



UNIVERSITA' DEGLI STUDI
DI ROMA TOR VERGATA



**UNIVERSITY ROME TOR VERGATA
SCHOOL OF ECONOMICS PRESENTS**

BUSINESS MODEL INNOVATION

A COURSE BY:

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Lesson #3

How to Innovate

Today

Course overview

- How to Innovate
- An introduction to NAUTILUS®
- NAUTILUS® step 1 – Understand Business

break

- Case study session
 - Case analysis in groups

How to Innovate

an introduction to **NAUTILUS**®



*to navigate through the
hard seas of innovation*

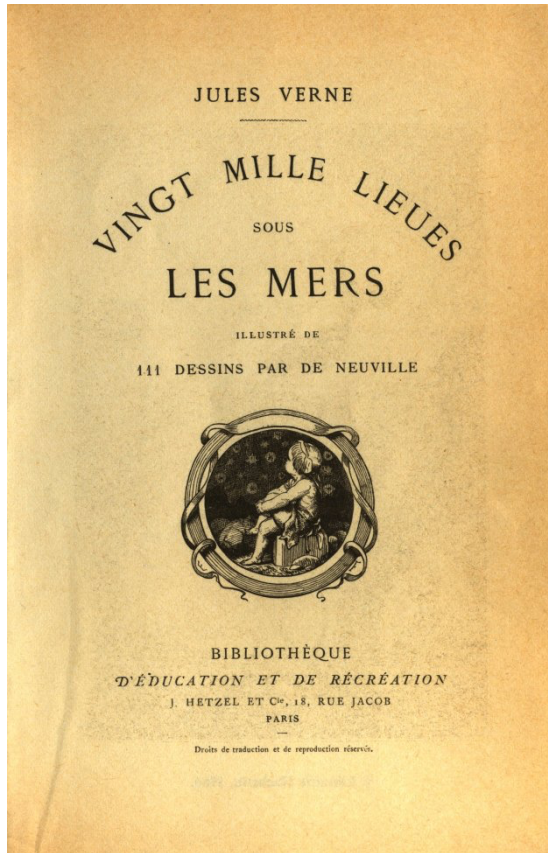
NAUTILUS®

The Innovation Management Methodology



Why NAUTILUS® ?

The Book (1870)



