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Chair Entrepreneurship and Venture Capital

The Ineffable Value of Theories. A Real Startup Story.

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Index

Introduction.....	Pag. 3
1 How to create a Company.....	Pag.6
1.1 The Firm.....	Pag.7
1.2 Opportunities.....	Pag.9
1.3 Creativity and Product Design.....	Pag.12
1.4 Diffusion of Technology and Innovation.....	Pag.16
1.5 Cross the Chasm.....	Pag.19
2 How a Company Works.....	Pag.22
2.1 Marketing.....	Pag.23
2.2 The Startup Marketing.....	Pag.26
2.3 The Design Thinking.....	Pag.29
2.4 The Lean Startup.....	Pag.34
3 Business Presentation.....	Pag.38
3.1 From Artichoke to Leonardo.....	Pag.39
3.2 Our Opportunities.....	Pag.45
3.3 Our Creativity and Product Design.....	Pag.52
3.4 Decisions; Our Mistakes.....	Pag.56
4 Use the Past to Build the Future.....	Pag.58
4.1 Our Idea of Cross the Chasm Trough Diffusion of Innovation.....	Pag.59
4.2 Our Marketing.....	Pag.63
4.3 Our Design Thinking.....	Pag.67
4.4 Our Lean Startup.....	Pag.71
5 Conclusions.....	Pag.75

Introduction

It would be easy start this thesis with an inspiring speech made by an inspiring person for me, would be easy also to find this person because I am studying economy at University. What I want to arouse in those who are reading right now is the same feeling that made me understand what I wanted to do when I grew up. It is almost trivial to say that the people who inspired me are the ones who changed the economy. It was in the twenty-third of October two-thousand-and-one and Steve Jobs while he was presenting the revolutionary iPod said that with this product he wanted to inspire others to make new and different products. It was not just a matter of money or success, it was a matter of changing. While you are reading this paper do not forget this feeling because for me is all around this and yes, I am one of those who were inspired, not by those worlds but by what he did.

Growing up I always thought of a way to achieve this heredity. I tried many times to create something, a product or a service but not even once something is changed. I already tried to create a startup and it did not go. I enrolled at the University but until this year I missed something. Those who know me know that I am stubborn and up to now I have always had the presumption to study things thinking that they were from another era, far away from me.

With this thesis my scope is understand if theories that changed the economic history are now outdated and useless or they can be a help that gives you a hand when you cannot do it alone. I would like to prove if a normal person, as I could be, who until now has always tried unsuccessfully to become an entrepreneur can find in old theories a valid help to make it.

In the course of this thesis I will avail myself of so many theories no matter if are old or new but understanding if they are useful. the oldest theory is the Marketing Mix by Jerome McCarthy that in the 1960 changed the way to think about Marketing and we will see if what he has theorized still useful for startups and new ventures. Analyzing then the way in which customers are represented we will discover the Diffusion of Innovation by Rogers in the 1962 and his division of the market in categories. We will see also the organization of the firm made firstly by Rowe and then by many other authors called Design Thinking in 1987. Completing the pull of theories that I will analyze we will talk about Moore and his Crossing the Chasm in 1991 that is an upgrade of the Diffusion of Innovation theory ending with the Technological Venture by Byers, Dorf and Nelson made in 2005 that for me is the base of this thesis for the variety of topics touched in this book. Ending with the Lean Startup by Ries in the 2011 describing the last way in which a firm can be organized.

To find out if the economic literature can be seen as obsolete or as an old wise man who can give you and advice, I embarked on an entrepreneurial journey six months ago. Starting from the question *“how can I become an entrepreneur?”* this time I will not be blind by my considerations and thoughts and I will be helped, both when I am convinced of my plan and when I am undecided, from all the theories I have mentioned before. So, this is not just a theoretical experiment in which I will cut and copy theories on what hypothetically could be, but it is a real experiment. It is a long way that in six months made something and we are approaching now to the next phase, fundraising.

You will see, page after page, if the literature will help us or if will be better follow just my ideas and don't care about scholars' advices, from the team creation to the possible strategies that will accompany us until the fundraising.

For better understand all the aspects that we will face during these phases I will divide this paper in five main chapters.

In chapter number one will be analyzed how can I create a business, so practically from the entrepreneur to a firm, understanding with theories how can I recognize the opportunities, and which one have more chances to success. I will discover how manage creativity also with the product design, completing this first chapter I will have the opportunity to go in deep with the Diffusion on Innovation and Crossing the Chasm

theories that they have been written in different ages but are connected and they complete the panorama on everything you have to do before the firm's creation.

In chapter number two, I will be ready to understand theoretically how business works starting from considerations among marketing and discovering which parts of marketing are more adaptable on startups and generically on new firms. Then I will divide the two theories in which new ventures works that are Design thinking and the Lean Startup. In this phase there will be a link between these two models analyzing how they can change the way of think and managing new ventures. I would like to underline the fact that I will pass from one topic to another and from one theory to another always considering the suggestions of Byers, Dorf and Nelson with their Technological Venture that transversally deal with many theories mentioned above.

We have the first division of my thesis because while the first two chapters are purely theoretical from this third chapter I will analyze practically what I have done from the team creation up to this point. The third chapter is called Business Presentation and we strictly follow the theory. So, passing from how we have created our team, retracing what I said among entrepreneurial team creation I will analyze our product design and how we manage creativity. Also, on this chapter I will disclosure our mistakes and what we made wrong because during this project, as you will discover, I changed everything thanks also on a survey made by many professional people that helped me to discover the first hint on the entrepreneurial field and, as we will see later, unconsciously they said to me with their answers the importance of adapt what I studied on what I was doing.

The fourth chapter is the last chapter that see my project and is more focused on what we have to do from today and in future, in fact is called Use the Past to Build the Future.

We are facing the fundraising phase so there will be some important movement in few weeks. I will understand if the Crossing the Chasm and the Diffusion of Technology theories can help in defining the target and planning a possible Marketing strategy to arrive on this phase. Last practical phase on this chapter will be the Design Thinking and the Lean startup seen in my project.

Finally, we will see if all these theoretical suggestions work practically in my conclusions and if there are positive or negative aspects in modeling what I have studied about what I really want to do.

1 How to create a business

“If you can dream it, you can do it. Always remember that this whole thing was started with a dream and a mouse.” - Walt Disney.

I grow up with this sentence stamped in my mind. So, create something like a business, or at least try

to understand how to do it was the natural consequence of all this, but how?

From the very first day at university I faced with the word entrepreneur. By the Cambridge dictionary the entrepreneur is *“someone who starts their own business, especially when this involves seeing a new opportunity”*. But after years of studying I understood that is more than that.

starting from a classicistic view in which the entrepreneur is someone similar to a landlord, passing to technical models that see him just like someone who understand the change of the demand and adjust its supply, I want to focus my discussion in the new era of entrepreneur that join innovation giving new meaning to the businesses.

Taking as example the studies of Byers, Dorf and Nelson they adjust the definition of the Cambridge dictionary adding something more. According on Byers, Dorf and Nelson in their “technological venture” (2005) the entrepreneur *“identifies which are the opportunities, mobilize resources and everyday working relentlessly execute on their visions”*.

So, we have now similarities from the present to the past, one is the term opportunity and the other is entrepreneur. We will analyze in this chapter the fundamentals of entrepreneurship starting from the firm, discovering what firm can do with opportunities and how are transformed into innovation.

1.1. The firm

If the entrepreneurs are the first actors of economy we have to underline that they act by firms, that are *key driver* of the economy.

There are, for modern economists, four steps for starting a business:

First, we have to acquire the necessary skills independently if there is a founding team or a single individual.

Second the individual or the team analyze which opportunities matches better with the skills, in other words we find solution matching opportunities.

Third they acquire physical and financial resources, by investors and partners, used to launch the business.

Fourth they make a contract with their partners and investors to drive the business, sharing ownership and every wealth possibilities.

So far, we have seen that a primordial model is this economy, in which entrepreneurs are agent of progress and benefice of outputs and undesired wasted outputs and in which they use some capital, that can be financial or, as we can see soon, intellectual.

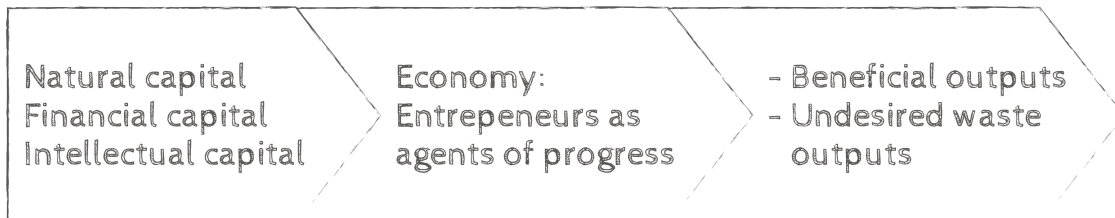


Fig. 1.1. “*mixing capital*” how entrepreneur allocates capitals. Adapted from Byers, Dorf and Nelson (2005)

Included in the intellectual capital we find: the talents, knowledge and creativity of people inside the business, the capability of management systems and the effectiveness about suppliers and customers relation.

Summarizing we can say that the intellectual capital is the sum of the *human capital*, as we seen till now there are the skills, capabilities and knowledge owned. Adding at this there is the *organizational capital*, like patents, technologies methods, processes, networks. Last but not least there is the *social capital*, in this group there are all the relationships with partners, customers or suppliers.

Intellectual capital can be thought as the operation of the knowledge of a firm, demonstrated in talent, know-how and skills of organization's members.

Expanding the economy's model done principally by Byers, Dorf e Nelson in 2005 on "technological venture" we understand now that the firms have a central role. First because can coordinate and motivate people's economic activity in an efficient way, thanks to lower transaction costs and the necessary skills and talent are mixed in an effective network. But the reason why is the catalyst of the entire economy is because inside firm there is the transformation from an input to an output. This generalization is true more for goods than services but we will see this difference in next chapters, for now we take for good the definition that inputs are raw materials, components and modules, financial capital, physical assets and technologies, while the firm transformation is based on the entrepreneurial capital and intellectual capital resulting in an output, as we told you before we accept this both for goods and services.

Regarding the transformation we introduced the concept of entrepreneurial capital that can be formulated as the product of competence and commitment. the competence is the ability to recognize the opportunity and the commitment is a dedication of time and energy necessary to bring enterprise to initiation and fruition.

1.2. Opportunities

“Ignoranti quem portum petat nullus suus ventus est”. Lucio Anneo Seneca (lecter 71,3;1975, pp. 458)

This literally means that there will be no favorable wind for a sailor who doesn't know in which port to land.

So, the question here is which is our destination? Our goal? Our port?

Typically, the answer is impossible to determine if we don't know what we want to do, this means that is crucial in this part find the right opportunity. But how can an entrepreneur identify and select a valuable opportunity?

At the base of the process to find the right opportunity usually there is a need on marketplace, solving a problem or filling niche with the right time. This because there is timeliness to every opportunity.

In my research I founded the Nelson's theory that help us discovering and verbalizing six steps to act as an entrepreneur evolving from the opportunity to the market.

According to Nelson and Sidney Winter in “an evolutionary theory of economic change” (1982) the entrepreneur starts determining the *entrepreneur's capabilities* and interests, this because often new products or services in a particular field are discovered by people that are used to work in that field, or at least that field is what they like most. Second and third steps are the *identification* and the *evaluation* of an opportunity. Let think about the possibility to create something new, if people don't have the willingness to use it or buy it is a waste of time and other resources.

Once understood your capabilities and interest adding on this the identification and evaluation of the opportunity the fourth step is to *decide if act on this or look elsewhere*. Here we can have a lot of reasons why, perhaps other are making something better, or again customers don't want your new product, or they cannot understand the real value or potentiality and so on. If and only if you decide to go on this opportunity the fifth step is *write a summary* of the concept. The summary can be useful for the company itself first of all, because in this way you are more focused on following a precise line and then for investors that understand clearly what we are talking about. Last but not least there is to *test* the summary ad the concept with potential investors and customers, that means take in practice what the firm has done until now.

Summarizing we can say that the opportunity pool, that is the size of opportunity draws opportunity seekers to attempt to exploit it, is capitalized from entrepreneurs in order to create innovations that lead to new products that solve significant problems.

Defining different types of opportunities economists discovered several classes but let first say that in types of opportunities a huge difference is in market need or in technological capability. For example, there is the *demand pull*, in which an entrepreneur begins by assessing a need or a problem that cries out for a solution. *Technology push* might be said to start with a solution instead, first discovering and then searching for a way to apply it. A romantic regression finding new classes is the *serendipity*, that say that sometime there can be useful discoveries by accident.

The opportunities, as we will see shortly, are different and they differ for many parts. Nine are the categories formalized by Dorf that can sum up all different kind of opportunities. With the help of the theory from Blank and Dorf in “the startup owner's manual: the step-by-step guide for building a great company” (2012) We have first the *increasing value* of a product or a service, like when after a certain period from the discovering of something new customers understand the capabilities of that segment and so new entrepreneurs enter in that field with similar ideas, or when a product improved skill with the latest versions. Second the *new application* of existing means or technologies, here an example is old but gold, we are talking about the frisbee. In the middle of nineteenth century students from new England were using a cake tray for fun after lunch pulling this tray from one to another until an entrepreneur stilled this idea launching a new game using the very same tray changing the application.

Third is creating *mass markets*. Fourth the *customization* for individual, customizing your car or the cover of your phone for example. Then, as fifth, with the *increasing research* there is the possibility to find new opportunities, the pharmaceutical sector work in this way. Sixth is *managing the supply chain*, seventh the *convergence of industries*. Eighth is the *process innovation*, as electronic cigarettes that have the same purpose changing completely the way in which is created. Ninth in the *increasing the scale* of the firm.

Don't be scared now because what we said until now is just the very first part that goes from the identification of an opportunity to the market.

Here has a central role the market research that gathering information and it can be used to redefine an opportunity and plot an executive upon a strategy.

Is rare to take an idea and that fix perfectly the market needs so comparing results of market research there is often an iteration; the reconsideration or the adjustment of the problem.

Passing from a first part, in which the entrepreneur works to identify customers, determine whether they value the proposed solution, from a second part in which the entrepreneur build repeatable sales roadmap using actual consumers commitments the iteration is always present.

Focus on the fact that we are just starting the process that will take the firm, hopefully, from a simple idea to the market, once discovered a real opportunity is important to understand if the venture has the capabilities to drive it in something profitable, if has the knowledge and the experience among members, if there is a consistent novelty that permit the differentiation in the market, if the resources necessary are consistent enough and if the return can generate profit. This is not so easy to evaluate as in a stablished company, so is crucial here identify similarities with other markets and work fast as the market change. An opportunity is timely and solvable, so the current problem can be solved better in other way and your windows for reach the market is really small and fast moving.

1.3. Creativity and Product Design

Unfortunately, good ideas and creative people are all around the world but the difference between a good idea and a good product or service is all matter of how much you work for it, this and a big part of lucky. So far, we have seen just the initial approach and is full of “if” or “but”. This because we don’t know the right way to succeed but we know perfectly most of all the way to lose.

Planning steps and define milestones is the best way to reduce the possibility to lose everything and in the innovation field the product design is concerned with the concrete details that embody a new product.

The product design is the process in which creative ideas, concept and solution are turned into products.

Daft and Lewin identify in 1993 on the “where are the theories for the new organizational form?” define the product design as *“a new paradigm that has as its premise the need for flexible, learning organizations that continuously change and solve problems through interconnected coordinated self-organizing processes”*. Is used with prototypes, that are models of a product and can help for better understand the market’s reaction whit this new product or technology and based with scenarios, to create a mental model of a possible consequence of future outcomes or events.

Planification create a discipline, finding the right flexibility balancing all factor influencing organizations. The design process is the organization in which manage people that work in that company, added to concepts and information utilized for the development of this innovation. The design of a product provides every detail and embodies the idea from the concept to the new product. Thanks to the design is possible to mediate between the novel concept and the established needs. Let’s imagine from one day to another the new version of the product that you are used to using change completely, immediately everyone chooses or to come back to the old one o move from a substitute. So, a new product needs to be advanced but with the attention to not deprive users to the necessary steps for understanding and using the product. As new design changes the product the challenge is find familiar cues that can describe new ideas without take users too closely to old features. A balance between new feature with a familiar impact give a better acceptance to customers.

In order to make the product development effective there are some practices. Usually is safer if a commitment of senior management design the process, a clear and stable vision and goal for the product make stable the decisions, improvisation and iteration help to develop prototypes, share information's and transversal collaboration in the team help to overcome difficulties.

If the product design is the envelope the creativity is the inside and many scholars tried to define it, but as usual the simplest definition is the best way as start to analyze it. Following Brown in "change by design" (2009) "*The creativity as the ability to use imagination to develop new ideas, things or new solutions*". A creative person looks what you have, the solutions used until now, existing products and the entire established world thinking in a different prospective to change it.

"A creative idea can underline invention, and invention can flow to innovation".

following this Nelson's assumption in "technological venture" (2005) we have some resources for a creative enterprise that are: first the *knowledge* in that particular field, for understanding if what this enterprise is doing is new or not, second have the *intellectual abilities* to recognize if this new is adaptable, then the *inventive thinking* to change from the old to the new, fourth how much you are *pushed to act*, your real motivation, fifth if this enterprise is opportunity-oriented and is *open to change*, last but not least if you have enough *capabilities to mitigate risk* tough supporting creativity.

Once framed what is the creativity the next step is understand that what is in the middle from the creativity to a new product or services start whit the so called, *innovation process*. This involve multiple personas, each with a different background, as the learning roles that you can find in this process, every different role has a different function in the company and differ in the building roles that could have. Divided in these three areas and analyzing step by step each one of it I will start with the learning roles. From the anthropologists, that observes the behavior and understand how people react with product or services, to the experimenter, that is who prototypes new ideas, passing to the cross-pollinator that explores other reality and take what works in the inside. Basically, those are the attitudes of who is inside the idea creation. These personas can differ in organizing roles, the hurdler that develops a knack for overcoming and outsmarting potential obstacles, the collaborator help to mix different groups together and the director that as an inspiring role in the team. Here the division is mostly on the role that everyone could

have in a team, last is on what the building roles concern, in other words once the idea is created and the roles are planned organizationally what we expect to do after the start. There is the experience architect that designs compelling experiences that goes beyond mere functionality, the set designer that transforms physical environments to help the work for innovative team members, the caregiver that understand and anticipates customer needs and the storyteller that create a narrative structure about the project.

