# New venture development and Data driven strategy

Prof. Benedetto Cannatelli; Prof. Alberto Saccardi

***COURSE AIMS AND INTENDED LEARNING OUTCOMES***

The course has two modules. The *first module* aims at providing students with a set of frameworks and tools to design, innovate and validate compelling business models. The *second module* provides the foundations to address the main challenges which companies have to face when their business model is going towards Data Driven Customer Centricity.

At the end of the first module, students will:

* have knowledge about the factors facilitating individual opportunity recognition;
* have familiarity with the notion of business model and frameworks to design it;
* have knowledge about different types of business model innovation;
* be equipped with tools to design compelling value proposition and targeting customer segments and business plans;
* being familiar with the lean processes to start-up.

At the end of the second module, we’ll have a full picture how data can play a crucial and strategic role for real business applications. Specifically, students will have the opportunity to learn:

* which are the main pillars to roll out a Customer Centric business strategy;
* how to design a Customer Data Hub in the “Big Data” era;
* how to guarantee the quality and, by consequence, the usage of data;
* how to organize data to support Business Intelligence analytical processes;
* how to structure data to execute machine learning and AI algorithms;
* how to communicate key insights to business stakeholders to support and manage actions.

***COURSE CONTENT***

*I Module*

– Introduction to Entrepreneurship

– Business model design

– Value proposition and customer segments

– The lean approach to startup

– From business model to business plan

*II Module*

– Introduction to Data Driven Customer Centricity

– Big and Small Data sources

– Data Governance and Data Management policies

– Logical data models for Customer Data Hub

– Data Quality and Data Enrichment

– Data Matrix and Customer Tables design for machine learning and AI algorithms

– Key Performance Indexes and Dashboards setting-up for Business actions measurement

***READING LIST***

Articles, business cases and other readings will be provided at the beginning of the course and uploaded on Blackboard.

*Books for the first module*:

The startup owner manual (selected chapters), by S. Blank and B. Dorf

Business model generation (selected chapters), by Osterwalder and Pigneur

Entrepreneurship – An evidence based guide (Ch. 2) by R. Baron

*Books for the second module*:

Modern Data Strategy (selected chapters), by [Mike Fleckenstein](https://www.amazon.it/s/ref%3Ddp_byline_sr_ebooks_1?ie=UTF8&field-author=Mike+Fleckenstein&text=Mike+Fleckenstein&sort=relevancerank&search-alias=digital-text)

Data Strategy: How to Profit from a World of Big Data, Analytics and the Internet

of Things (selected chapters), by [Bernard Marr](https://www.amazon.it/Bernard-Marr/e/B001H6KUSS/ref%3Ddp_byline_cont_book_1)

***TEACHING METHOD***

Course activities consist of a series of lectures, class discussions of case histories. Students will take part to the course are required to actively attend lectures; to take part to discussions on case histories or examples of concrete situations; and to deliver public presentations in class when scheduled. Students are also required to participate to a group project, where they will bring forward a business project and pitch it by the end of the course.

***ASSESSMENT METHOD AND CRITERIA***

The first and second modules will count for 50% each against the final overall grade for the course.

The grade for the first module will be determined by a field project (20%) and a written exam (30%) in the case of attending students. The field project will be aimed at assessing the students’ ability to design and validate compelling business models. The written exam will be based on open questions and will assess students’ knowledge about the tools and methodologies to put in place a successful business.

For non attending students the examination will be based on a writtentest regarding the entire subjects of the course.

The grade for the second module will be set-up according the following criteria: 30% on charge to a field project (MADE BY GROUP), 20% to an oral exam (DISCUSSION OF THE PROJECT ON INDIVIDUAL BASIS). The field project will be focused on designing a data strategy business case, meanwhile the oral exam will cover the main topics of the module.

For non attending students the examination will be based on an written test regarding the entire subjects of the course. If the number of students is low, the oral exame modality will be taken into consideration as a potential format to manage the individual assessment.

Further details will be provided at the beginning of the course and made available on Blackboard.