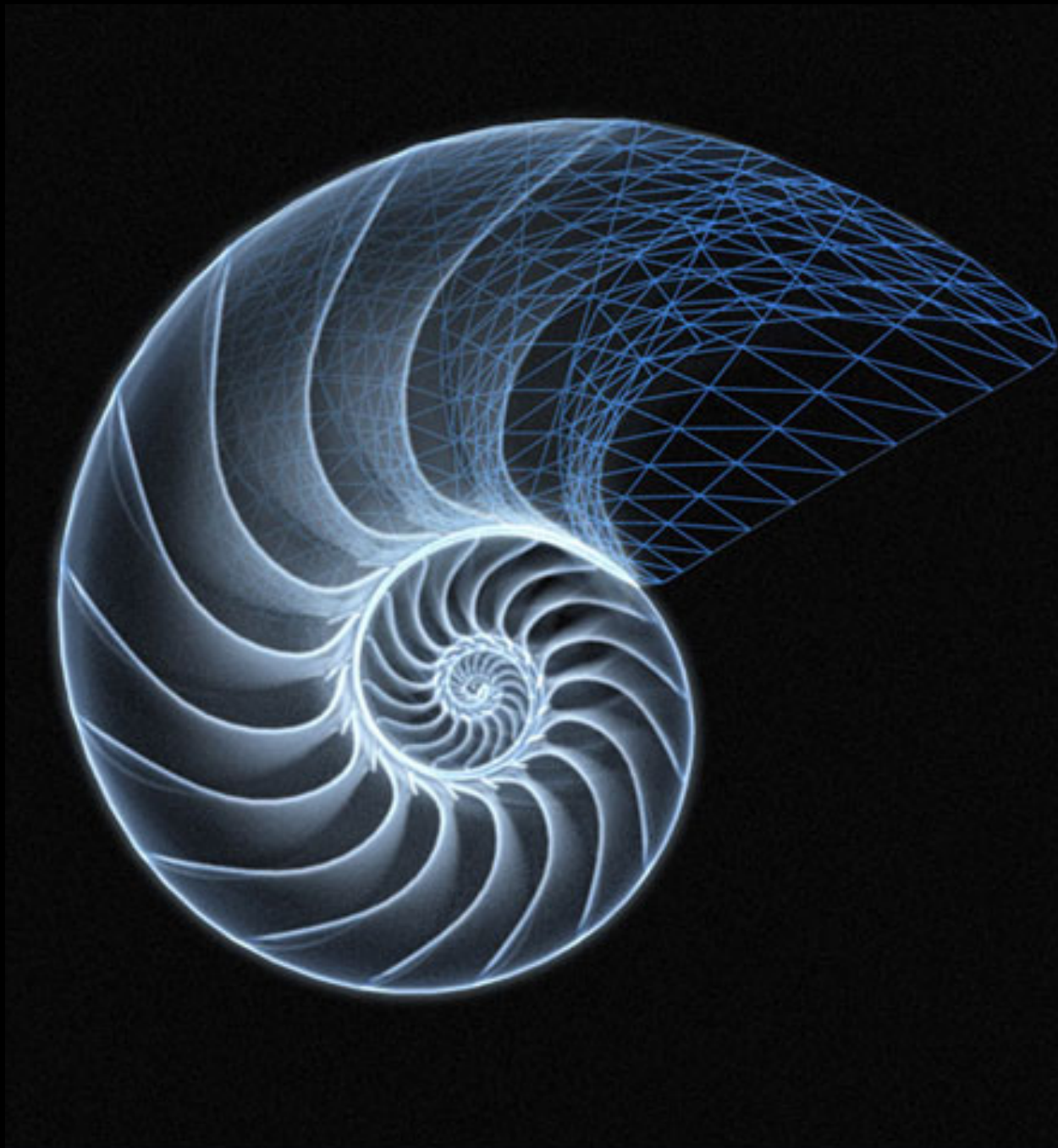
The Movie

*powered by
electricity*

*has a system for
diving at great depths*

*has a torpedo never
thought up before*

An impressive story of innovation!