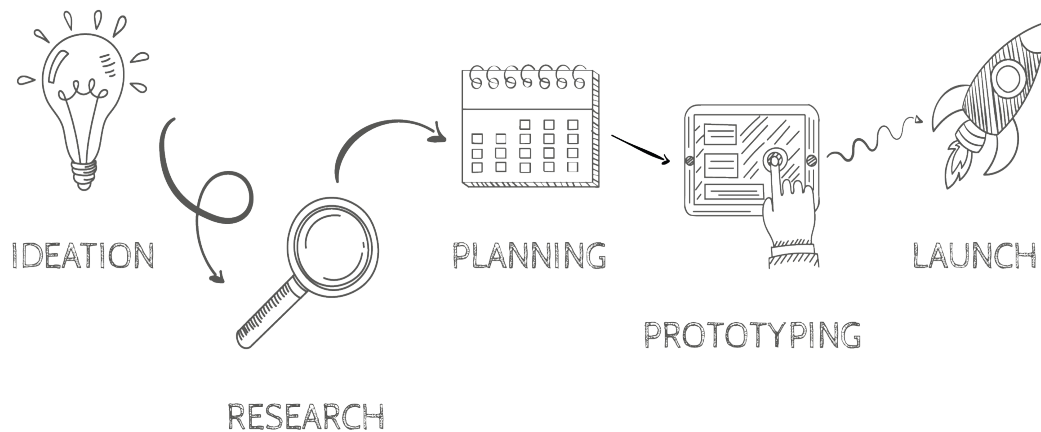


Fig. 1.2. “product design process”. Source: self-elaboration

I like to think about creativity as a huge machine that take all the information’s discovered until this point, mixed together and transformed in order to create innovation. Transformed thanks to Innovation Engine, a model showing the way in which internal and external factors can work together to enhance creativity. While the internal factor as

knowledge, imagination and attitude are working primarily for the creation of innovation thanks to the fact that the first is the fuel for innovation, the second is our way to transform our knowledge in ideas and the attitude is what set the innovation engine into motion, outside factor as resources, habitats and culture make it possible in the real world. It is not a casualty that businesses with similarities in the innovation that they offer are located in the same area, just think about the Silicon Valley example for the technological ventures that in a really small area take all the most important high-tech companies worldwide.

1.4. Diffusion of technology and innovations

The DOI theory, that is simply the diffusion of innovation theory is attributed to E.M. Rogers in 1962 is perhaps one of the oldest social science theories. Based on the communication field try to explain how something, that could be a product or even an idea, gains momentum and spread through a specific society. The results of this is that people, in this specific society, adopt this new technology, idea, behavior or product. Analyzing the word, *adopt* here means that people do something differently than what they had previously. Roger postulated that the key of the adoption is that a person perceives the behavior, technology, idea or product as new or innovative. Basically, the term new or innovative here as similar meanings of creative that I analyzed before, is something that people in that society, used to use a particular technology or product or an idea don't know before the show of the new one.

Rogers said that diffusion is the process by which "*innovation is communicated on participants*". He proposes that there are four elements that influence the spread of new ideas: the *innovation* itself, that obviously could be attractive for curious people, *communication channels*, that are crucial for the diffusion of the innovation itself and to permit to curious people to know that something is moving, *time*, this it could be tricky because there must be time for people to understand and assimilate innovation but the best scenario here is that people know the innovation in the shortest time possible, last is the *social system*, of course again a social system full of curious people is what innovators want but realistically speaking people here must be predisposed and ready to change.

It could be obvious but is better to underline that the innovation must be widely adopted in order to self-sustain, because the adoption of new idea or behavior or a product, or in a wide term even the innovation, does not happen simultaneously in a social system. In other words, there is a real process through which someone is ready to adopt an innovation and others not. Opening a parenthesis here is my desire to clarify that a social system depends about the field through which an innovation is accepted or not, synthetizing I could say that, for myself as example, I could be ready to accept an innovation in computer field, but I don't care if there are innovation in nail sector. But don't worry about that, I will explain better this concept soon.

Researchers have found that people who adopt innovation early have different characteristic than people that accept the same innovation later.

So here the first warning here is to be effective on promoting innovation is targeting the population, this because as in my example if a nail care company setting as target people like me they will not sell as much as setting as target people like my mother. But again, is how much people care about a specific sector. So far, we can say that there are five established adopter categories, setting clear the fact that the majority of population in general tend to fall in the middle categories, we must understand the characteristics on how target population.

Always following the Rogers theory done in 1962, These five, represented in Fig.1.3. categories are:

Innovators: simply people who want to be the first to try the innovation. They are interested in new ideas on that particular sector. They are willing to take the highest risks, and they often help to develop new ideas. Usually, they spend more for the innovation because have the resources to lose money in that sector just because they are aware that this could be the wrong technology, or the model is not the perfect one.

Early adopters: are people who represent opinion leaders. They have usually leadership roles and are open to change opportunities. Already aware of the need to change, are very comfortable to adopt innovation. Usually are visionaries and a classic strategy to appeal to this population include how-to manuals and information sheets on implementation. Often there is no need of information to convince them to change.

Early Majority: there are rarely leaders, but they adopt new ideas before average. They follow the leader, because they need to see evidence that this new works before adopting it. This is the pragmatic group and a classic strategy to convince them is show success stories and how better is the life with this innovation. Needless to say, if the innovation is arrived here, the adoption is arrived at a critical mass.

Late majority: people skeptical to change, they will adopt innovation only after it has been tried by majority. The adoption here is due to economic necessity and pressure from peers. A strategy to arrive here is the information on how many other people tried with success this innovation.

Laggards: or people very conservative, bound by tradition. More than skeptical to change is the hardest group to bring on board. Look like that they like in isolation. The strategy here could be to use statistics, fear appeal and pressure from other adopter groups. The

funny think here is while you arrive to this group, innovators lost interest and they are trying something new.



Fig. 1.3. “Diffusion of Innovation”. Source: Rogers 1962

Talking about how can be influenced every single group there are five different extend in the five adopter categories.

Relative advantage that is the degree to which an innovation is seen as better of what there was before.

Compatibility is how consistent the innovation is with experiences and needs of potential adopter.

Complexity, easy to understand, is how intuitive is this innovation.

Trial that is a texting that you can do before adopt it.

Observability is the tangible results that can provides the innovation before the adoption.

1.5. Crossing the chasm

Starting in 1991 until the 2004 the scientist Geoffrey A. Moore dedicated his life on focusing on specifics of marketing high-tech products during the early period of startups. Moore's exploration and expansion of diffusions of innovation model significantly impact high-tech entrepreneurship. His book "crossing the chasm" for many is considerate as "*the bible of entrepreneurial marketing*" as Tom Byers said in 2006.

Moore's studies begin with the diffusion of innovation theory by Everett Rogers, he argues that naturally there is a chasm between early adopters, that are independent, motivated by opportunities they quickly appreciate the nature of benefits from what is new and early majority that are analytical, conformist, and demand proven results for what is new.

Moore thinks that visionaries and pragmatists have very different expectations, he tries to understand those differences suggesting techniques to successfully cross the chasm. Choose the right target market, understand the whole product concept, positioning in the right way the product, find an optimal strategy for the market, choose appropriate distribution channel and at the end of all this research find the right pricing strategy is the base of this successful strategy.

Cross the chasm is really close to technology adoption lifecycle where, as we said before, are recognized five segments; innovators, early adopters, early majority, late majority and laggards.

Here is the difference from the pasts theories, Moore suggest focusing on one group of customers at time, using each group as base marketing to the next group. And here we find the most difficult step; making transition between visionaries and pragmatists. Here we find the chasm!

The successful strategy is creating a bandwagon effect in which enough momentum builds, then the product becomes a de facto standard. By the way the problem here is that this theory is not adaptable for disruptive or discontinuous innovations.

Innovators are not educators but anyone who adopts innovation has to be a learner. One reason because at the start innovation is expensive is because innovators often try to

transfer costs of teach and learn to their customers resulting that the adoption of an innovation is delayed or halted.

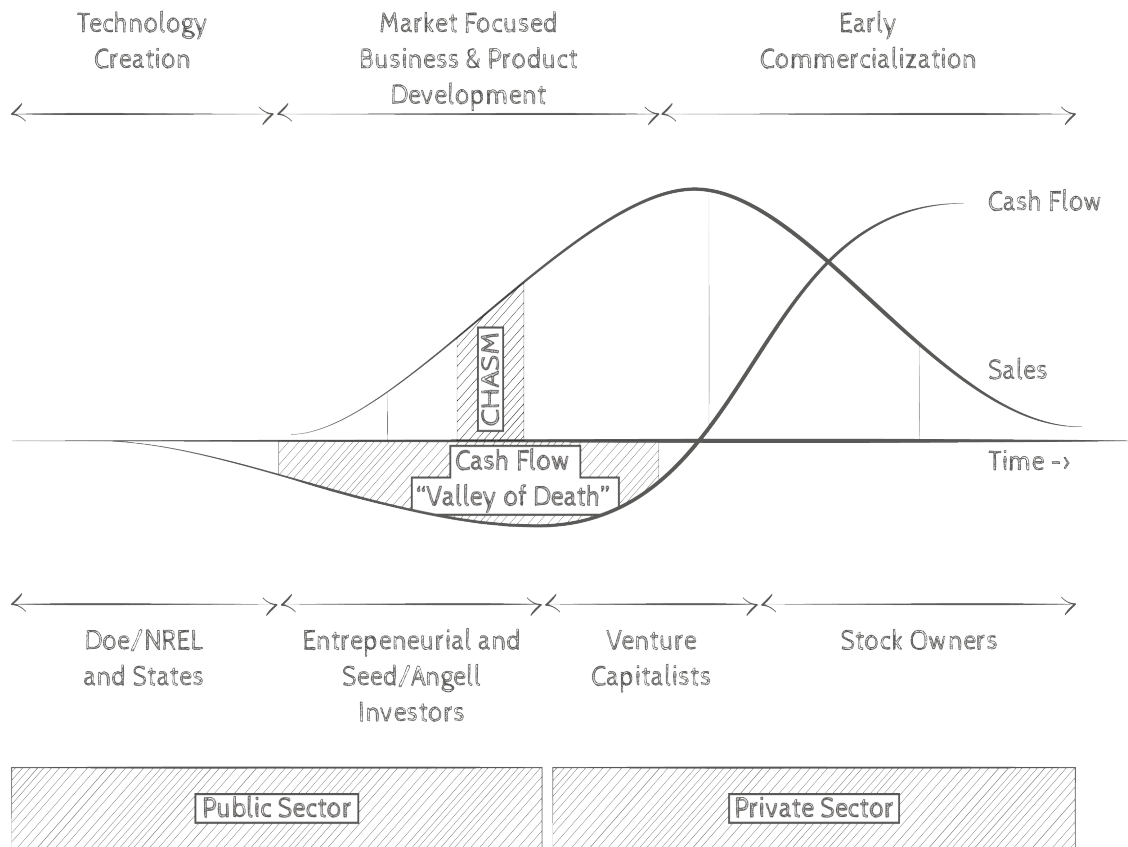


Fig. 1.4. "Crossing the chasm theory" Source: Moore 1991

This model and the characteristics of the diffusion theory is useful to explain the diffusion period to move from the 10% to 90% of potential adopters.

Diffusion epidemics has three characteristics:

Contagiousness: focusing about how much a message is memorable, motivating and delivered by trusted agent. There are many kinds of message but for be positive must be persuasive, believable and understandable.

Little cause has big effects: like an avalanche starts with the movement of a single snowflake, an effective strategy could be if someone start to talk about the innovation.

Big change happens not gradually, but at one moment. Is always the same, there are no warnings, is just “before” or “post” as the iPhone era.

All these precautions and a big dose of luck could result in finally jump the chasm in adoption, in other words the so-called tipping point. So, to overcome the chasm the business should have a marketing strategy that has to attract and retain pragmatics. Remember that they carry about quality, service, easy use, reliability and infrastructure of complementary products.

One step later is to define the right selling cycle that is the length of time from the first contact to the completed sales transaction.

Technology ventures have to estimate the length of their sales cycles as they develop their business model and financial plan.

A salesperson in a technology venture must fully understand the product and the idea of creating solutions for customer.

Do not forget that is everyone responsibility in new technology venture to identify and create a purchaser, offer a creative solution and make profitable sale. but is specific to the salesman to identify the market, make initial contact and establish relationship and determine customer problems and needs. Once discovered the problem is necessary to create a solution for that problem and present it to the market.

2 How a Company works

We have seen how to organize a firm, which are opportunities, the best ways to apply them, and how these opportunities are created; thanks to creativity and innovation. This is just the very first part of my discussion, but I liked to start with creativity and innovation because I am a startup's person. I started university the very first day with the view of being an entrepreneur taking something new to the market and realize myself.

During university years I changed my mind many times and I tried many ways, discovering the only truth; the idea is nothing without planification and numbers.

This is the reason why my second chapter here is called in this way. Because this is what I learned. We will discover from the marketing, passing on the design thinking ending on the line startup many ways in which with the researches and numbers are results, preferences and tips of your future client. Communicate something doesn't mean communicate the best message which makes your product palatable, your intuition or what you have in mind nine times over ten is not the best way to communicate your messages. And marketing explains you why. Also, like the product or service that you have in mind nine time over ten is not the good or service that the market wants.

The only way to be sure, or at least with less question marks, is analyze what market want continuously asking them if they like it, if they want something more and so on.

This represents a conquest for me, perhaps with some presumption I always thought that you have to trust first on your intuition, on your "belly", but my experience taught me that this is just a suggestion, not the answer. There is only an analytic answer, an empiric answer that you can start from your intuition and nothing more.

2.1. Marketing

As we said understand how to create a business and what it is inside, but this is not the end of our adventure just because what we have described until now is an awesome car without the fuel. The tricky part at this point is realize that from the largest company on heart to my little experiment with friends, you can be the best to doing something in the world, but if the world doesn't know you is a waste of time. And money.

Once again, I am in duty, before passing through practice, summarize theories about Marketing.

The American Marketing Association that in 2013 define marketing as “the activity, set of institutions and process for creating, communicating and delivering the exchanging offerings that have value for customers, clients, partners and society” (www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx). Is a big step forward from the original meaning of the word Marketing that is literally to “going to market with goods for sale” by the Cambridge dictionary. Technically and practically one is the evolution of the other, because this term and its meaning evolved over time. Philip Kotler in his “marketing management” (1967) used to relate at marketing the role of “satisfying needs and wants through an exchange process” while the chartered institute of Marketing (CIM) in 2012 defines it as “the management process responsible for identifying, anticipating and satisfying customer requirements profitability”. Taking all the definition on a side is a value added, every definition has this in common, thanks to marketing I can arrive to increase my prize just because you want me and no other.

In practice the role of marketing is compared to what was a creative industry in the past, including advertising, distribution and selling, nowadays is studied as a science because scholars have understood that the marketing is a complex mix of social sciences, sociology, mathematics, psychology, economics, anthropology and neuroscience.

As a simplistic smattering of what really the marketing does, we can summarize assessing that: the process of marketing is bring product to the market with a market research, resulting from that finding a market target and a market segmentation, using strategies with this data for distribution, pricing and promotions. Analyzing this sentence, we have

the company that want to do a product or a service, with this reach the market but for doing so the better way is research what the market wants, setting the kind of people designed as consumers and the segment for this product or service, than taking in consideration the budged you can spend, set a price and a strategy that will drive you to your goal.

Indeed, we can assert that marketing is based on thinking about the business focusing on market needs and satisfaction. Theodore C. Levitt in his book “on marketing” (2006) differ marketing from selling because “selling concerns itself with the tricks and techniques of getting people to exchange their cash for your product. It is not concerned with the values that the exchange is all about. And it does not, as marketing variable does, view the entire business process as consisting of tightly integrated effort to discover, create, arouse and satisfy customer needs”. Marketing see the entire machine called organization as a discoverer for give to the market what he wants, not just sell the business product.

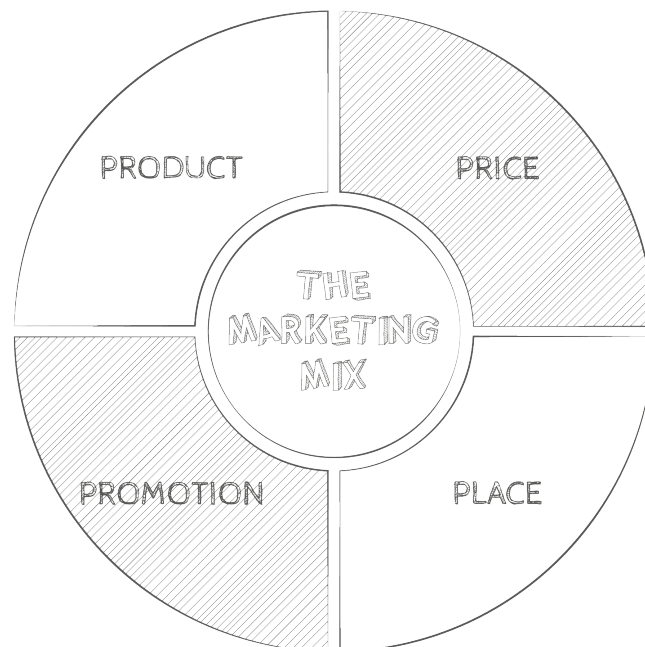


Fig. 2.1. “The Marketing Mix” Source: McCarthy 1960

To doing so the universal way used until now is the marketing mix. The marketing mix is a set of tactics that businesses create to promote its brand in the market.

4Ps create the usual structure of the marketing mix:

Price: refers to the value that is given at that product. Depends on costs of production, the orientation segment, the supply-demand and many other indirect factors. Is crucial here understand that give the right segment and target will drive with less impediment your product to the customer, so with less costs. Pricing strategies are many and each one tied to the goal of the firm.

Product: referring to the item sold, we will analyze that differ from services also about costs, this because is easier calculate costs with physical factor.

Place: is referring to the point of sale, is always a matter of “catching the eye of consumer” and doing so even the place on a shell is important for arrive at customer, nevertheless the mantra for successful retail businesses is “location, location, location”.

Promotion: as the last P, refer to all the activities done to make possible the recognition about the product by customers. Also, here for startups could be not easy just because promotions that have worked in years with well-known goods or services could be worthless with new technological field. Advertising, word of mouth and other are usual types of promotion.

2.2. The startup marketing

As we saw in the “technology venture” by Byers, Dorf and Nelson (2005) recognize the importance of marketing. So, also for new business and startups, is a must the creation of a marketing plan looking always at the target. The 4Ps are accepted entirely and widening this research on target market, using steps as: the description of what you are offering and the target customers, always stating marketing objectives, assimilate information through research. At the end of those passages is all summarized in a marketing plan that is reflected in a sales plan. As we can see, the reformation of marketing theory for startups and technological ventures is the fact that marketing is the base for sales. This could mean that one important factor for price your goods is the creation of a marketing plan that permit to be recognizable in the market.

