

Il Percorso dell'innovazione.



cosa ti rende \*  
**speciale?**





***Cosa rende speciale un'azienda?***

***L'innovazione***





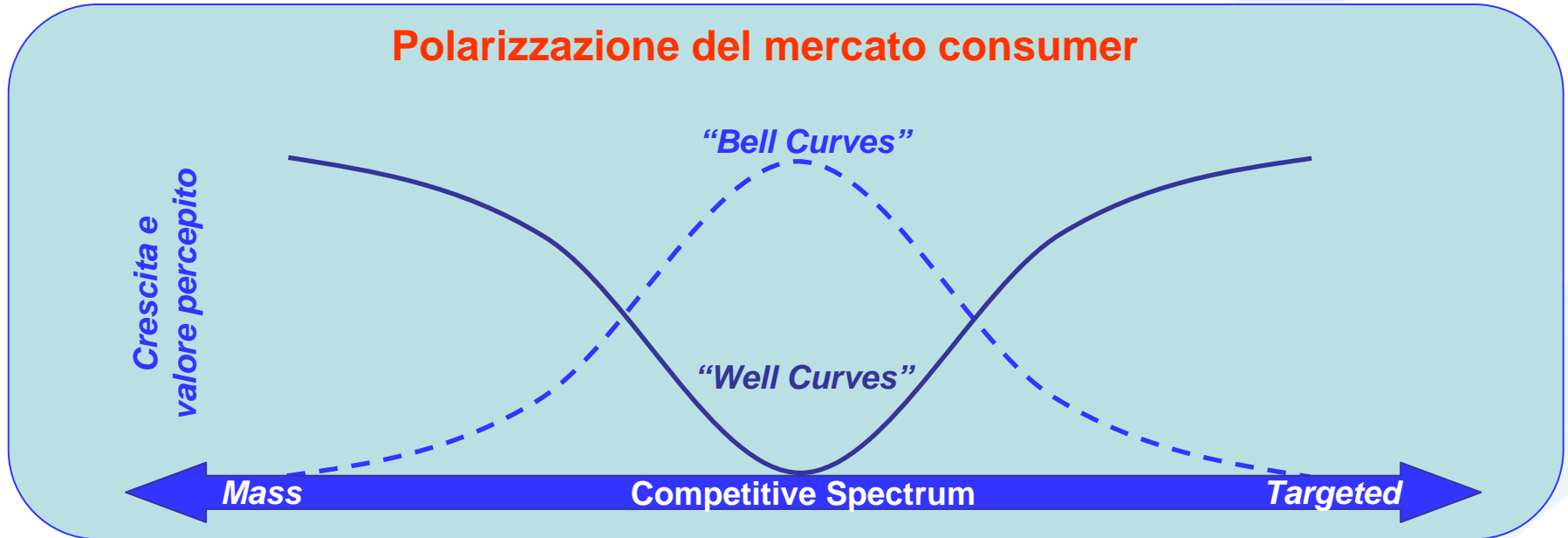
# ***L'innovazione nel prodotto-servizio***