<https://www.youtube.com/watch?v=kkGeOWYOFoA>

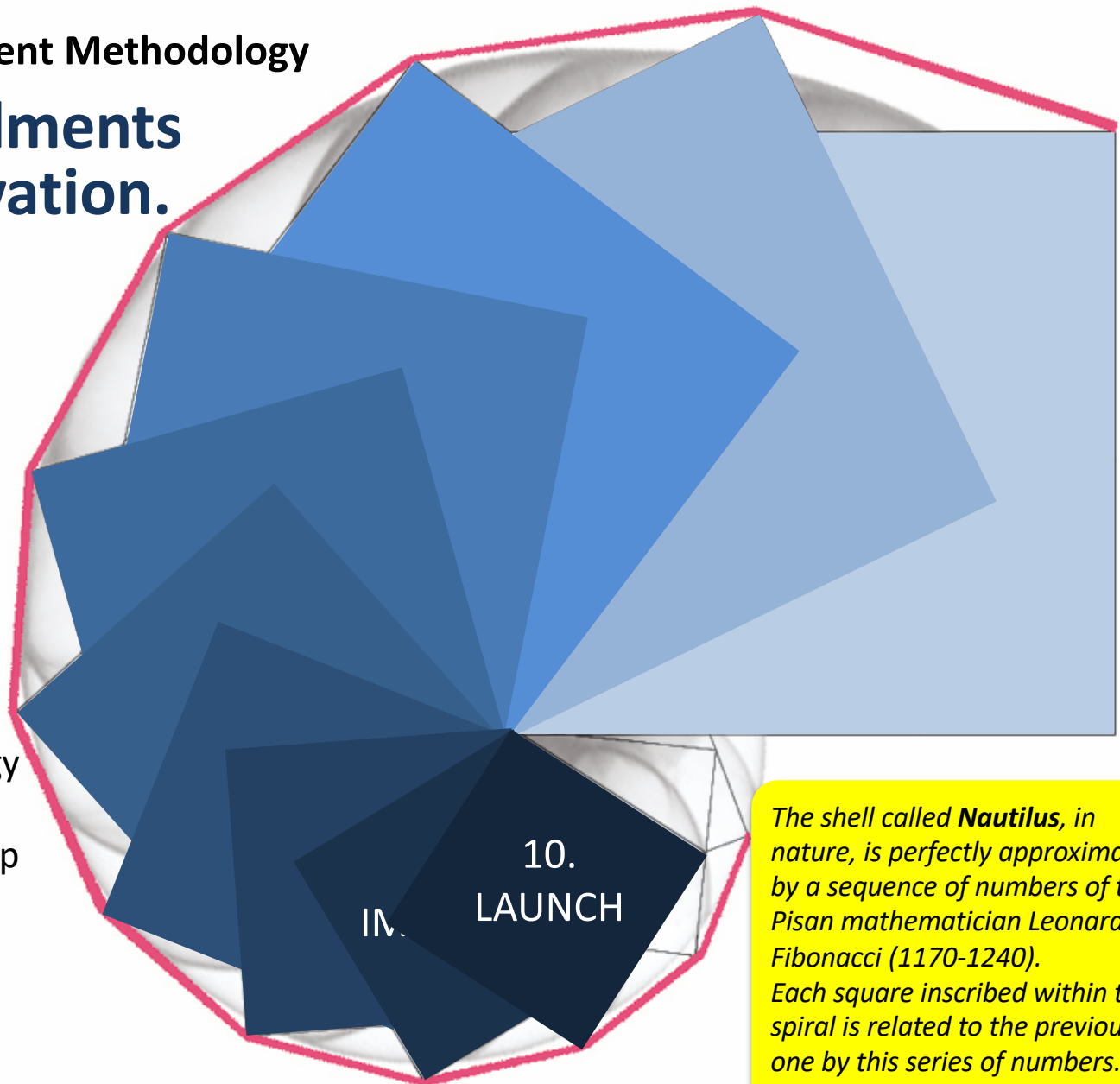
NAUTILUS®

The Innovation Management Methodology

the Ten Commandments for effective innovation.

A 10 step proven
Methodology to achieve
business growth and success
through an effective and
guided Innovation process.

1. **UNDERSTAND** Business
2. **DISCOVER** Product/Market Opportunities
3. **ANALYSE** Competition
4. **GENERATE** Innovation Strategy
5. **ANIMATE** Creativity Process
6. **DEVELOP** Innovation Roadmap
7. **DESIGN** the Solution
8. **TEST** the Solution
9. **IMPLEMENT** the Solution
10. **LAUNCH** the Solution



*The shell called **Nautilus**, in nature, is perfectly approximated by a sequence of numbers of the Pisan mathematician Leonardo Fibonacci (1170-1240). Each square inscribed within the spiral is related to the previous one by this series of numbers.*

How to use **NAUTILUS®**

- **NAUTILUS®** is a highly flexible and modular Framework Methodology that has been widely used in Innovation projects according to the specific company situation and needs.
- The Methodology can start from any step that reflects actual needs and only steps relevant for the project will be used.
- Depending on requirements each step can go to different levels of detail from a high level description to a deep analysis of the topic.
- **NAUTILUS®** is currently a Framework Methodology that uses simple tools of analysis and information gathering.