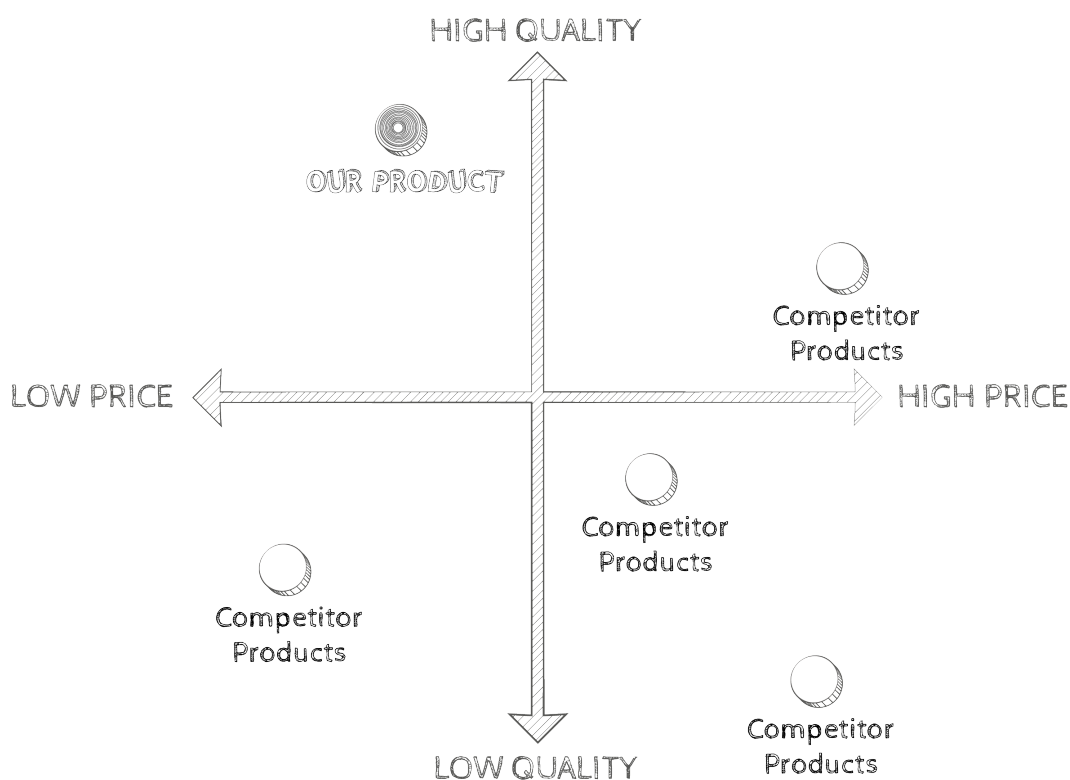


Fig. 2.2. “Positioning Map” Source: self-elaboration

Taking in consideration the fact that is less easy for a startup to take in practice marketing, just because it could be different from what market propose until now, the suggestions of scholars is basically write down everything, every movement we have done or every possible change we will have in future. A product positioning map, that show characteristics respect to competitors, and a product offering, that drive the values of product describing the expected benefits to customers. in other words, the first step for a startup is delineate a unique selling proposition, that could help customers to understand all benefits that our product has, and competitors haven't.

Following this reasoning, once delineated a unique selling preposition, continue asserting the position statement format with a practice way that I personally use when I am facing the positioning problem with new businesses. They use the “for who is that” that is basically for (target customer) who (statement of need or opportunity) (product name) is a (product category) that (statement of benefits). This sentence one filled with the characteristics about the new startup give an immediate vision of who are and in what we are different for. Linked to this sentence there is the differentiation based on another game “unlike our product” that’s going for; unlike (primary competitive alternative) our product (statement of primary differentiation).

So far, also in startups, we find the importance of marketing as the base for pricing given by the creation of a unique value proposition and a position statement. But we have less than half work done. Once analyzed the environment and understand the potentiality of our good we look at our label outside; the brand.

Defining it in an easy way is the combination of name, sign and symbol that identifies goods sold by the firm. There are four dimensions that portrait the brand equity, that is the perceived utility of the brand in the mind of customers.

first dimension is the brand awareness of familiarity. In this dimension is calculated how much people associate your brand to a generic product that they need, an example is close your eyes and think some kind of product, the smartphone sector for example and often the audience is divided in Samsung and Apple. The first came in mind is what brand for you is associate in general at that specific category. There are many others as brand in smartphone sector but yet the first to came in mind are this two.

Second dimension is the perceived quality of the product, as for the first dimension is what came in your mind thinking to one kind of product but focusing on quality of that

product, same example as in the first case almost hundred percent of people thinking about quality they will answer Apple.

Third dimension is the brand associations, that link the brand to the customer.

Last dimension is the brand loyalty, that bond to the product. In my point of view this fourth dimensions are connected and the first three are realized in the fourth.

The brand loyalty is explained in a simplistic way following the scholars lecture as the brand's promise of value, that is the core element of differentiation. In practice the loyalty will follow after a good customer experience. Here the Beko example fits perfectly. In 2000s Beko entered in the European market as cheap washing machine. With a really small amount of euro for a washing machine Beko surprised all the sceptics customers with the performance well beyond the little amount of euro spent for it. Now days, after ten fifteen years of this policy, many people are bonded to this Beko products and the strategy here is changed, raising the price and now fighting with giants of the sector as Miele.

The brand of a business is clients centered and focuses on product offered. Vice versa the reputation of company focuses on the respect among constituencies such as suppliers. Employees, regulators and local communities. An extremization of brand loyalty is when a brand becomes icon when it offers a compelling story that resonates with customers.

2.3. Design thinking

The term design thinking has been part of the collective consciousness of researchers in the design field since in 1987 Rowe used this term as the title of his book: “design thinking”. Cross, Dorst e Roozenburg in 1992 were the first ones to make a Symposium on design thinking research, this was an exploration of research in the methodology of design, viewed as a prospective of the design thinking.

Since then many models of design thinking emerged, based on many viewing design situations using theories and models in every different field of science, from a point of view based on psychology, education and so on. All these streams of research create an understanding of a very complex human reality.

Talking about our time the term “design thinking” is a new paradigm for dealing with problems in many professions, mostly in Information Technology and Business. The impatience to adopt and apply these design practices in other field created a sudden demand for clear and definite knowledge about design thinking. This is a huge problem for design research community that don’t want to oversimplify their object of study because there is a huge risk to don’t understand how many perspectives and different pictures there are.

One way to understand the design is primary understand that all different practices are made in response to particular need. Let’s summarize asserting the fact that design thinking is a methodology that provides a solution-based approach to solve problems and this is could be actually useful working with complex problems that often are unknown, talking about human needs involved, by re-framing the problem in human-centric ways, developing ideas in brainstorming sessions, adopting an approach more practical in prototyping and testing. In my personal point of view this is an extremization of the stage-gate process, in vogue in the last decade, that is basically dividing the route from the idea to the product in the market in many milestones or gate, so taking in consideration on gate at time the process continues only if the gate validates, usually with a prototype, the milestone assigned. Main while, in design thinking scholars formalized just five stages and are used to empower anyone to apply methods typical of design thinking to solve complex problems. But what we will analyze is based on the Nobel prize Herbert Simon that in 1969 design this method.

At start there was composed from seven major stages, each one composed with different activities, shaping at that time mostly every stage that we are using now.

Once presented at minimum the story of this term and how is changed we will discover in deep the five-stage design thinking model by the Hasso-Plattner Institute of Design at Stanford.

In essence, the Design Thinking process is iterative, flexible and focused on collaboration between designers and users, with an emphasis on bringing ideas to life based on how real users think, feel and behave.

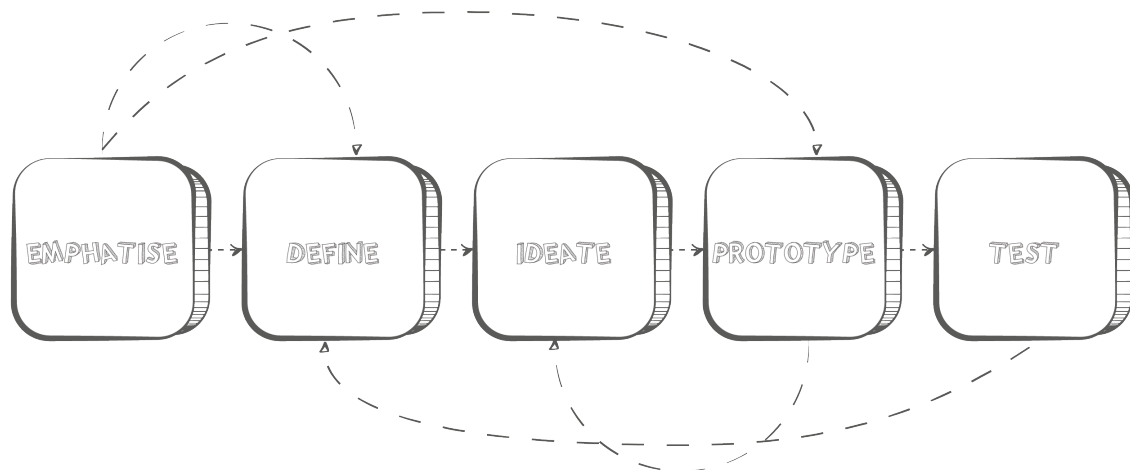


Fig. 2.3. “five stages of Design Thinking” Source: Stanford Hasso-Plattner Institute of Design 2007

Formalized that, the five stages of design thinking are:

Emphasize: Is the first stage of the process and it try to understand empathically the problem that you try to solve. This empathic understanding involves consultancy with experts to discover more in the area you want analyze, engaging and empathizing the motivations and experiences of people involved in, as well as immersing yourself in the physical environment for have a personal opinion of the issue. Empathy allow design scholars to remove their own opinions about that field. In the collection of the vary experts' information guarantees next stage numbers to develop the best possible understanding of users, their Needs and all the possibilities to help the development of that particular product.

Define (the problem): In defining, starting this process you analyze all information's collected in the Emphasize stage. Scanning what you have observed with the creation of schemes based on that in which you define the core problems that are identified until now. To facilitate this phase the definition of the problems has to be settled in a human-centered manner. Describing results and so problems is important to define it not just as your own wish such as "we need to increase our computer-product market share among teenage boy of 7%" instead, a better definition could be "teenage boys need more education in computer sector in order to study in a better way competing at high level". For designers the define stage is really important because at this point they have the possibility to understand all information's collected and build features and functions ad hoc and every other element that allow them to solve problems or allow users to resolve issues independently without difficulties. In this stage approaching to third stage, by asking questions try to ideate solutions that can helping you. Following last example, a simple question would be "how we might.... encourage teenage boy to perform an action that benefits them and also involves your company's computer service or product?"

Ideate: Approaching the third stage, designers are ready to generate ideas. With the empathies stage you discover user needs and in the define stage you simplified and schematized your observation in a human-centered problem statement. We are now at the point where the foundations are built, and the team members can start to think outside the box identifying new solutions to the problem from which we started, changing the point of view to better analyze the problem. Techniques like brainstorm, brainwrite, worst

possible idea and other are just few of the hundreds ideation techniques that help in this process, used to stimulate free thinking to expand ideas.

Prototype: Design team will now create some scaled down versions of the product cheaper than the real one and with specific features found with the product, so they can understand which problems will face and if solutions generate in the previous stage are enough to solve it. Prototypes may be shared and tested with the team and other departments, usually called alpha-test or there is the possibility to test it outside the design team in small groups called beta-test. Is clear that now we are facing an experimental phase, one prototype respects the other could be really different, all this is done to identify the best possible solution for each of problems identified during the last three stages. Solutions are built with prototypes and each one they are investigated and either accepted, improved and re-examined, or rejected depending on user experiences. The end of this stage sees the design team more solid about what they have discovered and, on the constraints, inherent within the product, the problems at this point and they know also what real users think about the new solutions.

Test: The team or the evaluators, that's depend on how the company is formed, test the complete product using what is emerged in prototyping phase. Final stage on five stage-model, but in iterative process the results done in testing phase are used usually to redefine one or more problems and inform the behavior of users, the condition of use, how people think and react, behave and feel. Even in this last passage, alteration and refinements are made for rule out problem solutions deriving a complete understanding on product and users.

Those passages form the five steps of design thinking but in reality, there are some differences, underline the fact that is defined as a line only on papers, one stage seemingly leads to the next with a logical conclusion at user testing. As we said now, in practice, this process is carried out in a more flexible and non-linear fashion. Let think about that often more than one stage could be conducted concurrently by different groups with design team, in a semi-parallel way, or other designers can collect information and prototype constantly during all the passages in the entire project enabling to bring ideas in a different way with different prospective. The results of testing phase may reveal different insights about users, and with this insight brainstorming again developing different prototypes.

So, instead of thinking about design thinking as sequential, they do not follow any specific order and they can work in parallel or semi-parallel and almost circular. Look like all the stages should be taken as different models that joint together will contribute to the project. By the way, the difference from the past is this new systematic system from which identify five steps to solve problem in an innovative way, or at least with a pragmatic point of view. Last point that I want underline is the fact that stages could differ in order or in importance but the central idea behind each stage remain the same.

One important benefit of this model is the transaction from the knowledge acquired at later stages and feedback to early stages. Information is constantly put inside all stages in processes for inform about how solutions works and how problems are redefined. Scholars call this as a perpetual loop. Designers gain new insights, develop new solutions with great understanding of users and problem faced.

2.4. The Lean Startup

After the consideration that we have done thanks by all the scholars that have characterized the startups world but, more in general, the creation of new product and services for businesses I want conclude this chapter with the introduction of someone that is changing the startups point of view formalizing and settling an ultimate model for the creation of new products and ventures.

Eric Ries with the creation of “the Lean Startup” written in 2011. To understand the discover of Ries my desire is punctuating what he have done starting first of all to the concept of time. The suggestion that I found studying this model is; if a venture or a new startup is thinking about penetrate a market with a new product, don’t wait for the perfect product, to be clear a product that arrive at the market and suddenly change everything. Instead the first step is creating a Minimum Viable Product, or MVP, that is the core of what we want to present.

In this phase the importance is not given to a perfect product that have inside a lot of gadget or features that customer can appreciate but something that can communicate instantly what this product wants to do and why is different from the others in the market. So, with the creation of this Minimum Viable Product the startup is able to give this base to the early adopters, that as we said before are people open to the change, leader in the acquisition of a new technology and mostly are people that want to try your product and they willing to give you feedback on it. Not to be overlooked the fact that the early adopters are willing to pay this MVP, movement that allow you also to understand how much customers would pay for it in future and also this make possible the fact that people actually use the product even before launching it in the market.

Ries says that use this ploy is the equivalent to spend ten thousand hours in a project that thanks to feedback could be also useless. Let’s imagine a company that spend an entire year to build a product that is perfect, but customers find it useless, most of features inside of this product are full of planning and coding, that means ours and ours of work, but people don’t even want it.

Ries suggest is focus on the bear minimum, the best result is the twenty percent of features that the eighty percent of customers will use. In his studies he found that too many people assume that what they are doing is what the market wants but this is one of the highest mistakes that a business can do. Let’s imagine if a phone producer assume that market

want a new kind of phone with two screens or with curved screen but in the end the market doesn't want it, the decision to continue in this sense will put the company in a huge trouble position, wasting of time, workers and money. The scholar here came with something that is called “feedback loop” or the “build-measure-learn feedback loop”.

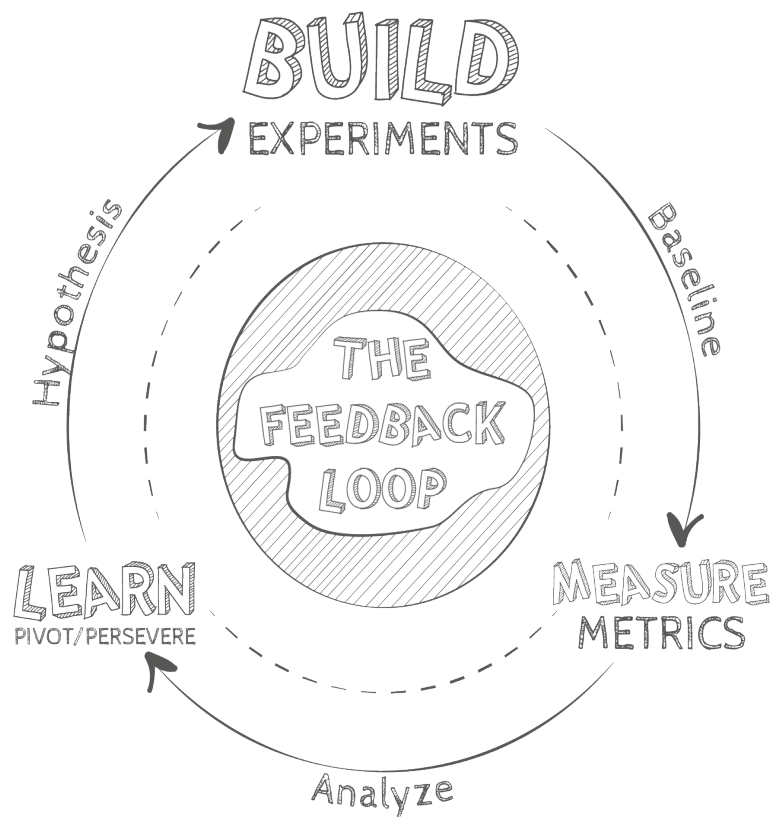


Fig. 2.4. “The Feedback Loop” Source: Adapted from Ries 2011

Creating this model, the startup has to do three easy steps that will allow to have a clear vision of what market want and what you offer:

Build: For a new venture building something in large scale could be really complicate, instead is easier create some prototype or a product that have the MVP inside. This will reduce firstly the costs for the new born business and permit to launch it in the market bearing just a minimum risk. At this point can be easy to the startup follow the reaction in the second phase.

Measure: Once the product is in the market in this cheap form we have a double advantage, don't lose money if it goes wrong the acquisition through the market and be recognized by people that are ready to accept the new product. In deep, the importance of this phase is the fact that ready or not for this product, the startup can collect data regarding it, feedback that can be used to improve and change in the way that the market wants.

Learn: Last step of this loop and extremely important for startups that are, for definition, new in this sector. From feedback a new business could understand first at what point they are, then if customers like what they offer and mostly what they don't like or consider useless. The learning process is the most complicate because learning is not simple sometime, especially if what you are offering is new. From this the startup can restart this feedback loops until the harmonization from what they offer to what the market needs.

The Ries mantra about this is “faster you can go through this cycle, faster your product will win”. Simple to understand, go through this process over and over again allow the startup to change every time the product building better items to put in it and fixing the items already built that are not perfect.

Another point that Ries stress in his studies is the fact that not all the metrics are useful to improve the product, or before use it must be understood, when he says “when you pick the metrics to measure make sure that are the right metrics” express one point that is central to the scope. Making an example, let's assume that I am one youtuber, person who has a YouTube channel and I want to measure my environment. Reasoning on what can help me as a youtuber, I will focus on likes and subscribe that are firstly unique and in a way express what I have done until now. For sure I will not consider comments, bad or good, or views, or at least I will not consider it before to have truly understood what this data means. For the comments I first divide in good or bad comments before analyzing it

and views can be more than in reality because people can leave the video ten seconds after start to playing.

