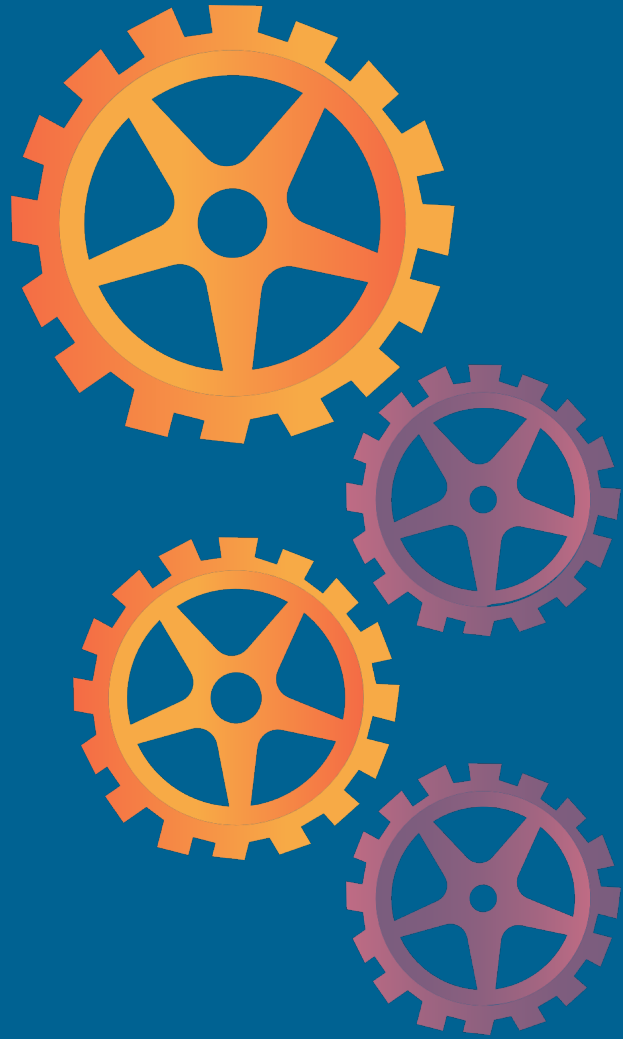


Strategia e imprenditorialità

La strategia come strada per il successo



Perché la strategia è importante per un'azienda?



- Definizione dell'azienda stessa
- Insieme di valori e principi
- Scopo
- Visione
- Tabella di marcia
 - come si stanno comportando,
 - quali sono le loro capacità,
 - e se queste capacità sono in grado di aiutarle a crescere

Quali strumenti sono disponibili per costruire una strategia aziendale? (1)

■ Analisi dell'ambiente esterno

Five Forces Analysis (Porter)

Minaccia di nuovi ingressi:

- Tempi e costi di ingresso
- Conoscenze specialistiche
- Economie di scala
- Vantaggi di costo
- Protezione della tecnologia
- Barriere all'ingresso

Rivalità competitiva:

- Numero di concorrenti
- Differenze di qualità
- Altre differenze
- Costi di passaggio
- Fedeltà del cliente
- Costo di uscita dal mercato

Potere dei fornitori:

- Numero di fornitori
- Dimensione dei fornitori
- Unicità del servizio
- Capacità di sostituzione
- Costo del cambiamento

Minaccia di sostituzione:

- Prestazioni sostitutive
- Costo del cambiamento

Threat of
New
Entrants

Rivalry
Among
Existing
Competitors

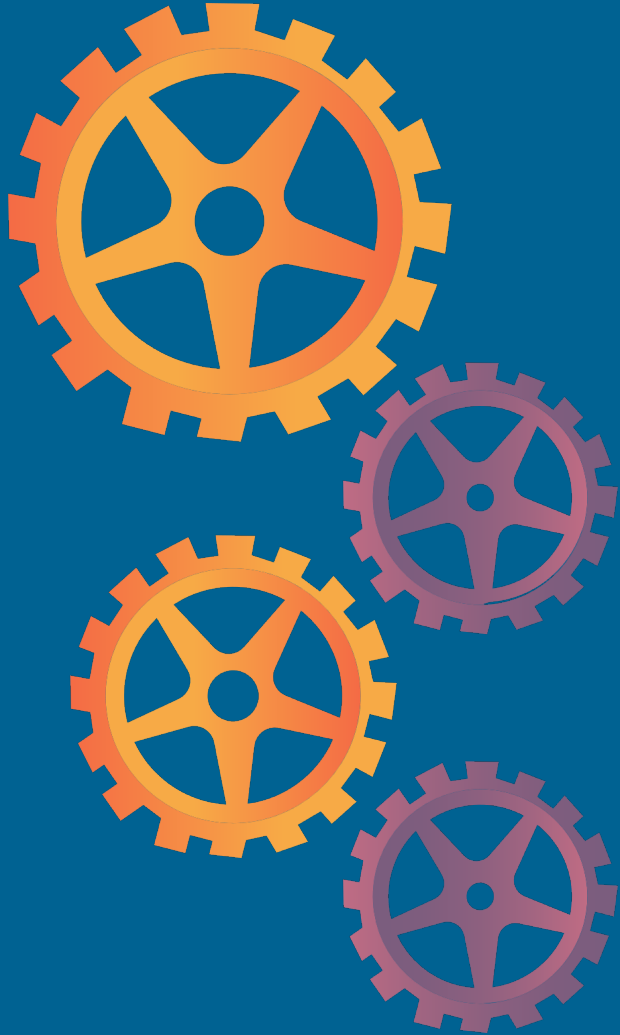
Bargaining
Power of
Buyers

Threats of
substitutes

Potere dell'acquirente:

- Numero di clienti
- Dimensione di ogni ordine
- Differenze tra i concorrenti
- Sensibilità al prezzo
- Capacità di sostituzione
- Costo del cambiamento