***(la "Value Proposition")***





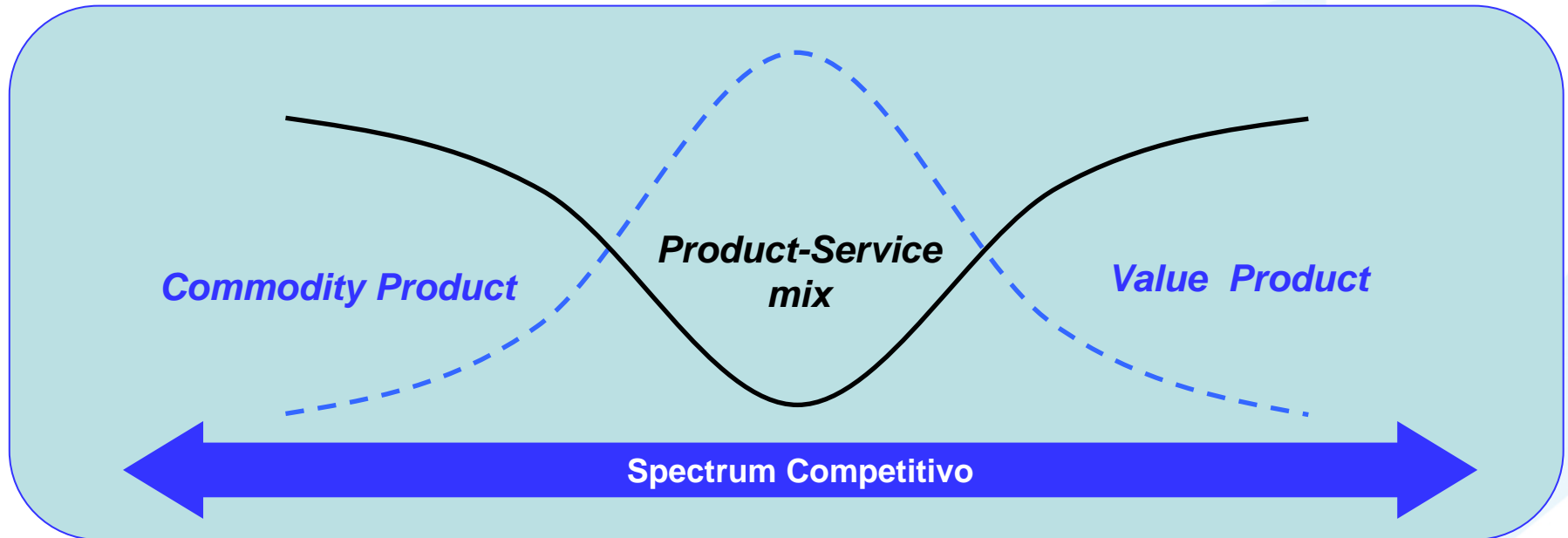
# La “polarizzazione” del mercato



*Gli specialisti di settore devono possedere “value proposition” specifiche e ben mirate per crescere in un mondo di estremi*



# Lo spectrum competitivo (le 3 aree di riferimento)



*Innovare significa saper predisporre nuovi package di prodotto-servizio progettando prodotti service-oriented (con priorità al full life cycle cost)*



# ***Innovazione nella value proposition***

- **Innovazione nel *Prodotto o Servizio***

o...

- **Innovazione nel *Mix Prodotto-Servizio***

o addirittura...