Last step that Ries suggest after the repetition of this cycle for several time is to make a decision; Pivot or Persevere.

If your MVP is working and results as positive feedback or feedback that give you the perception that you are in the right way to reach your goal continue persevering because what you are offering is what the market wants. If the results about the cycle is not satisfying the move is pivot, that mean chose a fixed point supporting something that balance thing on which something else depend. In our case the startup can chose for product, and so the features of the product or the market audience and so the target chosen. Changing the product means that is completely wrong what you have done for the market because it seems that the MVP is rejected entirely, what the startup has to do here is re-design entirely the MVP and try again with something different. Here is the case of a young ex-LUISS entrepreneur with his startup, Foodora. It is in the delivery service and at the start they chose poorly the MVP. The initial project was to collect boxes from one place to another in the same city and in the same country, but after testing they realize that people don't trust enough the new business in this sense, perhaps because what is in boxes could be really important for customers so trust in this case is impossible to create among customers and Foodora. Once understood that, they applied the same know-how to deliver the food with a different technique to the existing once in the same market and they survived.

Instead, Choose the audience can be really hard unfortunately, specially at the first stage of a startup because if in your mind you try to understand the best MVP is not clear at all what will be the perfect target market.

3 Business presentation

In the first two chapters I have analyzed what is a firm, what are the opportunities that a firm can undertake using innovation and all the possibilities that you can have during and after the creation of a new product.

In this chapter I will focusing on my personal experience, that is not the average of all firms or startups, is just my personal point of view and what I discovered during the creation of my startup.

This chapter will able you to understand the road done so far, the problems faced and all the changes that have been made in this experiment. Was not easy at the start specially because we didn't follow nothing, as I said some pages ago we trusted just our "belly" and didn't work. Thanks to this thesis I grew up because, and this will be clear for you after the end that I went from not thinking about what the theory said, I was convinced to do it without listening to anyone, arriving to understand that the scholars who have characterized the economy can suggest something to us.

I will tell you how we found ourselves, what our experiences are and what were the combinations that brought us there. What I want to emphasize is how much was hard at the start recognize every aspect and how became easy at least understand our place in the world once that these theories helped us to start.

All this experiment is divided in two phases with some different people phase to phase but this will be clear for you the very next page, another aspect that differentiate the two phases is the structure and the typology of this "firm".

3.1. From Artichoke to Leonardo; chose the right intellectual capital

Following what I discovered during the last chapters I will start with the description of my “firm”. In this sense I would say that Byers, Dorf and Nelson for me, with their technology ventures, are represented a fixed point building my team. Summarizing we can say that the entrepreneur, or as in my case an entrepreneurial team, have to be “*agent of progress*” that with natural capital, financial capital and intellectual capital collect benefit outputs and undesired waste of capital. Given the fact that our financial position at the start was really poor, I analyzed in deep the other two.

When at the very first day of this adventure one of my future colleagues called me because he had a new revolutionary idea I didn’t realize immediately the potential of that. He’s name is Bernard, is a fantasy name respecting the privacy of my colleagues, was almost thirty years hold, a lot of experience as graphic for many international companies, like MTV England for which he worked many years, and with a spasmodic passion for new technologies. He’s work is artistic but in the 2010 for three years had a contract with a community in Canada and the Major of that community, the contract was to help him to build a bit-coin farm and in exchange Bernard gave to that city free use of internet and electricity. Bernard help many investors to invest in bit-coin and I want to underline the fact that in 2010 the value of a bitcoin was less than one dollar. As you can see Bernard, first element of the team is a person with a huge creativity with a spasmodic passion for new technologies, unfortunately he had at that time zero entrepreneurial motivation and for this he didn’t understand the possibility to create an empire, focusing on the fact that he was helping an entire city but without planning after three years he taken his part and Bernard closed this project.

The second team mate in order of entry was a big friend of Bernard that I will call for the same reason as before; Austin. Austin’s background is in an artistic way similar to the Bernard background but with a different development. Many years like sound engineer, he traveled all over Europe with bands and musicians and two years ago Austin returned to University to become a communication engineer. He is a really pragmatic person, perfect to resolve any kind of problem specially in the hardware contest with a high predisposition to find new solution with the use of old materials.

Writing down even just these two profiles today I cannot believe my mistake that day. Yes, because at the start I completely misunderstood the real potential of this two. as you

can see, as intellectual capital here we could have two possibilities; one is using their skills, Bernard perfect to create a new software and Austin to combine it in a new hardware or use their creativity to create a new services company in an artistic way. We will see later that my first choice here was taken because a wrong analysis of their capabilities responding to what I thought the market wanted. But we will be coming back later to this point.

Third person in the team was Snow-white. She completed my vision for the creative company because during years Snow-white acquired many skills in cinemas sector, becoming a young and brilliant Location Manager for many national and international important films. Acquired Snow-white in team my idea was using her name to arrive to cinema's machinery and actors. In addition to that she was perfect to link from my point of view and the other two because she can communicate and translate from a commercial to a technical language and vice versa.

Is not a joke, just think that at the start, first's meeting where a completely mess because we did not understand each other.

Last team member at the start was me, I always thought of myself with a high entrepreneurial potentiality with many years in sales field and with two degrees in innovation. Recently I have been the assistant of Alberto Castelvechi, considered in Italy and abroad one of the most important experts in Public Speaking and in the communications for businesses.

We were all pushed from a higher desire to say something in this world, it was not just a matter of arriving at the end of the month with a bigger salary, it was a desire to be understood. That people understand our true value.

Later on, Snow-white will leave the project and a new member, last of the founders, will arrive. He is Gus, the last descendant of an important family of entrepreneurs in the south of Italy, with skills in marketing and investments Gus will be the person through which we will arrive to our first investment. But is early to talk about this.

Take a step back and comparing literature to our experiment, don't forget that in the first phase we were with Snow-white and without Gus, our intellectual capital was ambiguous. Yes, because we were both in a technologies and artistic point of view capable to doing something. And here my first mistake.

I didn't analyze the Byers, Dorf and Nelson paradigm for the creation of the team in their "technological venture" (2005). Refreshing our memories on that subject they have understand that the intellectual capital of a company is composed by $IC=HC+OC+SC$ where Human capital (HC) is composed by the skills, capabilities, and knowledge of a firm's people, the Organizational capital (OC) is intended as the patents, technologies (hardware, software), processes, databases, methods, management methods and networks and Social capital (SC) means the quality of the relationship with customers, suppliers and partner. They said that *"Intellectual capital can be thought of as the sum of the knowledge assets of an organization, embodied in the talent, know-how, and skills of he member of an organization. Firms exist to coordinate and motivate people's economic activity. It is more efficient because it has lower transaction costs and the necessary skills and talent are gathered together in an effective, collaborative network."*

I didn't realize our real intellectual capital and I chose the what I thought was the easiest path to success. A communication agency, with a portfolio of website, videos and all the branding strategies. We called this agency: Artichoke.



Fig.3.1. "the Artichoke logo" Source: Self-elaboration.

In this way our human capital was in the communication, Bernard as graphic cured the graphic motion part with website creation, Austin helped him in website with the cure of the video's sound, Snow-white used her contacts with machinery and actors for videos and I was looking for clients taking care of marketing strategies. All together helping each other in the branding creation for firms. Here was our Spearhead. We thought to bring this American concept; the branding. Consists in taking care of the image of a company in every facet, we thought of importing this new service, making it clear how important it was for a company to have a coordinated image.

We had all the organizational capital to doing so, thanks to software's and the know-how of Bernard and the machinery of Snow-white and the social capital that I was managing we arrived at our firsts clients. But didn't work. And in the next chapters I will disclosure why.

Our second organization instead, in which Gus took the Snow-white's spot, we had a situation in which our human capital was completely changed. Our experience in creativity and arts fallen but we had a high rising in investment field and in management and this time, organizing all my team, I would not have made the same mistakes again.

So, I made one first step, have a brainstorming together. The difference here was listen very closely not just the experience of my team mates but their attitudes, what they want to do. Bernard surprised me. Surprised me at all.

Bernard, that is a graphic but with a spasmodic passion for new technologies in blockchain sector, called me with a revolutionary idea in this field and there is started my argument in which I build my thesis.

For the very first time I decided to carry out the link between the theory and my experience.

I was in the university's bar alone after the Bernard's call and I did not feel able to continue alone with my legs. What I have to do? Was the only question that was turning around my mind, aware that the first experiment was a failure and mostly I did not know nothing about blockchain. So, I opened my entrepreneurial book.

“the first step that an entrepreneur has to do is delineate the intellectual capital of his team understanding capabilities and attitudes”.

Here my lack of knowledge in technological sector was huge but it was not my responsibility to build the prototype or the real product, my responsibility was manage everything. And this is what I can do.

We decide to build a new product in blockchain sector.

Bernard had the necessary experience to build something in blockchain, in the software field, with a credibility done in years of bitcoin's farm in Canada. The problem here was take the Bernard's knowledge and put it in some hardware to create a new product, but the communications in the blockchain's architecture represent from the start a huge mountain to climb alone.

Austin here fixed perfectly because the lack of Bernard's knowledge in hardware filled with the Austin's matter of studies, he is studying to become communications engineer.

So far, I discovered our real intellectual capital, Austin and Bernard are the perfect mix of software and hardware knowledge and, in addition to this, they were old time friends. Gus, another friend as well as a person with a great experience in firms thanks to the years in his family's firm, helped me in the creation of this puzzle that was forming. It should not be forgotten that Gus has many connections to find the necessary funds to start.

This is the second situation, this is the intellectual capital that can do something revolutionary and my job here is to direct everyone in the direction that, for what you will see later on in chapters, we hope will bring to us an opportunity to change the market.

We called this second part of the experiment; Leonardo. We chose Leonardo, by Leonardo Da Vinci, firstly because we are facing a worldwide market and we would like to be represented by one of the most important Italian genius and secondly because he lived in renaissance and we think about this period in technological sector as the web revolution after dark times.



Fig.3.2. “Leonardo’s logo” Source: Self-elaboration.

3.2. Our opportunities

Our second mistake was in the opportunities. After the team creation, we are now explaining the first part of my adventure so with Snow-white inside de group and without Gus in the Artichoke experiment.

In one of the first brainstorming, before having adapted the theories to my case, we forgot one critical step. As we said in the past chapter the first question you have to answer in order to define the right opportunity is ask which our goal is, or if you prefer our destination. We arrived too easily to one answer just because was one opportunity. And unfortunately for this answer we have lost months of work.

In the team creation we chose to go for the creation of a communication agency and we assumed for sure that the market at time were ready for this new service; the Branding. But this was not true, if instead of assuming it was so, we had realized that the possibilities had to be analyzed the situation would have been different now.

From the studies, briefly, you can answer to the question “which our destination is?” only if we find the right opportunity to pursue. Following the theory in the aftermath, we know now that there are some steps to make in practice before arriving at the market.

Define the interest and capabilities of entrepreneurs, and in here we can recap what was in the creation of the team. We decided to follow the creativity way instead to think about the creation or experience of new technologies. All of us were capable to do an artistic business and instead just three of us have the possibility to do some technological product or service.

Identification of opportunities. Here is a direct answer of last step, once that we decided to pursue something in arts we analyzed our opportunities and with the brainstorming is arrived the branding. Immediately we follow this new service, because was innovative, we felt strong that the four of us in our respective fields knew the subject well. Honestly, we were excited about being able to experiment our skills, to improve our knowledge and be paid for, but in a couple of month the lack of evaluation about our idea put us in serious difficulty.

Evaluation of our idea. Our experience in innovation was high but the relationship in real market it was what we lacked. The market slaps us in the face very strongly. Understand if the market was ready would allow us to realize if our idea was the right one. The concept of branding was new and, most of all, expensive. We focus our evaluation on a

global market, and we knew for sure that in some market as the American one, the branding is well accepted, but make the Italian market understand that four people who work for many days only for a single company must be paid has been difficult to understand. In this moment, we were convinced we were right and we did not give weight to this alarm bell.

Act or look elsewhere. This is critical passage from talk to act. Please, do not exchange ourselves for four young guys with enthusiasm and nothing more. Was not lack of experience, was a trial to prove firstly to us if we were ready to something more. And we were. At time we realized the fact that this could be critical, I asked with a survey to businesses similar to us what they do to climb over this obstacle. But we will see this later on.

Let's jump forward. A couple of months after all of this I decided to look back to our steps and restart with the help of this theory. During this period Snow-withe was called for a big movies production and we found ourselves in three with unclear ideas.

In the very same period Gus arrived, with his experience in investment sector and definitely less experience in arts and creativity. With this organics transformation obviously, I decided to take a step back and restart from the beginning.

But if you've come this far, you already know these things.

Again, I propose to follow scholars and, in this sense, deriving the fact that now I will repost the steps to go from the opportunity to the market analyzing now this new trend.

Interests and capabilities. Now is clear for me, not just the experience. Interests. Now I know that with this new team one interest only emerged; use our capabilities to follow our interests. Driving the discussion in this sense we selected the blockchain sector to use the capabilities of Austin and Bernard to build a new product in blockchain, with Gus helping us to find money and me as the one completing this puzzle.

Identification. The identification of something completely new, with no competitors worldwide and with a lot of question marks is the worst situation that a team can face at the very start of an adventure. I bet, there is not investor in the world who would have spent a cent in something like that. So, while the others member of the team in this phase where engaged to the creation of a very first prototype, I was in charge to find a solution for question marks. I realized that the problem here was the remoteness between what we propose and what the current market's want. we changed many industrial sectors until

arrive at the one that is common used to the majority and above all, the industrial sector that would make us closer to the needs of the market, finding a new solution to an old problem that in this year emerged; the privacy gate.

Just to be clear, this strategy is for arrive to investors, make our vision clear for them and this move in my mind make us also valuable. The identification, and I will make clear in chapter of minimum valuable product, delineate also a route studied to move from one sector to another in order to give a complete panorama using our technology.

Evaluation. The fact that we finally defined a first move with the identification of the first product to show, make me in the position to understand really if the market would able to switch from the old technology to ours. I have done a survey that talk about new technologies and privacy, trying not to propose solutions but understanding above all what they use now to communicate, what are problems, if they are worried about privacy and if they know who is behind the recent privacy scandals.

Here is just an experimental survey to know if what we propose fix a problem that a market has. We collected 188 answers, without using a target market with various market segments, many generation confronted, from people born eighteen years ago to people born ninety years ago. No distinction among students and workers or in genders.

The survey is composed by twenty questions, divided in three parts.

I called the first part of our survey “*how you relate to the world*”. In this sector I asked many initial questions. Firstly, I divided the communication from and by the family and work. Is emerged that more than seven people over ten use messages to communicate among families and this seven people over ten, all the seven people, use WhatsApp to communicate. Almost 100% use it. When I asked why all the people answered in three ways; it’s easy to use, fast and because everyone use it.

Moving through work sector, is a duopoly between emails and WhatsApp. Five people over ten use emails and four people over ten use WhatsApp. The because is always the same, for people using emails is a matter of formality, also often they don’t really know the number of the person that they are talking with. For people using WhatsApp is a matter of speed through which messages are delivered and people answer. Last analysis is on call and almost ten people over ten use normal telephone call to communicate.

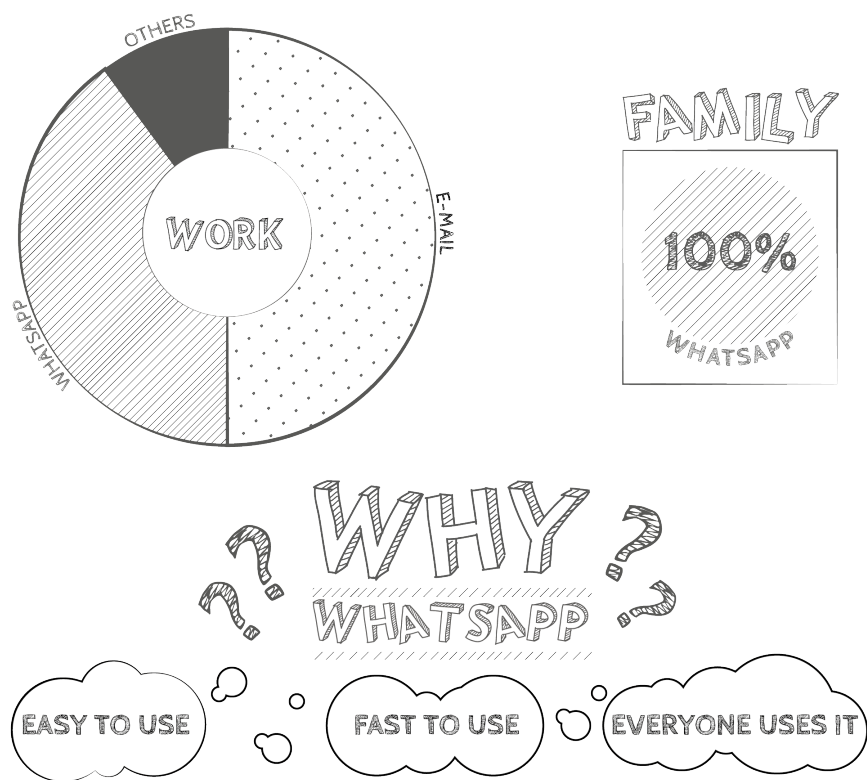


Fig. 3.3. “first part of the survey: how you relate to the world” Source: Self-elaboration.

The second part that I have analyzed is “how you use messaging services”. I asked to answer several questions, using a judgment value from one to five make it clear how some adjectives related to messages are important to them. It emerged that seven people over ten evaluate as really important the cost of messaging services. The fact that everyone uses it is important for six people over ten, the privacy is a matter crucial for over seven people over ten. Last question is a tricky one, in fact in our view there is the possibility to add a cryptocurrency to our services and so the possibility to increase the

cryptocurrency value using our messages platform, so I asked if people would like to gain money just using it and the answer, as was predictable, resulted confused with a symmetric distribution of answers from one to five in equal measure.