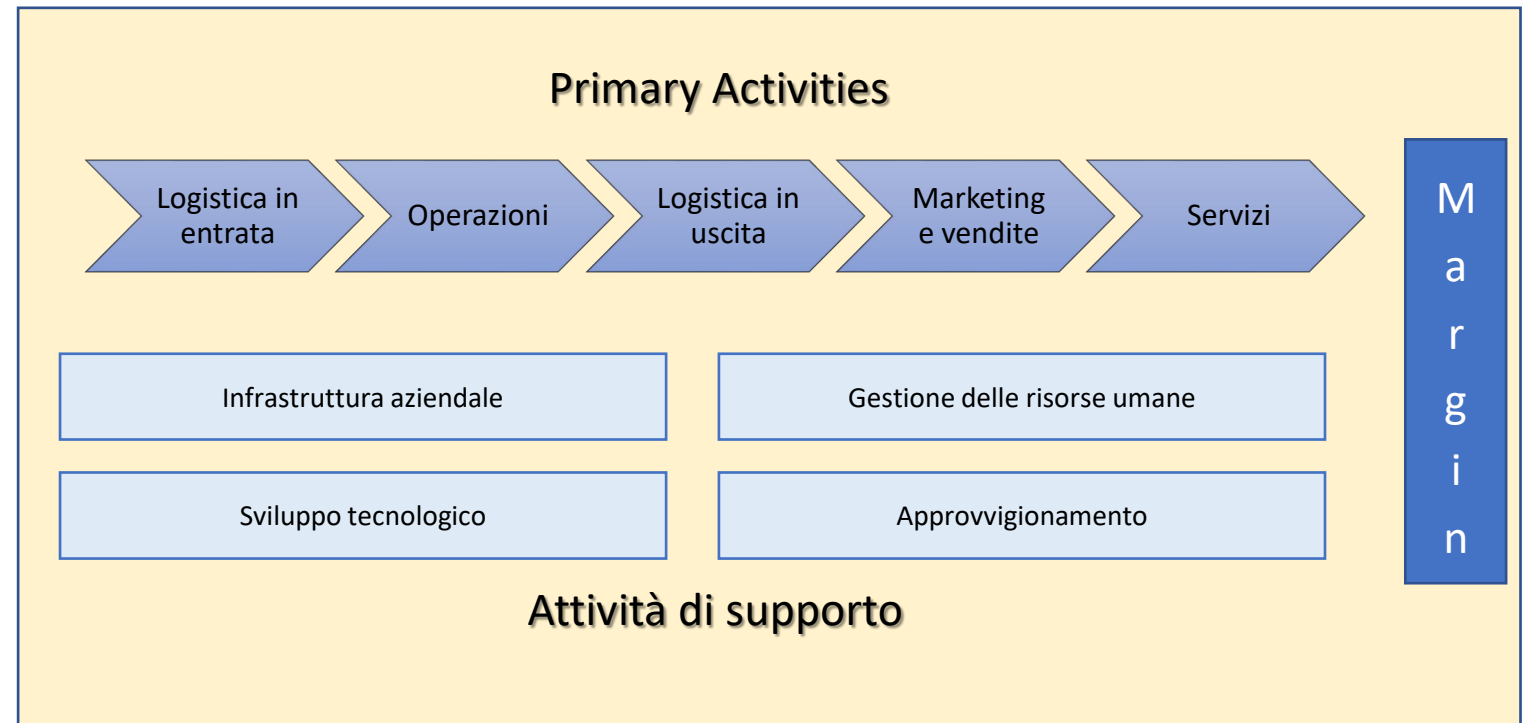
Bargaining
Power of
Suppliers



Quali sono gli strumenti disponibili per costruire una strategia aziendale?

(2)

- Analisi dell'ambiente interno

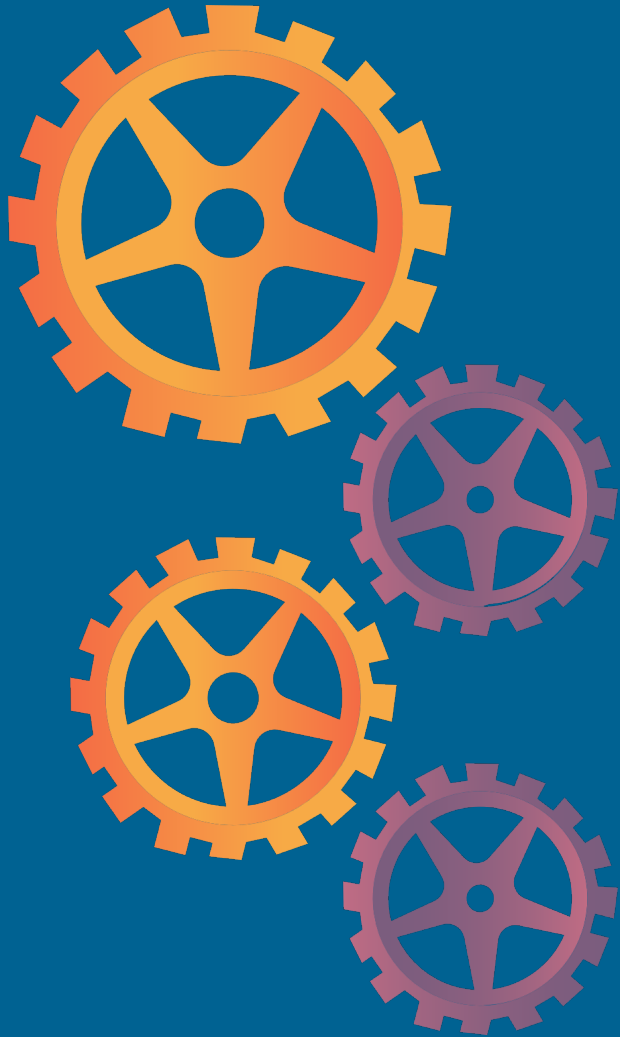


Quali sono gli strumenti disponibili per costruire una strategia aziendale? (3)

- Analisi del rischio e dell'innovazione (Matrice della strategia imprenditoriale)

Innovazione (Creazione di un prodotto/servizio unico e diverso))	Alta	Alta Innovazione Basso rischio	Alta Innovazione Alto rischio
	Bassa	Bassa innovazione Basso rischio	Bassa Innovazione Rischio alto
		Bassa	Alta
		Rischio (Probabilità di Maggior Perdita)	

Sonfield, M., Lussier, R. (1997), 'The entrepreneurial strategy matrix: A model for new and ongoing ventures', Business Horizons, Vol 3, p 73.



Quali strumenti sono disponibili per costruire una strategia aziendale? (4)

■ Analisi SWOT (esterna e interna)



- Business Canvas

Designed for:

Designed by:

Date:

Version:

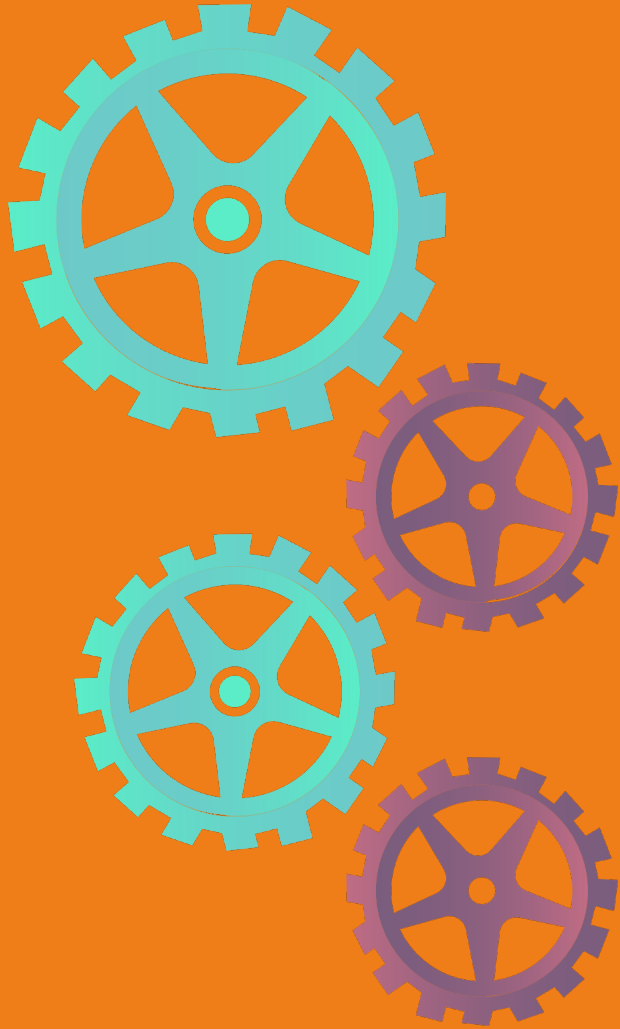
The Business Model Canvas

Key Partners Who are our Key Partners? Who are our key suppliers? Which Key Resources do we acquire from partners? Which Key Activities do partners perform? INITIATIVES FOR PARTNERSHIPS New types of partners Reduction of risk and uncertainty Acquisition of particular resources and activities	Key Activities What Key Activities do our Value Propositions require? Our Distribution Channels? Our Customer Relationships? Revenue streams? CATEGORIES Production Problem Solving Platform/Network	Value Propositions What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? What bundles of products and services are we offering to each Customer Segment? Which customer needs are we satisfying? CHARACTERISTICS Newness Performance Customization "Selling the Job Done" Design Brand/Status Price Local Relations Risk Reduction Accessibility Convenience/Usability	Customer Relationships What type of relationship does each of our Customer Segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with the rest of our business model? How costly are they? EXAMPLES Personal assistance Personalized "Personal Assistant" Self Service Automated Services Communities Co-creation	Customer Segments For whom are we creating value? Who are our most important customers? Mass Market Niche Market Segmented Diversified Multi-sided Platform
Key Resources What Key Resources do our Value Propositions require? Our Distribution Channels? Customer Relationships? Revenue Streams? TYPES OF RESOURCES Physical Intellectual (brand patents, copyrights, etc.) Human Financial		Channels Through which Channels do our Customer Segments want to be reached? How are we reaching them now? How are our Channels integrated? Which ones work best? Which ones are most cost efficient? How are we integrating them with customer routines? CHANNEL PHASES 1. Awareness How do we raise awareness about our company's products and services? 2. Evaluation How do we help customers evaluate our organization's Value Proposition? 3. Purchase How do we allow customers to purchase specific products and services? 4. Delivery How do we deliver a Value Proposition to customers? 5. After sales How do we provide post-purchase customer support?		

Cost Structure What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive? IN YOUR BUSINESS MODEL Cost Driver (Relevant cost structure, low price value proposition, maximum automation, extensive outsourcing) Mixed Driver (Focused on value creation, premium value proposition) SCALED COSTS/RESOURCES Fixed Costs (salaries, rents, utilities) Variable costs Economies of scale Economies of scope	Revenue Streams For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues? FIXED PRICES Lump sum Usage fee Subscription fees Licensing/Leasing/Licensing Licensing Franchise fees Advertising ADJUSTABLE PRICES Performance dependent Product feature dependent Customer segment dependent Volume dependent STAGNANT PRICES Performance independent Fixed management fees Flat price (flat fee)
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Esistono tipi distinti di imprenditorialità?

- ✓ Replicativo contro innovativo
- ✓ Basato sull'opportunità piuttosto che sulla necessità
- ✓ Ventura aziendale
- ✓ Ventura sociale



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