- ***Conversione del Prodotto in Servizio***



# ***L'innovazione nel modello di Business*** ***(catena del valore/configurazione d'impresa)***





# Innovazione nel Modello di Business

- **Innovazione della posizione/ruolo all'interno della Catena del Valore**

*oppure....*

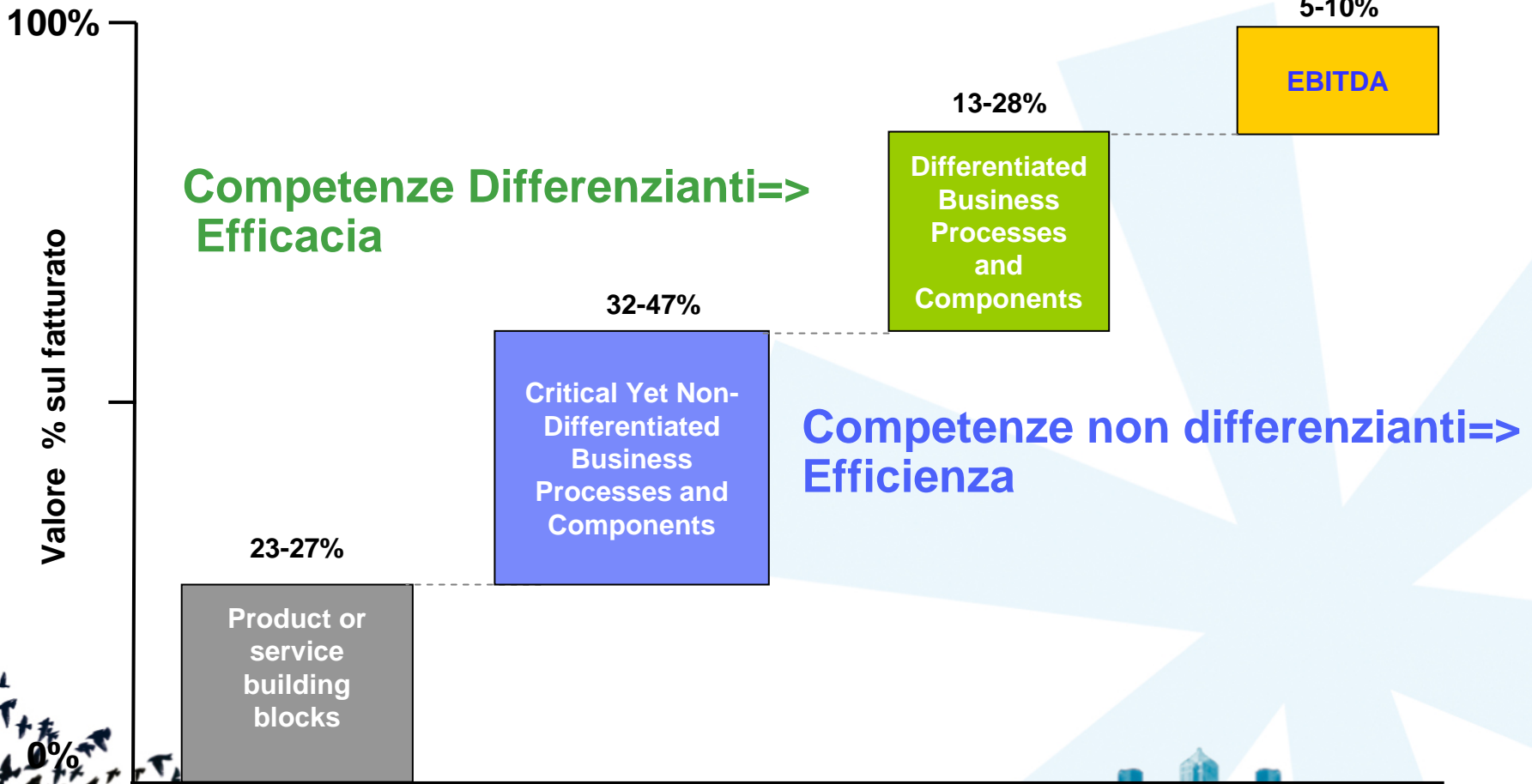
- **Innovazione nella struttura di business dell'azienda/capacità di riconfigurazione organizzativa**





Le domande dei CEO sul loro modello di Business: Quali sono le nostre competenze distintive? Quali processi dobbiamo gestire direttamente?

**Azienda Tipo**





# Innovazione nell'approccio alla configurazione del business model: Component Business Modeling

	Consumer Relationship	Customer Relationship	Manufacturing	Supply Chain & Distribution	Business Administration
<b>Strategy</b>	Category/Brand Strategy	Customer Relationship Strategy	Manufacturing Strategy	Supply Chain Strategy	Corporate Strategy
	Category/Brand Planning	Customer Relationship Planning	Supplier Relationship Management	Supply Chain Planning	Corporate Planning
<b>Tactics</b>	Brand P&L Management	Assessing Customer Satisfaction	Production and Materials Planning	Distribution Oversight	Alliance Management
	Matching Supply and Demand	Customer Insights	Manufacturing Oversight	In-bound Logistics   Out-bound Logistics	Line of Business Planning
	Marketing Development & Effectiveness	Account Management	Supplier Control		Business Performance Management
	Product Ideation		Make Products		External Market Analysis
<b>Execution</b>	Concept/Product Testing	Value-Added Services	Assemble/Pkg. Products	Distribution Center Operations	Organization and Process Design
	Product Development	Customer Account Servicing	Plant Inventory Management	Transportation Resources	Legal and Regulatory Compliance
	Product Management	Retail Marketing Execution	Manufacturing Procurement	En route Inventory Management	Treasury and Risk Management
	Marketing Execution	In-store Inventory Mgmt			Accounting and GL
	Consumer Service	Customer Directory			Indirect Procurement
	Product Directory				Facilities and Equipment Management
					HR Administration
				IT Systems and Operations	