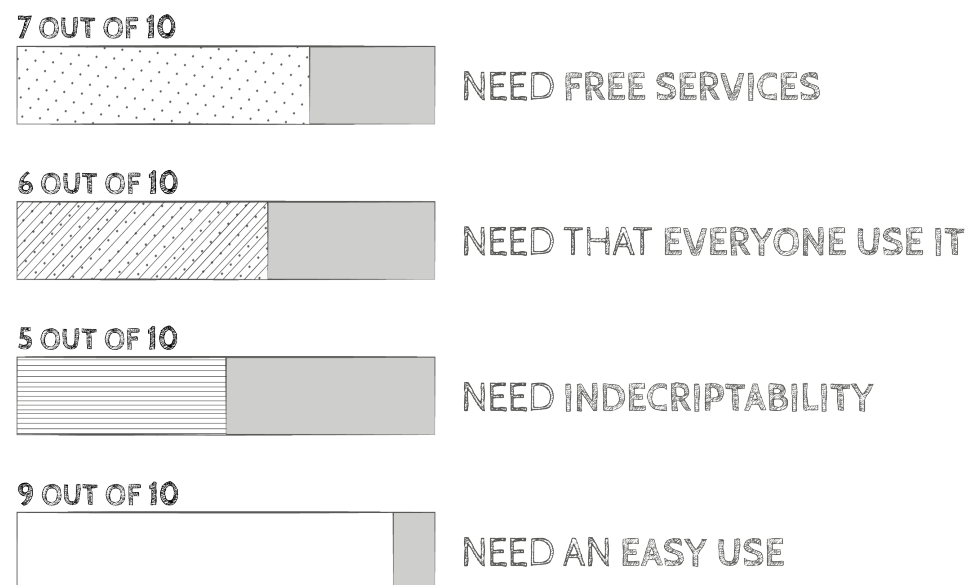


Fig. 3.4. “second part of the survey: how you use messaging services” Source: Self-elaboration.

Last part is related to “privacy and messaging services”. I asked first if they know that the most important messaging service, WhatsApp, is related to Facebook; the company that gave life to the biggest social scandal linked to privacy and more than 20% of people don’t know it. It emerged that almost half of respondents don’t believe in the security of WhatsApp but they still using it because now is became common use. Over six people on ten would be willing to use anything else if other will use. And they think that will be an excellent reason to switch from one service to another service if there will be

something with more privacy on it, this is the thought for seven people over ten. I asked also which the safest messaging service and half of the survey is skeptical, and other half trust the end-to-end services as telegram and WhatsApp. I concluded the survey with a simple question; what will allow you to change your messaging services. The answers here reflecting perfectly the crossing the chasm theory, that we will see later on, many people say nothing, but many help us to delineate what could be our strategy to reach the market; privacy, safe, fast and common use.

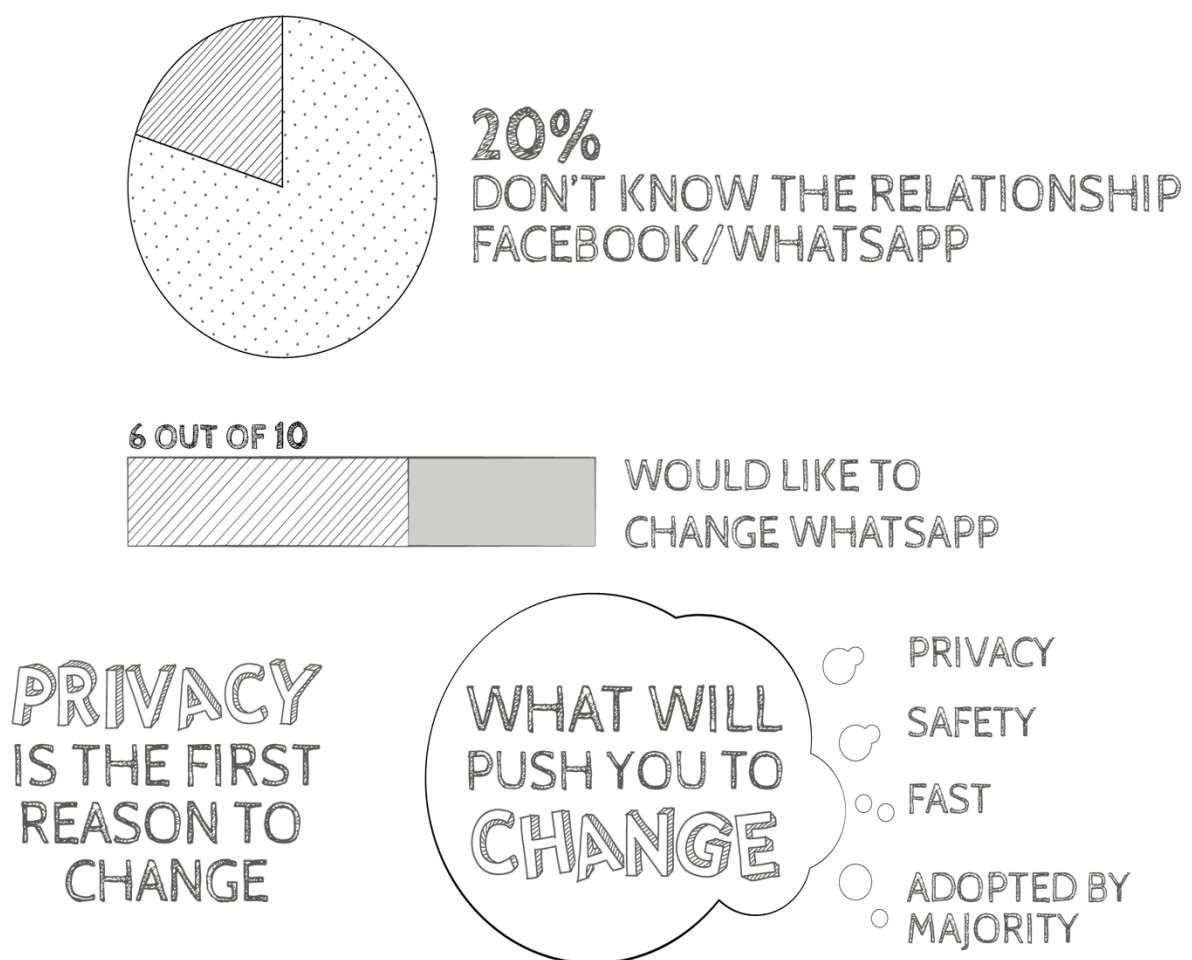


Fig. 3.5. “third part of the survey: Privacy and messaging services” Source: Self-elaboration

Summarizing the survey, we can say that people use a lot WhatsApp, but this is not the end. There are still Possibilities for new ventures but only if it follows the milestones of old services as the commodity, fastness and the fact that is utilized from people around you. It was predictable that the majority of people don't want to change and perhaps are not ready to switch over but there is more than 30% of people that want this and, as we will see soon, there are the numbers to try it.

Analyzed and evaluated this opportunity I will continue now with the last evaluation for arrive from the opportunity to the market.

Act or look elsewhere. As matter of fact this is not our first idea to applicate our new technology to something in this world, and for many months we asked ourselves what the right product will be to prove first. We passed through many ideas and at the end we opted for the less expensive and more universal use one. But this is not the end. I spend the summer thinking and trying different scenarios, using theories trying to copy established firms that in time launched many disruptive technologies. Thanks to one of our collaborator, an external person that believed to this foolish group I finished a strategy to act. We destroyed and rebuilt this strategy and if you can wait a couple of pages everything will be clear.

3.3. Our Creativity and product design

It's not easy to start something, that this is a new company, a relationship of any kind or, why not, a thesis. In the duality from what we had wrong in the past and how is changed everything now with the change in team and in attitude a bit of confusion can be easy to understand but here I will discuss why we moved to.

The creativity, in one field or another, is present from the beginning. Remember that, as we studied, creative ideas lead to new invention and this new invention follow to innovation. This is not always true, as we said the very last page it crucial that people or customers want this new innovation. Do not forget that to be called innovation something must be new and there must be a market for it.

So, we had creativity in both of teams, we had brilliant people working on it in both of cases, why we fail the first time?

There was market for branding also, there were possibilities also there. But nowadays we have some investments and before don't. Another possible solution for answering this could be the product design that we applied.

The product design we know that is the design process in which creative ideas turned in new product. The design process in the organization is the way in which are managed people at work and remember what we said before, planification in this sense means discipline trough which I try to find the right flexibility balance all factor that can influence an organization.

What is changed here from the first experiment to the second one is the entry of an external person that became a new team member. For the same privacy factor, I will call him Finn. Finn is a physician with a passion for businesses that usually help firms in this phase to arrive at the market, recognized the potentiality of our project became member of the team and we hired him as a member with a percentage for two years.

In the first experiment there was not a real plan to arrive at the market, we had just in mind this service and often we had decision in past, arriving to one solution instead of another just because.

Whit Finn instead, I spend many ours planning a flexible and structured plan to have a chance in reach the market. remember than for the product design theory there must be a flexible learning organization that continuously change and solve problem.

The plan that came after hours of reasoning behind is a complex system composed of multi parts that, hopefully, will allow us to move in the right way. I want to say something before entering in this discussion, I spend all the summer to build this plan but was not easy for me to write it down, the role of Finn here is crucial because with him I understand better my vision and we define bullet points that create a complex architecture.

This architecture is flexible, and you can change everything but put in this way able us to change and move remembering our goal and what makes everything move.

Let premise firstly that we want to create multiple brand that step by step will reach the market, but all is related to a minimum valuable product that is applied in different industries. We will define this better in the marketing part that will follow, but firstly let see what I planned.

At very first part of my reasoning, trying to start from what we were thinking was the center of this plan we put in the middle the creation of new product, that we will call P. P is now half-delineated but we still time at this point to build a prototype. Because firstly we need a delineated minimum valuable product, that we call MVP to vehicular through different industries lead us the possibility to have different product. But for built an MVP we need an investor. This because is expensive to fix some software in a new hardware. It's not easy to find raw materials adaptable, not easy to understand how communicate through peace's and so on. For this reason, create an MVP cost us money but mostly time, and as we remember timing, specially at first, mean lose or win in reaching market. to accelerate this process, I analyzed what will help us to arrive at investors. I realized that what is extremely important for investor is not just the idea, but the credibility that we have. Once I heard a sentence that from then is fixed in my mind "*investors invest in people, not in ideas*". This is transformed in something that I like to call credibility.

I discovered three parts of credibility: we have the credibility given from family, and we here are strong thanks to Gus's family that help us in the creation of an MVP, the credibility guarantor, given from a famous person or a person known as really expert of that sector and last the credibility experience. Moved in the direction of the credibility experience I tried to find something in some sector that help us to reach money and can get people to think in our way. I discovered one opportunity to reach that answer to a market question, the privacy problem, and also use as an experiment a part of our MVP to realize practically if our market research represents the truth. So, I discovered that part

of our credibility could be built as an experience, this experience must contain something of the central MVP to give coherence and this coherence represent a product that is faster than the total MVP and in harmony with what our Business what to communicate. From the investors to this harmonic view of a different product, that are in a biunivocal relationship, I decided to go for this new messaging service that use the blockchain, using part of our MVP, to get used to customers and in addition to this make some money.

Here money is the fuel of everything, the oil through which all this machine can work. The central role of all at the end of this design process is the money that is scope and process that allow us to continue to develop our MVP and create new P.

Once delineated the generic strategy I moved all my human resources to reach the best for the company.

Austin here will take care of the MVP because while the software part is almost done we have a lot of criticism to generate a perfect hardware to fix in it, while Bernard will focus on the creation of this new platform that will deliver messages with all securities granted from blockchain. This part is easy to build but we need people to work in it. So, we need money.

Another important advantage that this messaging service give to us is the possibility to divide it from the entire company and try to let this walk alone.

I transformed this last sentence in a question; is it possible for us make an ICO?

The ICO or initial coin offering is something very similar to the passage from a private to a public company thanks to an IPO that give money in exchange of something that in the IPO case are parts of companies or shares, in ICO case is a token, a cryptocurrency, our cryptocurrency.

Oversimplifying what we are doing we can say that we have an idea and something similar to what will be sold, we arrive in this telematic place showing our capabilities and our vision and if people bet on us they buy this cryptocurrency that will lead to some facilities in future. For example, you will buy our messages, or other services related to this or even change it in money. This is the real difference using this technology, at the blockchain can be linked a cryptocurrency that work as every market with a supply and demand. And if the demand increases it increase the supply also, increasing in the end the price. So, if everyone bet in our vision the price of our token will rise giving the possibility to become Reacher just sending messages.

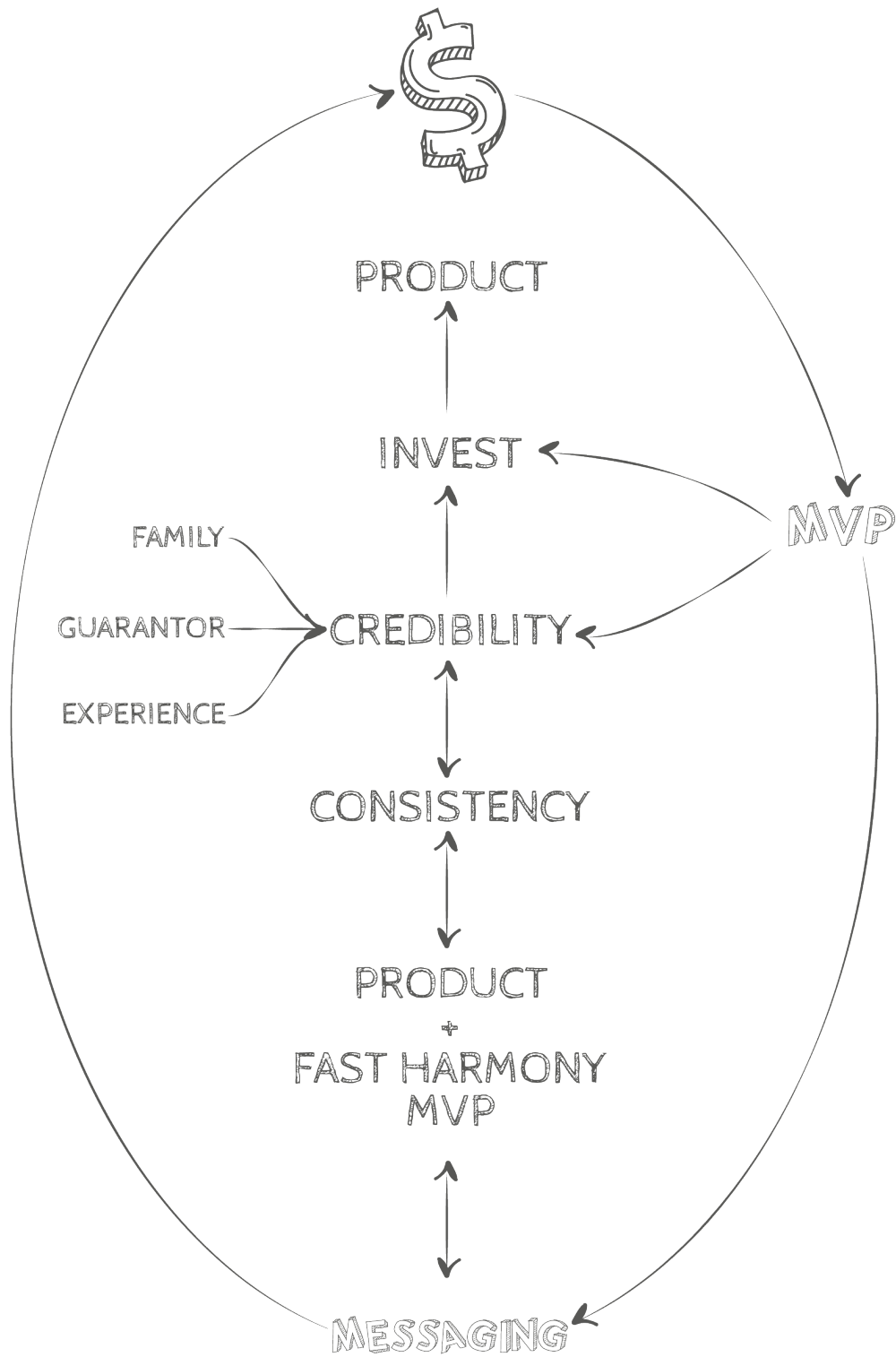


Fig. 3.6. "our personal Plan of Action" Source: Self-elaboration.

3.4. Decisions; our mistakes

Let's go back in time, the day we decided for going with Branding and the communication agency.

We saw many mistakes done:

I assigned badly our intellectual capital. this mean that we lose time because our roles were bad defined and so our possibilities were reduced, second time instead thinking more to the role's assessment helped us to move fast in investments.

I have chosen badly our opportunity. We lost months trying to deliver the wrong message, and when we find the firsts customers was not easy to deliver the right value for our services. The image we gave was that of guys who wanted to speed up the times and the result was something that only a couple of customer accepted.

But what is at the base of all this change and all this epiphany to be helped by the theory and do not go on blindly is price our service in a credible way. Many clients say "no" to us just because it was too high the price for them. Or better, they did not recognize the real value of what we were delivering to them just because is a really expensive service and as we seen the service is something not physical and not easy to measure.

So before giving up with the Artichoke's project I thought back to what my grandad used to say to me *"if you don't know how to do something don't be shy and ask"* and I asked to firm and enterprise in Italy, in the communication sector their strategy to price services and how can I do.

I had the pleasure to talk with people like Luigi Centenaro that is an expert in personal branding, Marco Testa that is president and CEO of Armando Testa, Michel Perini founder of Pixell.

First, I want to make one preliminary consideration, all of them started from other companies, and this is the first difference from us that we were all knew except Bernard. So is easy for people grown in one sector to became well known and secondly, they have a reputation.

The price that came from their activities is matter of costs like renting buildings and electricity but also the creativity of their employers, their experiences and positive feedbacks from clients. No one can survive in this world if is not known to anyone.

Above all, do not lower prices, in this field lower the prices make a suggestion in customers mind associating this cheap service to a bad service, but for charge an higher price you must be well known.

Here is delineated all the flaws in our plan. If the credibility is the most important thing to price a service and is based on past experiences how can we price a service if we don't have experiences collectively?

This is a not answering question and this is why we restarted again do not forgetting these answers but making everything in the right place.

We don't lose the time before because without having made these mistakes we would not have arrived at this point.

The branding will be an important part also for this second phase of the team but will be one instrument that we will use to arrive at the market, not one of our services; or at least not for now.

4. Use the past to build a future

This is our story so far. All the passages from the very beginning to the day before our ICO, actually a month before the ICO. While in the previous chapters I have analyzed the theory and the steps that have brought us up here now I will concentrate the next chapter on the present and on our future moves trying to adapt the various theories analyzed.

My hope, up to this point, is being helped once again because until now what I did being supported by theories has brought results, thing that had not happened just following my instinct.

The method that I will use to make this analysis of mine is to adapt the theories to the practice, and not the contrary, because even if I am convinced that only with the instinct you don't go anywhere, follow theory to the letter is equally a waste of time.

And this is what I want to prove, that in every theory that you have there is always a variable that is impossible to calculate and varies according to the attitude.

The analysis that I will do is on the theories of diffusion innovation and cross the chasm, compare our marketing strategy to the theory and next steps in this field, the application of our vision in design thinking and in the line startup methods.

