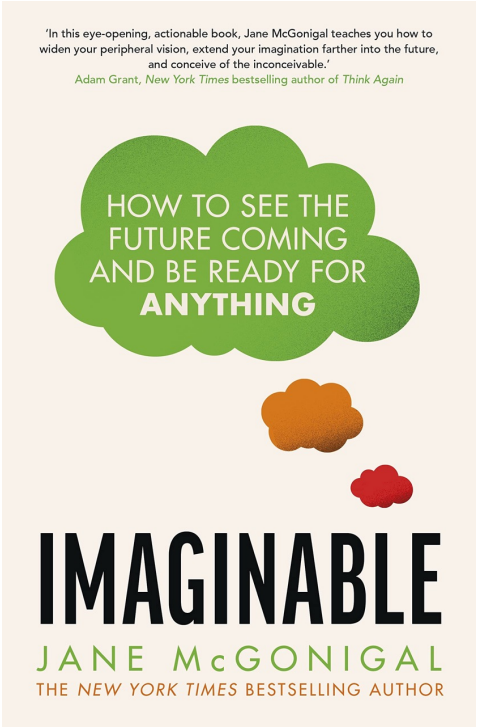
- "What it might be"

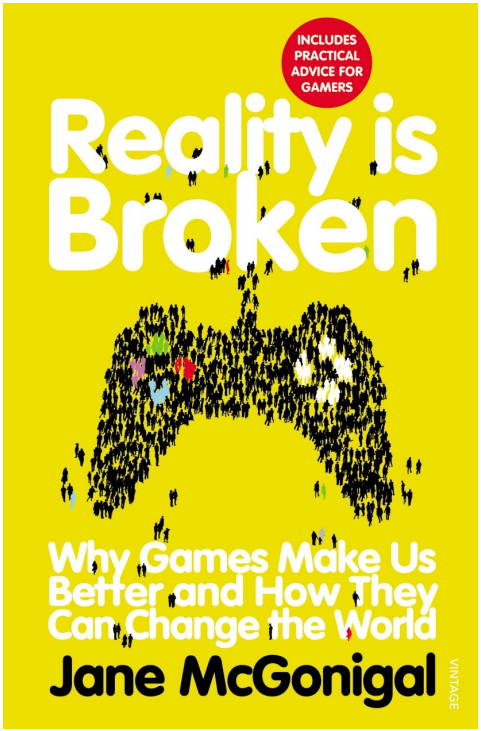
- understanding the present in the light of the possible (guessing: building hypotheses to be then tested)

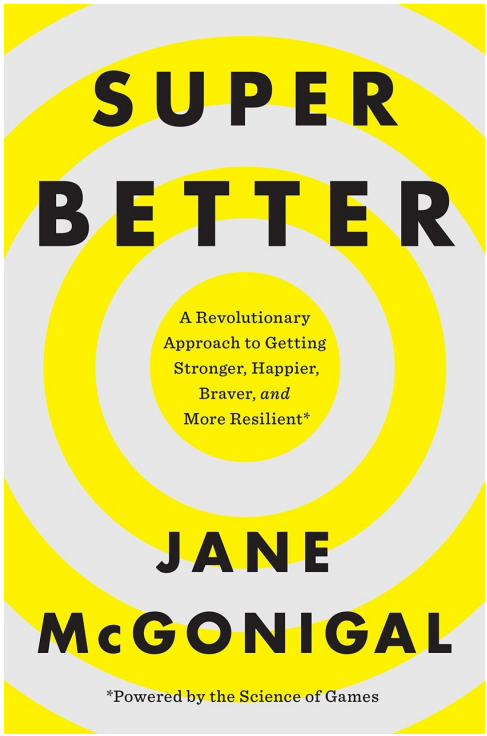
- A new meaningful direction

FUTURE THINKING

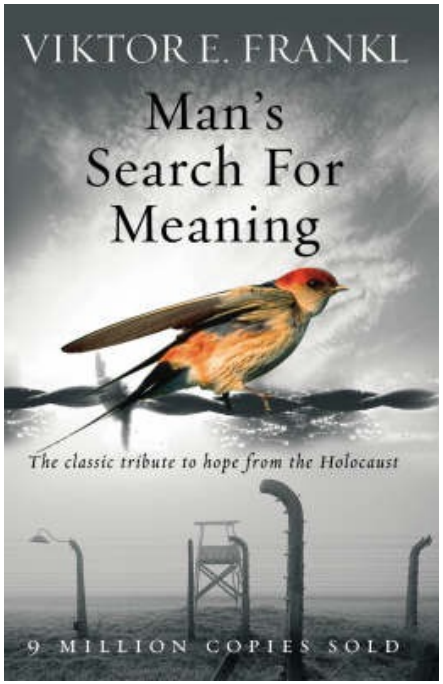
JANE MCGONIGAL, GAME RESEARCH & DEVELOPMENT, *INSTITUTE FOR THE FUTURE*, PALO ALTO, CALIFORNIA