STEP 1

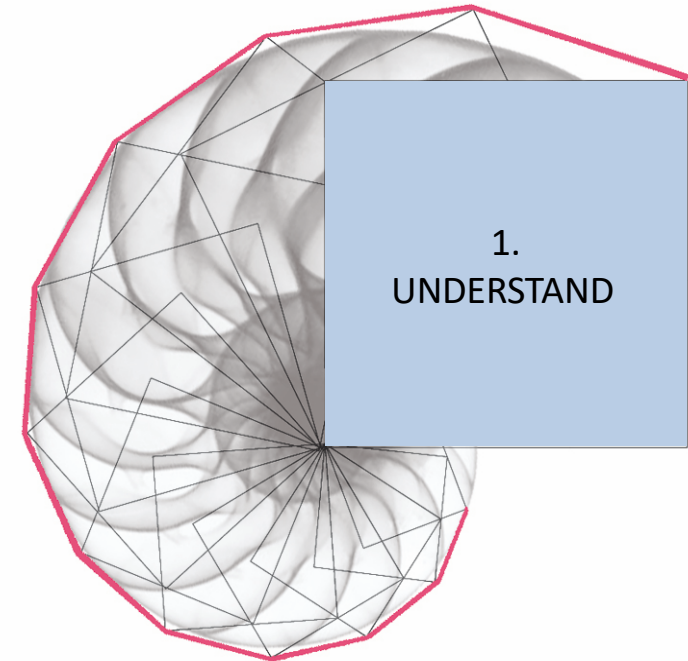
UNDERSTAND BUSINESS

ACTIVITIES

- **Understand the company business line and industry**
- Assess the current portfolio of Product-Services/Market
- Review the company value proposition and growth targets

DELIVERABLES

- Top 3 – 5 business growth areas.
- Expected achievement in each area (eg. revenue, market share)



Only a few companies will survive the crisis. Clarifying the selection process of the right business priorities helps to focus on the main initiatives to be undertaken to achieve success, even in times of crisis.

Understand the Company Business

- Company Identity
 - Logo
 - Name
 - Strategy
- Key Values
 - High quality
 - Efficiency
 - Low price
 - Environmentally friendly
 - Freedom / suggestions / offer
- Customer Experience
 - Beyond product/service

Our 4 Examples

Understand the Company Business





Understand the Company Business

The image shows the Netflix logo, which consists of the word "NETFLIX" in a bold, red, sans-serif font. The letters are slightly tilted to the right. The logo is centered on a solid black rectangular background.



<https://youtu.be/VvpoUh9gx58> (2013)

Understand the Company Business





<https://www.youtube.com/watch?v=UtBa9yVZBJM> (2014)

Understand the Company Business



HUAWEI

<https://www.youtube.com/watch?v=k38gEgepgxE> (2011)

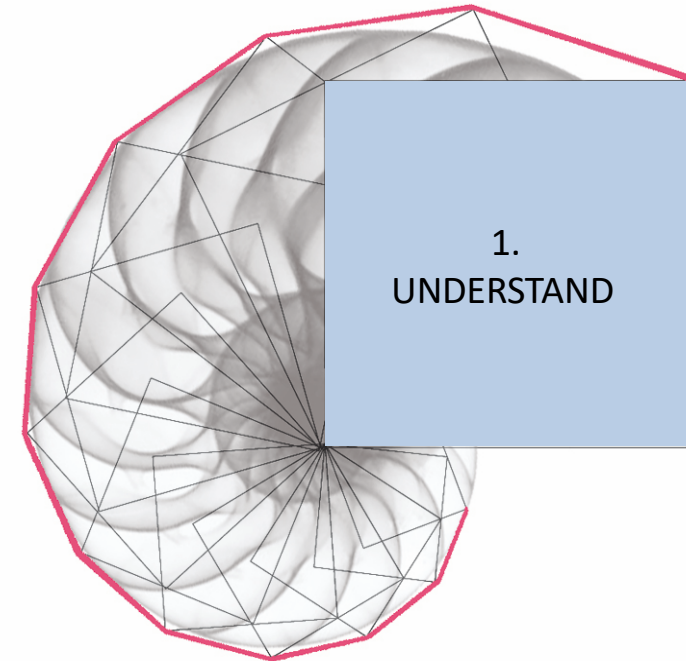
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Portfolio of Product-Services/Market

Product/ Market	M1	M2	M3	M4	M5	...
P1						
P2						
P3			P/M			
P4						
...						