Last consideration that will follow is to find out if among all the theories that I have analyzed and applied there is something similar, a common word, a common practice or a common concept to understand if there is a universality or a harmony that move the strategies to get to the success.

4.1. Our idea of Cross the chasm through diffusion of innovation

I linked these two theories, cross the chasm e diffusion innovation just because are consequential. If you recognize the five categories of innovator, early adopter, early majority, late majority and laggards, thanks to the scholars, you will be able to prepare different strategies respect to the different categories that we have.

To going in deep about this the main topic we have to recover is understand what market want, remember that an innovator in technological field could be a laggard in all other fields, so first we have to recognize the five categories adapted to our case.

Remember that we are doing this experiment in the blockchain field and our service can be distributed worldwide because will be something that you can have on your phone, so we don't care about geographical area for the distribution because our goal is here to be recognized all over the world.

Another important aspect that must be disclosure before the start is that there are few other firms are doing something similar to us, so we are pushing this also for curious people.

So, following this reasoning, after one first market analysis, we recognized these five categories:

Our innovator: our innovators have to be people that take the higher risk and are prepared to lose money just because want to be first to use something. They are the first source of innovation because they are curious in their field and they carry about it. Here we recognized in people that are informed in Blockchain our innovators. Many people every year spend a lot of money in ICO and we hope that part of them will help us in this way. from an analysis of the Ilsole24Ore only in 2017 people invested in ICO 1.7 billions of dollars while just in 2016 the very same business moved just 222 millions. This is an expanding field and finally in 2018 four Italian startups, from the site economyup.it, they collected more than 70 millions of dollars. The lucky part until now is the fact that although it still a niche the ICO field is in expansion and this year is arrived in Italy, so from our prospective this will help us to doing something. The strategy here to arrive at innovators is doing an ICO and to doing so we need to work in communication. Thanks to our mistakes we have some experience in this field and we reuse the concept of Branding to help ourselves to persuade and communicate our message and our vision. The branding here is proposed to solve many problems because just to think about on

how ICO works is just a web site on which people all around the world check your potentiality and they decide through your communication strategy if invest or not. For this reason, we made one video that in less than one minute explaining what we want to do and how, that there must be our website and it is useless to repeat the fact that if it does not appear well people will not follow you, last part of our communication strategy is the so called “white paper” that is an upgrade of the old Business plan. The white paper must be clear and detailed with a complete map, that we have done thanks to Finn and half of it I revealed in the third chapter talking about our product design. The plan that you have in mind is one of the very first part that investors see because represent also how much seriousness and programming there is in the team. With this strategy we will reach the first part of the plan; arrive to what we understand are our innovators.

Our Early adopter: remembering the theory we know that the early adopters are opinion leader, they have the need of change and are able to adopt the innovation. While innovators are almost easy to intrigue, here we face the very first problems and are represented also in the market research that we are done. They are willing to change but with less risk. The strategy that the theory tips is that we need a how.to.do manuals and information sheets to arrive to them. Our video and white paper are focused on this direction because our intention is to make easier the need to change in our direction. To arrive also we are talking with tech-journalists and tech-influencer to help people in recognize some terms that are not clear, from the difference between sensitive information and hot pictures, to the recognize of the false myth than the messaging end-to-end is not so safe but is new for the mass and in time will reveal many critical issues. This topic will be clear in our marketing strategy.

Our early majority: if we arrive to this category we are safe, we will reach half of the market. we know that they are followers of leaders so basically if we arrive to the early adopters’ half of the work is done. By the way this category adopts new ideas before the average. Remember that they are pragmatic and a classic strategy to arrive here is show successful stories of people that tried our new technology. Our story will help us here because our communication skill will permit to us to save many moneys. Snow-white and her competences will be remitted in this project and once the product will be ready all of our efforts will be converted in this field.

Our late majority: let me say that getting here would be the realization of a dream. Many firms nowadays, even if they are recognized by many, are not arrived at this point. This because of two reasons: first because it could be that the field in which they are working is a niche, so they have less market than the real one and secondly because tech field is a constant changing environment can be obsolete what you are doing in a couple of months or a year. Coming back to this category, they are skeptical to change and adopt innovation only if majority has used. They need to have economic necessity and pressure from peers to adopt a new technology. One classic strategy to arrive at this category is inform on how many other people use this technology and succeed. Our late majority is the mass market, I think of that like our family and friends. They are really skeptical about this, but the reason why could be just the fact that they don't really know the blockchain and they don't care. In this sense our strategy will be waive the term blockchain and push on the fact that the privacy is insured with our technology.

Our laggards: is funny to reasoning on laggard in tech sector, just because while they start to use our technology I suppose that we will be showing something new and perhaps that new innovators are trying other our products. They are very conservative, more than skeptical and we will arrive to our laggards with statistics and pressure from other groups. Our dream here will be a phrase like "I'm sorry but if you don't use this I cannot communicate with you".

The panorama that we are facing is similar to this one. Let me say that planning this can help use to understand how and where we will cross the chasm.

In our reasoning the chasm makes the difference from people who want newest things and people who want complete solutions and convenience. innovators, that are almost 2.5% of the market will help us, perhaps with this ICO, just with an investment so in the first phase of prototyping they don't want a product back or something in the immediate and this will be in our favor to concentrate efforts in the prototype's creation. Once we will able to give something that has minimum feature set, or if you want call in this way our minimum valuable product, we will face early adopters, that are the 13.5% of the market approximately. The strategies to arrive at these categories are explained before but here I want to repeat the velocity in which these two operations must be taken. Because if to arrive, not reach just to be recognized, from one category to another in years or in a very long-time frame you will not cross the chasm. Right, because here is the

chasm, from the early adopters to early majority. Must be something almost viral; but we will analyze this in the marketing sector. If and only if we will reach approximately the 15% of the market, we will be able to cross it and start with the advertising as huge companies do. I do not deny that as much as I have in mind all the steps to get here, this for us is still a point to fare even to think.

Going briefly ahead in our future, to the point we arrive in early majority we will divide our production sector because this is just the very first step of our revolution. All this strategy will be just a marketing plan to what we really want; the creation of many products for different industrial sector that will be enclosed, hopefully, in our project.

4.2. Our Marketing

Preparing an ICO or any other strategy to reach the market have at the base the Marketing.

As we said The American Marketing Association define marketing as “*the activity, set of institutions and process for creating, communicating and delivering the exchanging offerings that have value for customers, clients, partners and society*”. We defined it as the possibility to be understood from the market with our capabilities and our vision.

In this days we know what a preliminary market research had to us, people are willing to change if and only if there is something similar, with more privacy, faster and everyone must use it.

But we know in advance that we must focus on innovator in this field, don't worry we will going in deep later, so now the task is whit marketing make people understand that this problem can be solved easily. We are talking with magazines, journalists and expert in technological sector, influencer and so on. Our strategy here is first make people understand that the privacy problem can be solved, and we can solve it!

But this is just one part of marketing problem. Let me explain better this.

How many of you are familiar with the world “blockchain”? not too much and this is because many people aren't ready for it. Another challenge for us is make the blockchain easy to understand for the majority. We link the term blockchain to the term bit-coin, that is not true. The blockchain is at the base of the architecture that bit-coin use to live. But the blockchain is just a new world, and a new structure, in which everything is decentralized and authorized constantly to work, without this authorization nothing works. So, as you see the cryptocurrency is just a really small part of what a blockchain can do.

But how to communicate this to the population in an effective way?

Our plan here is use not the bad experience but the bad communication that media have done here.

From our survey one think over everything is clear, people don't know the term “sensitive data”. Almost everyone in the survey misunderstood the term “sensitive data” with something to hide.

Everyone said that for them the term sensitive data is something linked to hot photos, illegal things and everything that is private in this sense. From Wikipedia, and I chose Wikipedia not because this is the guru in everything but because many people every day

click on it to check everything, but no one asked to Wikipedia what the sensitive data are. So, from Wikipedia the sensitive data are personal data with *“information that can identify, directly or indirectly, a physic person and they can offer information about characteristics, habits and is lifestyle, personal relationship, healthcare, economic situation and so on”*.

You can see that with hot pictures, pornos and illegal stuff this has nothing to do whit. Only if people understand that personal data, images and data that allow a direct identification as identification numbers like ID card, IP address, sexual orientation but at the end everything that is personal as if you like something, if you want to do something, if you like one place instead of another, only if people will understand that are this the sensitive data that allow big enterprise to manipulate mass market and so take advantage to this not regulated competition, we will convince them to switch.

As you can see, nowadays is still not easy to communicate this.

So far, we are building our communication strategy, formed as we saw in an equation with firstly the vulgarization of blockchain term, secondly to an education at the term sensitive data but is not ended yet.

Last term that form our paradigm is our messaging service. This messaging service will be our trojan horse because will allow us to enter in the market shortly with the first customers experience passing on this ICO. So, preparing the ICO we incorporated the capabilities that we had in the first part of the experiment using to ourselves the Branding. Using again the theory's wisdom and having scholars that discovered the importance of marketing mix in the startup's creation we will now fix our steps done and what we want to do in this sector creating our personal 4P's of marketing.

Oversimplifying once again we will summarize the marketing mix as the mix of technical and instruments necessary to the achievement of objectives on marketing.

Assuming that in mind our goal is reach the market and let us know from the majority of the market here is our Product, Place, Promotion and price in our marketing Mix.

Our product: easy to understand that what we chosen as the first product is the messaging service. This is the result of a market's research and the derivation of our Minimum Valuable Product in the most fast and easy way. we decided on this because is easy to people understand the potentiality respect to other industries and because is strictly related to technology sector, respect to other our future products in which there still need to build

a hardware here we use a hardware that everyone has in his pocket; the smartphone. but this is just the start of a big plan that in few years, if everything works, will deliver many products in many industries.

Our price: here is the other big revolution. There is no need to explain or to make researches to understand that a free product is more accepted respect to an expensive product. The problem here is divided in two, from a side the people have to recognize the value of our product because in the customers mind free or cheap sometime means less value, but this will take us to the second part of the problem; with the blockchain is not just for free enter in the architecture, so have this product, but if you use it you can earn money. I explain myself, with the creation of a blockchain it is almost automatically created a cryptocurrency and more you use this messaging service, more tokens will be created, and these tokens will be converted in other cryptocurrencies or money. We are now at this point, try to make a strategy for make understandable this concept in an easy way.

Our place: do not confuse our product with a normal app for the smartphone. This is just one first step to be easy to recognize. Actually, the first place is the ICO because is like a big catalog in which all blockchain's firm show what they do to arrive at innovator.

Our promotions: I decided to understand this promotion in broad sense, this means that I concentrated also the advertising and communication strategy in here. Promotion in the strict sense will be done when we will know how to communicate effective the fact that is easy to earn money just using our messaging. By the way, widening the reasoning I will divide the promotions for some of the categories analyzed before to be more effective. In order to arrive our promotions, and so our strategy to arrive almost to everyone in market are made of:

Creation of a white paper, one video and a website that will help us to arrive at innovators. With the help of the Branding we will drive the attention of innovators to the idea behind the product. This phase is characterized on the duality formed by a high market research and our creative team that will work together to communicate the revolution behind our idea.

Creation of a communication strategy for the early adopters that will focus instead the product itself, so here will be our viral strategy. What we want to do, and we have three or four months by now to start with, to start with the communication of what the really

problems are, the acceptance of a real mean of the sensitive data term and so on with the help of influencers, magazines, tech-pages on social and so on.

Creation of communication strategy for early majority. In our vision here, we will spend a lot of money in advertising. Our decision is trying to collect many experiences of people experts in tech-sector and famous people that help us to diffuse what we are.

Creation after creation the idea is create a domino effect able to connect these different categories.

Now that we have seen how our marketing mix is delineate we will disclosure what we want to do with this, create a brand loyalty and brand identity. Our purpose in brand loyalty is passing on these steps to build trust with our clients. Brand loyalty in our case is the passage from our first product to the next one and so on. If we create trust with people will be easy for them accept the next level of technology, in a sense, everything we do with our first product will simply be a marketing campaign for what comes next.

In create a brand identity will be necessary build consistency. Any step or passage we will do is in function of that.

4.3. Our design thinking

In this paragraph we will concentrate the reasoning on the messaging service that we are developing. I found really one valid alternative on my instinct in the design thinking and in the five stages of it because in this model you can analyze your thought with bullet point that stress every time the concept.

Refreshing what we said before, the design thinking is a solution base approach to recognize and solve problems, is useful when the experiment is with complex problem often facing unknown field. When I understood that I realized that for us is huge help. Because I would like to remember that we are working in a field not well known and our competitors are huge organizations that work in research and development with money for continue without asking outside. So, again, planification is important to grow.

Useful with the design thinking is the brainstorming, or other activities that allow you to put together various parts of ideas from all team members. Before starting I want underline how much of this theory is founded in the research on the market. the first two parts but basically all the passages provide constant monitoring of what the market wants and how it reacts on upgrades. Perhaps is this the secret which combines this theory with discovering in unknown fields.

Ready to combine ourselves to this approach we repeat the classification:

Our empathize: from the theory in this phase the team understand empathically the problem to solve. This mean involves experts in that particular field to empathize motivation and experiences. This is helpful for the team because thanks to this they remove their opinion. In our case we asked to people that using messaging service, that in a way are the experts in our field, to tell us their experiences and what they do during their normal life. Actually, was easy for us finding experts because is true that what we want to do is something not easy to understand for everyone and perhaps unknown but the base, so the messaging service, is universally accepted. We asked, as you will probably know up to this point, many questions about their social life and we collected every single opinion without be positive or negative analyzing results but just analytic. An example of this the fact that during the survey people told us that they don't really care now about gaining money or the fact that Facebook take many sensitive data during this year, but they care about have more privacy, so safe to use, they want fast services

and the fact that the majority are willing to use it. With this data we will analyze the results in the very next step.

Our define: in the first step the team collect experiences and now with experts and the team analyze the results to do some considerations later. The considerations are based on the scan of observation with the creation of a scheme thanks to what the team define problems. The results will be described in a human-centered way. This mean that what came from this there not be intended like “our company can resolve that problem” but “this is the problem and we need to find a solution to resolve this problem”. What we have done in our experiment departs a little from this theory. Here the base is leave away your ideas and first listen the market, but our experiment was find an application to something that we already have. by the way if leave out this detail and we make the example that after our experts results we are now in front of the scan, try to find a scheme we can say that people need more privacy, comfortable in using it and they are now in a situation in which are using WhatsApp just because everyone use it but they want to change because is not the best but the “less worse”. In this uncertainty we need to find something to help them.

Our ideate: here the team generate ideas. After the recognition of problems, we need to find solution “outside the box” usually with brainstorming or other methodologies that mix together various ideas. In our experiment we actually started from here. We had a technology, we found a solution and we asked to the market if we were right. But, as the last step, we do not consider this detail and we imagine facing now the definition of problems summarized before we need to find something that will increase privacy firstly, then find features that help on use it in a comfortable way. There will be so many ideas but at the end one of this can be use something that today have the best privacy protocol, perhaps using something that is impossible to decrypt. This is the perfect description of blockchain. So, even if we started from another point one possible outcome is our messaging product that use blockchain to be impossible to decrypt.

Our prototype: the design team create a prototype, that is scalded down version respect what will be the real product. The purpose here is take just the core competence, the intrinsic value of if we want to call it; the minimum valuable product. Usually up to this point, after the prototype’s creation next step will be testing. If the testing has a positive outcome and restarting the trip at next prototype session the team will add something,

adding every time some feature until the point in which the prototype will represent the whole product. In our example the prototype version will be the MVP, just with the messaging service. On this, every time that we will test it we will add features like the possibility to send it photo, call, videos or little games that customers can use to spend time with friends on our service. This aspect on the creation changed a bit our idea but I have to admit that this sound me good. Tell you the truth, before this thesis my idea was presenting something that had many features on it but in this way, so one feature per time, first is cheaper and second you can understand where is the feature that people don't like it.

Our test: simply test what is emerged in prototype. Alpha testing, that is a test inside the team or beta testing that is a test outside the team will help us to find results and these results are used to redefine and restart once again. If the answers are good or are bad the cycle will restart adding something. I hope to reach this phase soon because it means that we are closer to our goal. Is easy to test and analyze results in our case because after the ICO people that will invest on us will be very happy to help us in testing.

Once again, I confirm the fact that this theory can help us to better understand the environment. I want to underline the fact that this is not a linear system and our example fix perfectly to what I am saying. We did not start to the empathize or to definition but directly from the ideation of a good. What we have done on this point is see that if we start from what the theory says or if we start on the ideation and then we came back to other phases the results still the same. The only tip here is to don't believe that your idea or your product is what the market wants.

By the way, if we want to broaden our reasoning I convinced that this particular model is perfect for our general plan that hopefully will bring to the market many goods and services for different industries. Because while the messaging sector is known we will facing less easy fields or sectorial. Now, take just an example to be understood, if we find an application in rent sector what we have done until now is not useless, but these data are the base for our reasoning, like this complete cycle for the messaging cycle is part of the emphasize phase of the rent sector and the rent sector once ended the cycle will be, with the messaging sector the base of the empathize phase of another sector and so on. I called this effect in design thinking: the matryoshka effect of design thinking and as is represented the cycle of the product A is in the first phase of the product B, then the entire

cycle of A and B is added for the creation of product C, this mean that the importance of this cycle is not just to understand how to do a new product but is take my empirical experience in support of my new projects.

4.4. Our lean startup

The same as before our initial reasoning on approaching the lean startup is with our messaging service and then we will analyze results. The lean startup has the first mantra in *“if you want penetrate the market don’t wait the perfect good but first find something similar that have just the core competences inside and try to understand if the market like it or not”*. This is the Minimum Valuable product, you heard a lot this definition in my thesis just because it is really a revolution for myself and my team. Remember that MVP has no adding features or gadget inside and is extremely helpful for innovators and early adopters because they understand the potentiality of what we are doing, in addition to this is helpful for startups too because is cheaper than do something in large scale and with many features of it.

This theory is not even started yet, and I must already say that it was a great help. We lose months thinking in which industry start our trip just because we have this MVP ready but the problem was to put it in a hardware and suddenly, after my meeting with this theory I understood that was a waste of time. This is perhaps the most helpful part that I found in this thesis. The scholar here say that people don’t care about how much is perfect or how beautiful it appears, but they want something, and here I realized that soon you deliver something soon you will have some answers. So, in a minute I rebuild our behavior in a sense that first we need to find something fast and easy to be discovered to innovators and early adopter.

This is one of those discoveries that once made the typical phrase is *“but this is not so difficult to understand that take just the essence of this good is easy and cheaper to deliver and take sometimes the same results as one complex good”* but trust me, this is not the truth. In fact, was not easy to meet everyone in my team and make them understand this concept. Also, with Finn that is as you remember our external collaborator I past many our reasoning if this was the right move to go on.