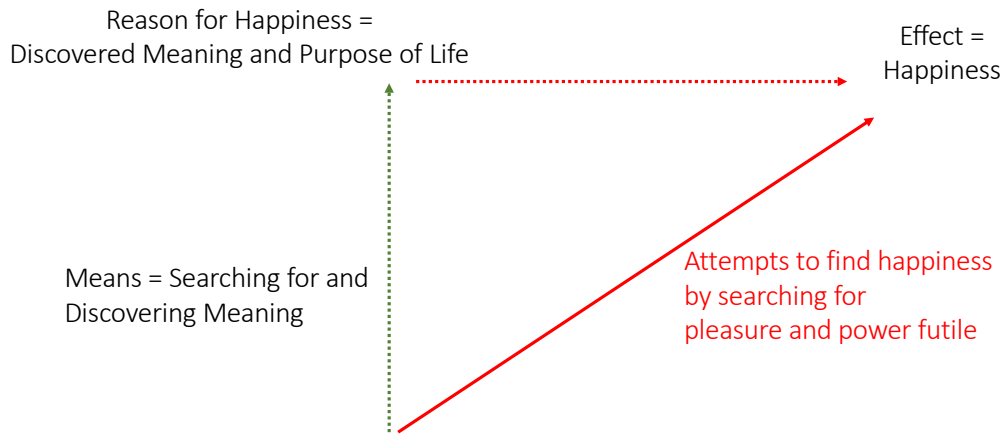





VIKTOR E. FRANKL
Man's Search For Meaning
The classic tribute to hope from the Holocaust
9 MILLION COPIES SOLD


“Quando una persona non riesce a trovare un significato profondo nella vita, si distrae con il piacere.”
PSYCHOLOGY
“One of the great books of our time.”
—Harold S. Kushner, author of When Bad Things Happen to Good People
Psychiatrist Viktor Frankl’s memoir has riveted generations of readers with its descriptions of life in Nazi death camps and its lessons for spiritual survival. Based on his own experience and the stories of his patients, Frankl argues that we cannot avoid suffering but we can choose how to cope with it, find meaning in it, and move forward. At the heart of his theory, known as logotherapy, is a conviction that the primary human drive is not pleasure but the pursuit of what we find meaningful. Man’s Search for Meaning has become one of the most influential books in America: it continues to inspire us all to find significance in the very act of living.
Born in Vienna in 1905, Viktor E. Frankl published more than thirty books on theoretical and clinical psychology and gained international renown. He died in 1997.
“An enduring work of survival literature.”
—New York Times
US $9.99 / $11.99 CAN
MAN’S SEARCH FOR MEANING
VIKTOR E. FRANKL
WITH A NEW FOREWORD BY HAROLD S. KUSHNER
“Nessun uomo dovrebbe giudicare, a meno che non si domandi con assoluta onestà se in una situazione simile avrebbe potuto non fare lo stesso.”

«Don't aim at success … Happiness must happen…» (Viktor Emile Frankl)



«… For success, like happiness, cannot be pursued; it must ensue, and it only does so as the unintended side-effect of one's dedication to a cause greater than oneself or as the by-product of one's surrender to a person other than oneself…»

(The Will to Meaning, Viktor Emile Frankl)

DIGITAL BUSINESS MODELS DESIGN & DEVELOPMENT PROCESS: VALUE, MEANING, EXPERIENCE

EMILIO BELLINI, CO-FOUNDER LEADIN' LAB
LEADERSHIP DESIGN AND INNOVATION LABORATORY – SCHOOL OF MANAGEMENT

FEBBRAIO 2024

POLIMI GRADUATE SCHOOL OF MANAGEMENT

AACSB ACCREDITED · ASSOCIATION AMBA ACCREDITED · EQUIS ACCREDITED · Certified B Corporation