Product/Market

Product/ Market	California	Northern Europe	Italy	M4	M5	...
Model S		↗	?			
Model X	↗	?				
Model 3 ?		↗	↗			
Power wall ?	↗	↗	?			
...						

NETFLIX

Services/Market

Service/ Market	Kids	Teenager	Adult Male	Adult Female	Family	...
Streaming	↗	↗		?		
Own hq content					↗	
Suggestion by profile		↗	↗			
...						
...						



Services/Market

Service/ Market	Citizens	Companies	
e-commerce		↗				
Logistics						
Cloud & process		↗				
Prime video	↗					



Product-Services/Market

Product/ Market	China	Europe	US	Rest of the world
Mobile			↗	↗		
Network Services		↗	?	?		
Office equip.	↗	↗				
Cloud services	↗	?				

STEP 1

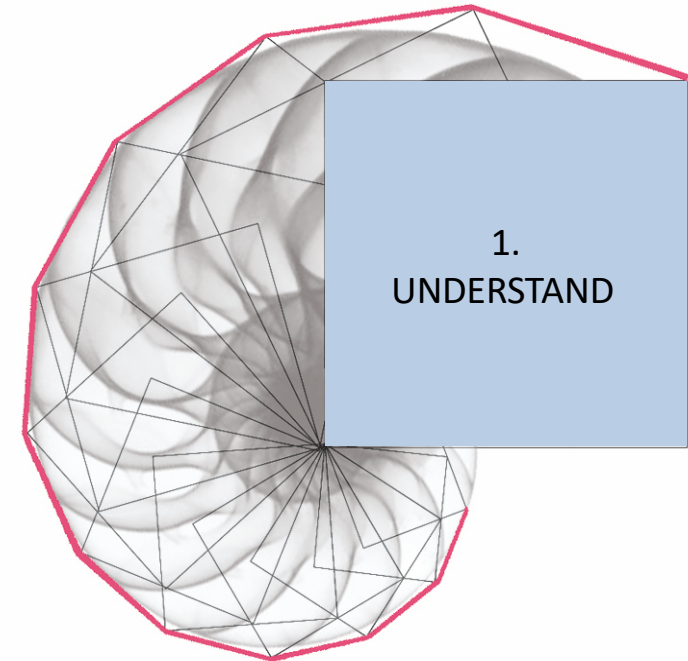
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Company Value Proposition

A value proposition is a promise of customer perceived value to be delivered, communicated, and acknowledged. A value proposition can apply to an entire organization, or parts thereof, or customer accounts, or products or services.

Questions:

- What value does the Customer perceive in the product
- What Customer needs are met
- What are the advantages
- What other needs could be met
- What would make the Customer really happy



Value Proposition

- What value does the Customer perceive in the product
Fashion Style
- What Customer needs are met
Green Image
- What are the advantages
Useful Technology (autonomous driving?)
- What other needs could be met
Price
- What would make the Customer really happy
Autonomous recharging management?

The Netflix logo, consisting of the word "NETFLIX" in red capital letters on a black background.

Value Proposition

- What value does the Customer perceive in the product
What you want when you want
- What Customer needs are met
Entertainment - Relax
- What are the advantages
Complete guide/support/suggestions
- What other needs could be met
Other connections to additional content (linking actors, film critics etc.)
- What would make the Customer really happy
Better quality national offer

amazon Value Proposition

- What value does the Customer perceive in the service
Timely & reliability
- What Customer needs are met
product availability & time saving
- What are the advantages
low price & home delivery
- What other needs could be met
more profiling
- What would make the Customer really happy
local drop-off points



Value Proposition

- What value does the Customer perceive in the product

Low price

- What Customer needs are met

Good price/quality ratio

- What are the advantages

Fashionable product

- What other needs could be met

A strong User Community

- What would make the Customer really happy
?

Case Studies

Today's Case Study Objectives

- Case study session
 - Case analysis in groups
 - General context & market
 - History
 - Product-Service/Market Matrix
 - Value Proposition