Ries, that is the founder of this theory say that use this theory is like spend ten thousand hours in building a perfect product and now I decided to trust him and what is follow is our revisiting about this model, starting from the feedback loop and passing with the pivot or persevere.

The feedback loop is based on the MVP creation and how it is shown in the market and is divided in:

Our build: the same as before, without repeat myself and or the theory again there is the choice to go in market with MVP. Another advantage to go in this sense is because reduce risks, and this for the people that are not in economic field is really hard to understand. last page I described how difficult was for me to be understood by my colleagues because their most important doubt here was what will be our reputation if we fail to give one product not perfect to the market. what they did not realize is the fact that in startups field the best person to invest in is the one who failed, better if he failed many times and always in different ways. This is answering to the doubt of my colleagues and can help me to explain why you are reducing risks. Because if you fail in this phase is just a value added to you so as you see if you win in this phase you earn money and experiences, if you fail you receive experience, so it's all earned.

Our measure: measuring results we face a double advantage: first we don't lose money if something goes wrong and secondly to be recognized by people that accepted it. This is another aspect that the first time I realize it has been another big motivation to push in this direction. When you are in an unknown field for everyone, as the blockchain for example, there is another huge difficulty: find the right people to go on with. There are very few people all over the world, so not just in Italy, that are experts in blockchain. Can you imagine the difficulty for me in managing our human resources if you have just one person that can do all the work in the blockchain? Trust me, it's hard to find a solution. Thanks to this model I realized that if we make an ICO, that in this case is the market in which we will do our measurement and plus be recognized by people that aren't just innovators or early adopters in our field but can be our collaborators in future. So, in our analysis the measurement is the measurement of results, and here we can understand if we are in a good or bad situation, the measurement on feedback on sales, but mostly there will be the measurement of possible future collaborators helping us to resolve one huge problem that we have now.

Our Learn: let me start this phase saying that is the most complicate part. In a startup, for definition, you are working with something that is new and so the difficult in measure and learn is because you don't have comparable or what you are comparing is not the right measurement. In our case, for example, the difficulty for example could be in the adoption of our technology. But is this for the presence of blockchain or for the lack or too much speed on receiving messages or because people don't like the layout or other

things? You can understand that an established company instead have a base of data collected during years that can help to delete many unnecessary variables discovering easily the real matter.

Technically in this phase, once collected results of feedbacks the team understand problems and can decide to restart verifying if the problems are resolved or if there are other variables. As we said is not easy to resolve this phase for startup so, what is the solution for us?

In the moment that you have the results of the first feedback loop do not hesitate and try again and again remembering the mantra “fast you can go in this loop fast you will win”. Once again, this is not a perfect rule but is a big help for us and try again to realize in the faster way’s possible.

We will try with the identification of problems and hoping that are the problems that the customers really want to be fixed but if after some loops nothing is changed we will arrive to the next and last steps of this theory and on my thesis. The pivot or reserve.

Remember what is emerged before because once again we must choose the right numbers to analyze because if we focus on something that at the end was the wrong problem you lose time.

Jump in the future, after many times in which you have done the feedback loop you will have some numbers. Analyzing these numbers, the team will have two possibilities:

Our persevere: if the feedback loops in time give at the team the right numbers or positive data the decision here is to go with this asset and persevere with it. Even just thinking about the fact that our experiment one day can arrive up to this point I can just smiling and cross my fingers because we are perhaps far away now. But this is my task here, so my personal hope is that passing through this ICO can be a shortcut to arrive to the decision of persevere also because thanks to the ICO we will reach a huge part of the market and so we will have much more numbers and data to analyze.

Our pivot: this is the phase when the results do not support our ideas and here the decision is to put all the considerations on a balance and understand if continue or restart. Personally, and this is one Italian big problem historically, is difficult to understand that we made something wrong. Our pride makes us blind but lose time here could be lose time in the worst way possible. I take this part of the theory as a warning and a suggestion to watch in the darkest hour. In our experiment, and I really hope that this will not happen,

let suppose if after many feedbacks loops the results will not prove that this product is the one to persevere. We will trust the empirical evidences and do not care about what we are losing but this will be not easy to be communicate with the other members of the team because, and I started with this consideration my thesis, from the very start of the first part on this experiment there were problems in “translate” from commercial part to the technical part. So I imagine that facing this problem this will be one critical point to cross and restart again.

5. Conclusions

I would like to start my conclusions asserting that this is not the end for what I created but is the start for my new adventure. Don't forget that this is not just an experiment in which I reorganized what the scholars said but is a deep question that came in my mind after years of failure in many attempts to build something mine; how can I become an entrepreneur?

This is the question that driven me to choose this topic, for me is an interest that is more than academic because once again I would like to think about myself as an entrepreneur in a couple of years and this time I decided to trust theories and scholars in my route.

I have spared you the story of my life which is full of failure and, in my ignorance, I always thought that money was the only way to really try something. What I discovered, thanks to my studies at university, that this is not true. Many factors act simultaneously, and money sometime are just a consequence of how you try.

The method I used is very simple to understand because I decided to insert some methods and models in my experience, let me underline what point of view I chosen because this change everything. This thesis is not based on my experiences adapted on theories, but I decided to adapt theories on my experiences, could be implemented as the same thing but are diametrically opposed. *“Never theorize before you have data. Invariably you end up twisting facts to suit theories instead of theories to suit facts”* this phrase by Sir. Arthur Conan Doyle that came from his books of Sherlock Holmes explain what I'm saying clearly.

So, what you read is the story of my last year of work and how it all changed once I realized the importance of some tips by the theory. What I discovered is that the theory and models that we are studying during this years are an incredible help to build something, but there are some “but's”.

“But” number one: what you read in theories it is not a matter of time. I found in very old theories something really intriguing even if they have been written fifty or sixty years ago and I discarded new models just because are a copy and paste of thoughts of others. I admit that I started with prejudice theories like “diffusion of innovation” just because it was talking about innovation in sixty's, but at the end thanks to this very theory I modeled our marketing campaign in the right direction. Remember that at the very start I had difficulties analyzing the survey for example, just because the data had been read in the

wrong way. Once I discovered that our attention had to dwell on innovators and not on the majority changed everything. And this tip has sixty years.

“But” number two: what you read, in life or in university, is not always true or universal. Like the last point when I discovered that we were reading the data in a wrong way, also the theories are sometime in a contest and to be applied in my case I had to adapt them. In our example, talking about innovation and new fields as the blockchain could be, the 4P’s of marketing and the marketing mix has to be adapted. Place and promotion in my case are not as they are usually for established field as one normal product or service.

“But” number three: the economy as a science is the most complex science sometime because we assuming as first dogma that people are rational, but this is not the truth. What we discover in our survey for example is the fact that people usually don’t care about sensitive data, but they care about their privacy, that is funny to think about because are mostly the same thing. Other peculiarity is what people really care is about everyone will use something, if other will use it I will use it, this is what emerge. Not every theory talks about the irrationality of people, but this is the real matter for the market.

If these where the complications that made difficult adapt theories on my experience, we will see shortly what I discovered as really helpful in my program. I want to underline that what follow is not related just to one theory, but these are “secret” that every theory has, so there is not the thought of a single scholar but is common to everyone that is in the state of the art of economy. To facilitate the assimilation of this discover I will divide it in “hints” to build a better future:

Hint number one: do not look just to pure economic theories. This because economy as science is linked strictly with many other sciences that if used in a right way will help you to understand your reality with different point of views. Mathematical science will help you measuring data as well as social sciences will help you to create the right team with the right skill and cross over problems. Social science helped me a lot because if you remember at the start the very difficult part was associate every person to a specific sector. People have different interests and different competences, as an entrepreneur the ability is to find the right competence that will help you to resolve problems discovered after the data analyzation. As you can see this is one of the most “economic” sentences but the competences to put in practice this phrase are far away from the term economic.

Hint number two: when you are undecided, check what customer want. Do not care if you are reading the lean startup, technological venture or design thinking theory, if you are in the sixty's or in a remote future, one way to win the market is understand what market want. So, do not be overconfident and trust yourself, and my team made this mistake so is really personal experience, but constantly ask to clients. This is true in every stage and in every age because are really few people that put suddenly something in the market and works the very first time.

Hint number three: do not waste your time to build something perfect for you but make sure to do one thing and well done. This is very clear in the lean startup, in fact I will use here the term MVP but basically every theory has it, just they don't know. Make faster something that has just the core competence and launch it give to you the possibility to save money, because is less expensive to build, and have many feedbacks that if analyzed and implemented will give you easy a better version of your product. This is strictly related to the tip number two because once you understand what the market want is easy to upgrade the good and re launch again and again, every time adding something until you will have a perfect product to deliver.

Hint number four: plan. Everything. But plan doesn't mean build a rigid structure in which is all prepared because the market irrationality and the irrationality of your team will struggle with your plan but plan every single possibility to build a flexible structure, the more flexible possible, because once you will have changes internal or external you will have the possibility to adjust the route and arrive at the destination. This is the most important part for me, specially at the start when you know just few possibilities about what can change and what can go wrong. Fail is not a defeat but is experience for your next plan.

Hint number five: is never too late to look at the theories. And is never too late to change. As I said last tip fail can change your plan and sometime is necessary to came back to the start and reorganize everything. At the very end restart helped me to understand something more and start this thesis. After months or years of work the possibility to come back can make you smile but do not pass away this possibility so easily. The day I understood this was very difficult to me to accept and for my team too. But at the end this failure makes me prudent and I start to understand the theory.

Let me do the last clarification, I did not take the theory and molded it over my moves, but I took them as a wise man that had similar problems to mine before me and he is arrived at one destination before me. Can change destinations, can be differences in problems but at the very end the economy sector is one of the oldest sectors in history.

Now that we are near to the end of this conclusion and in mine route in this university I hope that this thesis will be helpful for people that like me want to be an entrepreneur, these are mine experiences and what I said is not universal for sure, but universal are the questions that entrepreneurs have every day from the start of this science and thanks to these studies I discovered something more.

Talking about the future here we will arrive shortly in the next phase, find the necessary funds to put our vision in practice. As I said during these pages we will do the Initial Coin Offering, or ICO because we operate in the blockchain sector. The dream is write the real conclusion of all this in a couple of years and see if our vision will be realized.

We will be ready soon but in the main while do not forget to find the Leonardo's project on socials and on our website. www.leonardogroup.cloud

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Abstract

I tried many times to create something, a product or a service but not even once something is changed. I already tried to create a startup and it did not go. I enrolled at the University but until this year I missed something. Those who know me know that I am stubborn and up to now I have always had the presumption to study things thinking that they were from another era, far away from me. With this thesis my scope is understand if theories that changed the economic history are now outdated and useless or they can be a help that gives you a hand when you cannot do it alone. I would like to prove if a normal person, as I could be, who until now has always tried unsuccessfully to become an entrepreneur can find in old theories a valid help to make it. In the course of this thesis I will avail myself of so many theories no matter if are old or new but understanding if they are useful. the oldest theory is the Marketing Mix by Jerome McCarthy that in the 1960 changed the way to think about Marketing and we will see if what he has theorized still useful for startups and new ventures. Analyzing then the way in which customers are represented we will discover the Diffusion of Innovation by Rogers in the 1962 and his division of the market in categories. We will see also the organization of the firm made firstly by Rowe and then by many other authors called Design Thinking in 1987. Completing the pull of theories that I will analyze we will talk about Moore and his Crossing the Chasm in 1991 that is an upgrade of the Diffusion of Innovation theory ending with the Technological Venture by Byers, Dorf and Nelson made in 2005 that for me is the base of this thesis for the variety of topics touched in this book. Ending with the Lean Startup by Ries in the 2011 describing the last way in which a firm can be organized. To find out if the economic literature can be seen as obsolete or as an old wise man who can give you and advice, I embarked on an entrepreneurial journey six months ago. Starting from the question “how can I become an entrepreneur?” this time I will not be blind by my considerations and thoughts and I will be helped, both when I am convinced of my plan and when I am undecided, from all the theories I have mentioned before. So, this is not just a theoretical experiment in which I will cut and copy theories on what hypothetically could be, but it is a real experiment. It is a long way that in six months made something and we are approaching now to the next phase, fundraising.

FIRST CHAPTER

There are, for modern economists, four steps for starting a business:

First, we have to acquire the necessary skills independently if there is a founding team or a single individual. Second the individual or the team analyze which opportunities matches better with the skills, in other words we find solution matching opportunities. Third they acquire physical and financial resources, by investors and partners, used to launch the business. Fourth they make a contract with their partners and investors to drive the business, sharing ownership and every wealth possibilities.

We have seen that a primordial model is this economy, in which entrepreneurs are agent of progress and benefice of outputs and undesired wasted outputs and in which they use some capital, that can be financial or, as we can see soon, intellectual. Summarizing we can say that the intellectual capital is the sum of the *human capital*, as we seen till now there are the skills, capabilities and knowledge owned. Adding at this there is the *organizational capital*, like patents, technologies methods, processes, networks. Last but not least there is the *social capital*, in this group there are all the relationships with partners, customers or suppliers.

After having acquired, next step is the question: which is our destination? Our goal? Our port? This mean, how can an entrepreneur identify and select a valuable opportunity?

Summarizing we can say that the opportunity pool, that is the size of opportunity draws opportunity seekers to attempt to exploit it, is capitalized from entrepreneurs in order to create innovations that lead to new products that solve significant problems.

Planification create a discipline, finding the right flexibility balancing all factor influencing organizations. The design process is the organization in which manage people that work in that company, added to concepts and information utilized for the development of this innovation. The design of a product provides every detail and embodies the idea from the concept to the new product.

If the product design is the envelope the creativity is the inside and many scholars tried to define it, but as usual the simplest definition is the best way as start to analyze it. Following Brown in “change by design” (2009) “*The creativity as the ability to use imagination to develop new ideas, things or new solutions*. A creative person looks what you have, the solutions used until now, existing products and the entire stablished world thinking in a different prospective to change it.

Let’s look now at the environment that you have outside the firm and look for a moment at customers and how the innovation in adopted or not. The DOI theory, that is simply

the diffusion of innovation theory is attributed to E.M. Rogers in 1962 . Rogers said that diffusion is the process by which “*innovation is communicated on participants*”. He proposes that there are four elements that influence the spread of new ideas: the *innovation itself, communication channels, time, social system*. Always following the Rogers theory done in 1962, the five categories are:

Innovators: or people who want to be the first to try the innovation. They are interested in new ideas on that particular sector.

Early adopters: are people who represent opinion leaders. Usually are visionaries and a classic strategy to appeal to this population include how-to manuals and information sheets on implementation.

Early Majority: they adopt new ideas before average. This is the pragmatic group and a classic strategy to convince them is show success stories and how better is the life with this innovation.

Late majority: people skeptical to change, they will adopt innovation only after it has been tried by majority. A strategy to arrive here is the information on how many other people tried with success.

Laggards: or people very conservative, bound by tradition. The strategy here could be to use statistics, fear appeal and pressure from other adopter groups. From this Theory Moore developed the “cross the chasm”, he argues that naturally there is a chasm between early adopters, that are independent, motivated by opportunities they quickly appreciate the nature of benefits from what is new and early majority that are analytical, conformist, and demand proven results for what is new. Cross the chasm is really close to technology adoption lifecycle where, as we said before, are recognized five segments; innovators, early adopters, early majority, late majority and laggards. Here is the difference from the pasts theories, Moore suggest focusing on one group of customers at time, using each group as base marketing to the next group. And here we find the most difficult step; making transition between visionaries and pragmatists. Here we find the chasm!

SECOND CHAPTER

4Ps create the usual structure of the marketing mix are:

Price: refers to the value that is given at that product. Depends on costs of production, the orientation segment, the supply-demand and many other indirect factors.

Product: referring to the item sold, we will analyze that differ from services also about costs, this because is easier calculate costs with physical factor.

Place: is referring to the point of sale, is always a matter of “catching the eye of consumer” and doing so even the place on a shell is important for arrive at customer, nevertheless the mantra for successful retail businesses is “location, location, location”.

Promotion: as the last P, refer to all the activities done to make possible the recognition about the product by customers. Than we will shift on the two main theories of my reasoning. The first is the design thinking.

In essence, the Design Thinking process is iterative, flexible and focused on collaboration between designers and users, with an emphasis on bringing ideas to life based on how real users think, feel and behave. Formalized that, the five stages of design thinking are: Emphasize: Is the first stage of the process and it try to understand empathically the problem that you try to solve. This empathic understanding involves consultancy with experts to discover more in the area you want analyze, engaging and empathizing the motivations and experiences of people involved in, as well as immersing yourself in the physical environment for have a personal opinion of the issue. Empathy allow design scholars to remove their own opinions about that field.

Define (the problem): In defining, starting this process you analyze all information's collected in the Emphasize stage. Scanning what you have observed with the creation of schemes based on that in which you define the core problems that are identified until now. For designers the define stage is really important because at this point they have the possibility to understand all information's collected and build features and functions ad hoc and every other element that allow them to solve problems or allow users to resolve issues independently without difficulties.

Ideate: Approaching the third stage, designers are ready to generate ideas. With the empathies stage you discover user needs and in the define stage you simplified and schematized your observation in a human-centered problem statement.

Prototype: Design team will now create some scaled down versions of the product cheaper than the real one and with specific features found with the product, so they can understand which problems will face and if solutions generate in the previous stage are enough to solve it. Prototypes may be shared and tested with the team and other

departments, usually called alpha-test or there is the possibility to test it outside the design team in small groups called beta-test.

Test: The team or the evaluators, that's depend on how the company is formed, test the complete product using what is emerged in prototyping phase.

Those passages form the five steps of design thinking but in reality, there are some differences, underline the fact that is defined as a line only on papers, one stage seemingly leads to the next with a logical conclusion at user testing. As we said now, in practice, this process is carried out in a more flexible and non-linear fashion.

After the consideration that we have done we pass on Eric Ries.

Eric Ries with the creation of "the Lean Startup" written in 2011. The suggestion that I found studying this model is; if a venture or a new startup is thinking about penetrate a market with a new product, don't wait for the perfect product, to be clear a product that arrive at the market and suddenly change everything. Instead the first step is creating a Minimum Viable Product, or MVP, that is the core of what we want to present.

So, with the creation of this Minimum Viable Product the startup is able to give this base to the early adopters, that as we said before are people open to the change, leader in the acquisition of a new technology and mostly are people that want to try your product and they willing to give you feedback on it. Not to be overlooked the fact that the early adopters are willing to pay this MVP, movement that allow you also to understand how much customers would pay for it in future and also this make possible the fact that people actually use the product even before launching it in the market.

Ries says that use this ploy is the equivalent to spend ten thousand hours in a project that thanks to feedback could be also useless. Ries suggest is focus on the bear minimum, the best result is the twenty percent of features that the eighty percent of customers will use. In his studies he found that too many people assume that what they are doing is what the market wants but this is one of the highest mistakes that a business can do. The scholar here came with something that is called "feedback loop" or the "build-measure-learn feedback loop".

Creating this model, the startup has to do three easy steps that will allow to have a clear vision of what market want and what you offer:

Build: For a new venture building something in large scale could be really complicate, instead is easier create some prototype or a product that have the MVP inside.

Measure: In deep, the importance of this phase is the fact that ready or not for this product, the startup can collect data regarding it, feedback that can be used to improve and change in the way that the market wants.

Learn: Last step of this loop and extremely important for startups that are, for definition, new in this sector. From feedback a new business could understand first at what point they are, then if customers like what they offer and mostly what they don't like or consider useless. The learning process is the most complicate because learning is not simple sometime, especially if what you are offering is new. The Ries mantra about this is "faster you can go through this cycle, faster your product will win".

Last step that Ries suggest after the repetition of this cycle for several time is to make a decision; Pivot or Persevere.

If your MVP is working and results as positive feedback or feedback that give you the perception that you are in the right way to reach your goal continue persevering. If the results about the cycle is not satisfying the move is pivot, that mean chose a fixed point supporting something that balance thing on which something else depend.

THIRD CHAPTER

Following what I discovered during the last chapters I will start with the description of my "firm". In this sense I would say that Byers, Dorf and Nelson for me, with their technology ventures, are represented a fixed point building my team. Given the fact that our financial position at the start was really poor, I analyzed in deep the other two.

The first team mate is Bernard, is a fantasy name respecting the privacy of my colleagues, was almost thirty years hold, a lot of experience as graphic for many international companies, but he also created in the 2010 for three years a bit-coin farm. Bernard help many investors to invest in bit-coin.

The second team mate in order of entry is Austin. Austin's background is in an artistic way similar to the Bernard background but with a different development. Many years like sound engineer and two years ago Austin returned to University to become a communication engineer.

Third person in the team was Snow-white. She completed my vision for the creative company because during years Snow-white acquired many skills in cinemas sector, becoming a young and brilliant Location Manager for many national and international

important films. Acquired Snow-white in team my idea was using her name to arrive to cinema's machinery and actors.

Last team member at the start was me, I always thought of myself with a high entrepreneurial potentiality with many years in sales field and with two degrees in innovation.

We were all pushed from a higher desire to say something in this world, it was not just a matter of arriving at the end of the month with a bigger salary, it was a desire to be understood.

Later on, Snow-white will leave the project and a new member, last of the founders, will arrive. He is Gus, the last descendant of an important family of entrepreneurs in the south of Italy, with skills in marketing and investments Gus will be the person through which we will arrive to our first investment. But is early to talk about this.

Take a step back and comparing literature to our experiment, don't forget that in the first phase we were with Snow-white and without Gus, our intellectual capital was ambiguous. Yes, because we were both in a technologies and artistic point of view capable to doing something. And here my first mistake.

I didn't analyze the Byers, Dorf and Nelson paradigm for the creation of the team in their "technological venture" (2005). Refreshing our memories on that subject they have understand that the intellectual capital of a company is composed by $IC=HC+OC+SC$ where Human capital (HC) is composed by the skills, capabilities, and knowledge of a firm's people, the Organizational capital (OC) is intended as the patents, technologies (hardware, software), processes, databases, methods, management methods and networks and Social capital (SC) means the quality of the relationship with customers, suppliers and partner. I didn't realize our real intellectual capital and I chose the what I thought was the easiest path to success. A communication agency, with a portfolio of website, videos and all the branding strategies.

In this way our human capital was in the communication, Bernard as graphic cured the graphic motion part with website creation, Austin helped him in website with the cure of the video's sound, Snow-white used her contacts with machinery and actors for videos and I was looking for clients taking care of marketing strategies. All together helping each other in the branding creation for firms. Here was our Spearhead. We thought to bring this American concept; the branding. Consists in taking care of the image of a company

in every facet, we thought of importing this new service, making it clear how important it was for a company to have a coordinated image.

We had all the organizational capital to doing so, thanks to software's and the know-how of Bernard and the machinery of Snow-white and the social capital that I was managing we arrived at our firsts clients. But didn't work. And in the next chapters I will disclosure why.

Our second organization instead, in which Gus took the Snow-white's spot, we had a situation in which our human capital was completely changed. Our experience in creativity and arts fallen but we had a high rising in investment field and in management and this time, organizing all my team, I would not have made the same mistakes again.

So, I made one first step, have a brainstorming together. The difference here was listen very closely not just the experience of my team mates but their attitudes, what they want to do. Bernard surprised me. Surprised me at all.

Bernard, that is a graphic but with a spasmodic passion for new technologies in blockchain sector, called me with a revolutionary idea in this field and there is started my argument in which I build my thesis.

For the very first time I decided to carry out the link between the theory and my experience.

I was in the university's bar alone after the Bernard's call and I did not feel able to continue alone with my legs. What I have to do? Was the only question that was turning around my mind, aware that the first experiment was a failure and mostly I did not know nothing about blockchain. So, I opened my entrepreneurial book.

We decide to build a new product in blockchain sector.

Bernard had the necessary experience to build something in blockchain, Austin here fixed perfectly because the lack of Bernard's knowledge in hardware filled with the Austin's matter of studies. So far, I discovered our real intellectual capital, Austin and Bernard are the perfect mix of software and hardware knowledge and, in addition to this, they were old time friends.

Gus, another friend as well as a person with a great experience in firms thanks to the years in his family's firm, helped me in the creation of this puzzle that was forming. It should not be forgotten that Gus has many connections to find the necessary funds to start.

This is the second situation, this is the intellectual capital that can do something revolutionary and my job here is to direct everyone in the direction that, for what you will see later on in chapters, we hope will bring to us an opportunity to change the market. We called this second part of the experiment; Leonardo.

Our second mistake was in the opportunities. After the team creation, we are now explaining the first part of my adventure so with Snow-white inside de group and without Gus in the Artichoke experiment.

In one of the first brainstorming, before having adapted the theories to my case, we forgot one critical step. As we said in the past chapter the first question you have to answer in order to define the right opportunity is ask which our goal is, or if you prefer our destination. We arrived too easily to one answer just because was one opportunity. And unfortunately for this answer we have lost months of work while the second time we used the theories like follow:

Interests and capabilities. Now is clear for me, not just the experience. Interests. Now I know that with this new team one interest only emerged; use our capabilities to follow our interests. Driving the discussion in this sense we selected the blockchain sector to use the capabilities of Austin and Bernard to build a new product in blockchain, with Gus helping us to find money and me as the one completing this puzzle.

Identification. The identification of something completely new, with no competitors worldwide and with a lot of question marks is the worst situation that a team can face at the very start of an adventure. I bet, there is not investor in the world who would have spent a cent in something like that. So, while the others member of the team in this phase where engaged to the creation of a very first prototype, I was in charge to find a solution for question marks. I realized that the problem here was the remoteness between what we propose and what the current market's want. we changed many industrial sectors until arrive at the one that is common used to the majority and above all, the industrial sector that would make us closer to the needs of the market, finding a new solution to an old problem that in this year emerged; the privacy gate.

Evaluation. Here is just an experimental survey to know if what we propose fix a problem that a market has. We collected 188 answers, without using a target market with various market segments, many generation confronted, from people born eighteen years ago to people born ninety years ago. No distinction among students and workers or in genders.

Summarizing the survey, we can say that people use a lot WhatsApp, but this is not the end. There are still Possibilities for new ventures but only if it follows the milestones of old services as the commodity, fastness and the fact that is utilized from people around you. It was predictable that the majority of people don't want to change and perhaps are not ready to switch over but there is more than 30% of people that want this and, as we will see soon, there are the numbers to try it.

Act or look elsewhere. As a matter of fact this is not our first idea to applicate our new technology to something in this world, and for many months we asked ourselves what the right product will be to prove first. We passed through many ideas and at the end we opted for the less expensive and more universal use one. But this is not the end. I spend the summer thinking and trying different scenarios, using theories trying to copy established firms that in time launched many disruptive technologies.

The creativity, in one field or another, is present from the beginning. Remember that, as we studied, creative ideas lead to new invention and this new invention follow to innovation. This is not always true, as we said the very last page it crucial that people or customers want this new innovation. Do not forget that to be called innovation something must be new and there must be a market for it.

So, we had creativity in both of teams, we had brilliant people working on it in both of cases, why we fail the first time? There was market for branding also, there were possibilities also there. But nowadays we have some investments and before don't. Another possible solution for answering this could be the product design that we applied. The product design we know that is the design process in which creative ideas turned in new product.

In the first experiment there was not a real plan to arrive at the market, we had just in mind this service and often we had decision in past, arriving to one solution instead of another just because.

In the second phase I spend many ours planning a flexible and structured plan to have a chance in reach the market. remember than for the product design theory there must be a flexible learning organization that continuously change and solve problem. This architecture is flexible, and you can change everything but put in this way able us to change and move remembering our goal and what makes everything move.

Let's go back in time, the day we decided for going with Branding and the communication agency.

We saw many mistakes done:

I assigned badly our intellectual capital. I have chosen badly our opportunity. But what is at the base of all this change and all this epiphany to be helped by the theory and do not go on blindly is price our service in a credible way. Many clients say "no" to us just because it was too high the price for them. Or better, they did not recognize the real value of what we were delivering to them just because is a really expensive service and as we seen the service is something not physical and not easy to measure.

FOURTH CHAPTER

This is our story so far. All the passages from the very beginning to the day before our ICO, actually a month before the ICO My hope, up to this point, is being helped once again because until now what I did being supported by theories has brought results, thing that had not happened just following my instinct.

The method that I will use to make this analysis of mine is to adapt the theories to the practice, and not the contrary, because even if I am convinced that only with the instinct you don't go anywhere, follow theory to the letter is equally a waste of time.

I linked Diffusion of Innovation and Cross the Chasm. To going in deep about this the main topic we have to recover is understand what market want, remember that an innovator in technological field could be a laggard in all other fields, so first we have to recognize the five categories adapted to our case.

So, following this reasoning, after one first market analysis, we recognized these five categories:

Our innovator: They are the first source of innovation because they are curious in their field and they carry about it. Here we recognized in people that are informed in Blockchain our innovators. Many people every year spend a lot of money in ICO and we hope that part of them will help us in this way. The strategy here to arrive at innovators is doing an ICO and to doing so we need to work in communication. We made one video that in less than one minute explaining what we want to do and how, that there must be our website and it is useless to repeat the fact that if it does not appear well people will not follow you, last part of our communication strategy is the so called "white paper" that is an upgrade of the old Business plan.

Our Early adopter: They are willing to change but with less risk. The strategy that the theory tips is that we need a how.to.do manuals and information sheets to arrive to them. Our video and white paper are focused on this direction because our intention is to make easier the need to change in our direction.

Our early majority: Our story will help us here because our communication skill will permit to us to save many money. Snow-white and her competences will be remitted in this project and once the product will be ready all of our efforts will be converted in this field.

Our late majority: let me say that getting here would be the realization of a dream. Many firms nowadays, One classic strategy to arrive at this category is inform on how many other people use this technology and succeed. They are really skeptical about this, but the reason why could be just the fact that they don't really know the blockchain and they don't care. In this sense our strategy will be waive the term blockchain and push on the fact that the privacy is insured with our technology.

Our laggards: Our dream here will be a phrase like "I'm sorry but if you don't use Leonardp I cannot communicate with you".

The panorama that we are facing is similar to this one. Let me say that planning this can help use to understand how and where we will cross the chasm.

Preparing an ICO or any other strategy to reach the market have at the base the Marketing. In this days we know what a preliminary market research had to us, people are willing to change if and only if there is something similar, with more privacy, faster and everyone must use it.

But we know in advance that we must focus on innovator in this field, so now the task is whit marketing make people understand that this problem can be solved easily. We are talking with magazines, journalists and expert in technological sector, influencer and so on. Our strategy here is first make people understand that the privacy problem can be solved, and we can solve it!

So far, we are building our communication strategy, formed as we saw in an equation with firstly the vulgarization of blockchain term, secondly to an education at the term sensitive data but is not ended yet. Last term that form our paradigm is our messaging service. Using again the theory's wisdom and having scholars that discovered the

importance of marketing mix in the startup's creation we will now fix our steps done and what we want to do in this sector creating our personal 4P's of marketing:

Our product: we chosen as the first product is the messaging service. This is the result of a market's research and the derivation of our Minimum Valuable Product in the most fast and easy way.

Our price: here is the other big revolution. There is no need to explain or to make researches to understand that a free product is more accepted respect to an expensive product. The problem here is divided in two, from a side the people have to recognize the value of our product because in the customers mind free or cheap sometime means less value, but this will take us to the second part of the problem; with the blockchain is not just for free enter in the architecture, so have this product, but if you use it you can earn money.

Our place: do not confuse our product with a normal app for the smartphone. This is just one first step to be easy to recognize. Actually, the first place is the ICO because is like a big catalog in which all blockchain's firm show what they do to arrive at innovator.

Our promotions: I decided to understand this promotion in broad sense, this means that I concentrated also the advertising and communication strategy in here. I will divide the promotions for some of the categories analyzed before to be more effective.

I found really one valid alternative on my instinct in the design thinking and in the five stages of it because in this model you can analyze your thought with bullet point that stress every time the concept.

Ready to combine ourselves to this approach we repeat the classification:

Our empathize: In our case we asked to people that using messaging service, that in a way are the experts in our field, to tell us their experiences and what they do during their normal life. Actually, was easy for us finding experts because is true that what we want to do is something not easy to understand for everyone and perhaps unknown but the base, so the messaging service, is universally accepted.

Our define: in the first step the team collect experiences and now with experts and the team analyze the results to do some considerations later. The considerations are based on the scan of observation with the creation of a scheme thanks to what the team define problems. Try to find a scheme we can say that people need more privacy, comfortable

in using it and they are now in a situation in which are using WhatsApp just because everyone use it but they want to change because is not the best but the “less worse”.

Our ideate: There will be so many ideas but at the end one of this can be use something that today have the best privacy protocol, perhaps using something that is impossible to decrypt. This is the perfect description of blockchain. So, even if we started from another point one possible outcome is our messaging product that use blockchain to be impossible to decrypt.

Our test: Alpha testing, that is a test inside the team or beta testing that is a test outside the team will help us to find results and these results are used to redefine and restart once again. If the answers are good or are bad the cycle will restart adding something. I hope to reach this phase soon because it means that we are closer to our goal. Is easy to test and analyze results in our case because after the ICO people that will invest on us will be very happy to help us in testing.

Once again, I confirm the fact that this theory can help us to better understand the environment.

The same as before our initial reasoning on approaching the lean startup is with our messaging service and then we will analyze results. The feedback loop is based on the MVP creation and how it is shown in the market and is divided in:

Our build: the same as before, without repeat myself and or the theory again there is the choice to go in market with MVP.

Our measure: When you are in an unknown field for everyone, as the blockchain for example, there is another huge difficulty: find the right people to go on with. There are very few people all over the world, so not just in Italy, that are experts in blockchain. Can you imagine the difficulty for me in managing our human resources if you have just one person that can do all the work in the blockchain? Trust me, it's hard to find a solution. Thanks to this model I realized that if we make an ICO, that in this case is the market in which we will do our measurement and plus be recognized by people that aren't just innovators or early adopters in our field but can be our collaborators in future.

Our Learn:.. In our case, for example, the difficulty for example could be in the adoption of our technology. But is this for the presence of blockchain or for the lack or too much speed on receiving messages or because people don't like the layout or other things?

Technically in this phase, once collected results of feedbacks the team understand problems and can decide to restart verifying if the problems are resolved or if there are other variables.

We will try with the identification of problems and hoping that are the problems that the customers really want to be fixed but if after some loops nothing is changed we will arrive to the next and last steps of this theory and on my thesis. The pivot or reserve.

Analyzing these numbers, the team will have two possibilities:

Our persevere: if the feedback loops in time give at the team the right numbers or positive data the decision here is to go with this asset and persevere with it.

Our pivot: Personally, and this is one Italian big problem historically, is difficult to understand that we made something wrong. Our pride makes us blind but lose time here could be lose time in the worst way possible. I take this part of the theory as a warning and a suggestion to watch in the darkest hour.

CONCLUSIONS

I reorganized what the scholars said but is a deep question that came in my mind after years of failure in many attempts to build something mine; how can I become an entrepreneur?

This is the question that driven me to choose this topic, for me is an interest that is more than academic because once again I would like to think about myself as an entrepreneur in a couple of years and this time I decided to trust theories and scholars in my route.

The method I used is very simple to understand because I decided to insert some methods and models in my experience, let me underline what point of view I chosen because this change everything. This thesis is not based on my experiences adapted on theories, but I decided to adapt theories on my experiences, could be implemented as the same thing but are diametrically opposed. So, what you read is the story of my last year of work and how it all changed once I realized the importance of some tips by the theory. What I discovered is that the theory and models that we are studying during this years are an incredible help to build something, but there are some “but’s”. “But” number one: what you read in theories it is not a matter of time. I found in very old theories something really intriguing even if they have been written fifty or sixty years ago and I discarded new models just because are a copy and paste of thoughts of others. “But” number two: what you read, in life or in university, is not always true or universal. Like the last point when I discovered

that we were reading the data in a wrong way, also the theories are sometime in a contest and to be applied in my case I had to adapt them. “But” number three: the economy as a science is the most complex science sometime because we assuming as first dogma that people are rational, but this is not the truth. I want to underline that what follow is not related just to one theory, but these are “secret” that every theory has, so there is not the thought of a single scholar but is common to everyone that is in the state of the art of economy. To facilitate the assimilation of this discover I will divide it in “hints” to build a better future:

Hint number one: do not look just to pure economic theories. Mathematical science will help you measuring data as well as social sciences will help you to create the right team with the right skill and cross over problems. Social science helped me a lot because if you remember at the start the very difficult part was associate every person to a specific sector.

Hint number two: when you are undecided, check what customer want. Do not care if you are reading the lean startup, technological venture or design thinking theory, if you are in the sixty’s or in a remote future, one way to win the market is understand what market want.

Hint number three: do not waste your time to build something perfect for you but make sure to do one thing and well done. This is very clear in the lean startup, in fact I will use here the term MVP but basically every theory has it, just they don’t know.

Hint number four: plan. Everything. But plan doesn’t mean build a rigid structure in which is all prepared because the market irrationality and the irrationality of your team will struggle with your plan but plan every single possibility to build a flexible structure.

Hint number five: is never too late to look at the theories. And is never too late to change. As I said last hint, fail can change your plan and sometime is necessary to came back to the start and reorganize everything. Let me do the last clarification, I did not take the theory and molded it over my moves, but I took them as a wise man that had similar problems to mine before me and he is arrived at one destination before me. Can change destinations, can be differences in problems but at the very end the economy sector is one of the oldest sectors in history, so accept my suggestion and decide with the theories what your next steps are.