*Illustrative CPG Client*



# Innovazione nell'approccio alla configurazione del business model: Component Business Modeling

*Il CBM può essere utilizzato per identificare quali componenti sono strategiche per il business e quali possono facilitare le relazioni tra i partner*

## Strategic View

-  **Strategic differentiation**
-  **Competitive parity**
-  **Basic**

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# Innovazione nell'approccio alla configurazione del business model: Component Business Modeling

*Il CBM può essere utilizzato per identificare aree ad alto costo o immobilizzo di capitale. I costi possono essere attribuiti alle singole attività (Activity Based Costing), i ricavi possono essere solo stimati.*

## Financial View

-  **High Capital Area**
-  **High Cost Area**
-  **High Cost & Capital Area**

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# Innovazione nell'approccio alla configurazione del business model: Component Business Modeling

*Il CBM può essere utilizzato per comprendere il legame tra le componenti al fine di creare un portafoglio di iniziative di trasformazione prioritzate*

## Transformational View

Immediate Priority

Medium Priority

No Action

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*Illustrative CPG Client*



# Possibili azioni sui componenti di Business selezionati

## Matrice Decisionale





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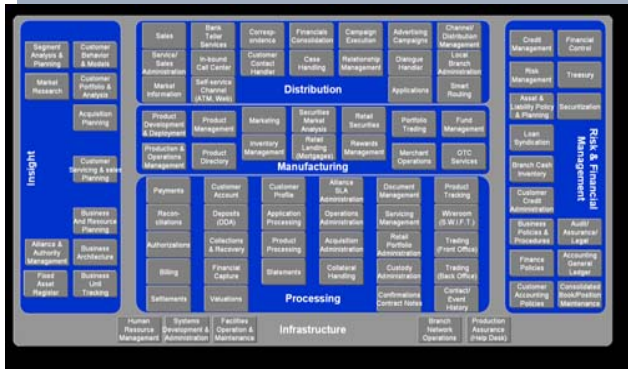
# ***L'innovazione nell'infrastruttura IT***



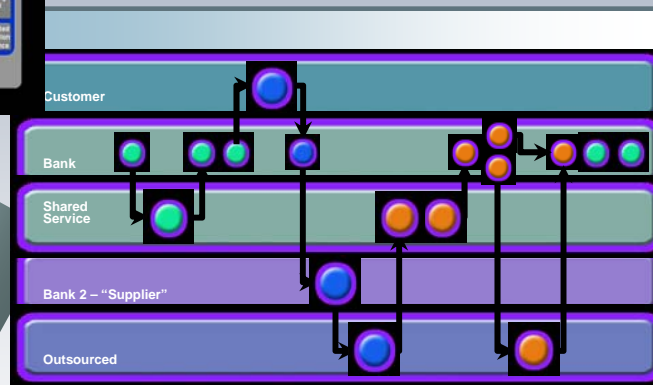


# Il modello di Business flessibile richiede un IT flessibile

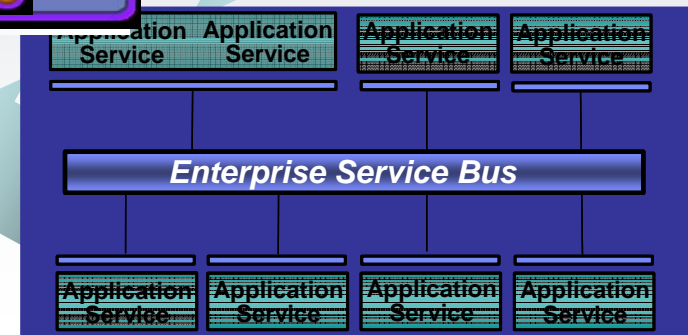
## Business flessibile



## Processi flessibili



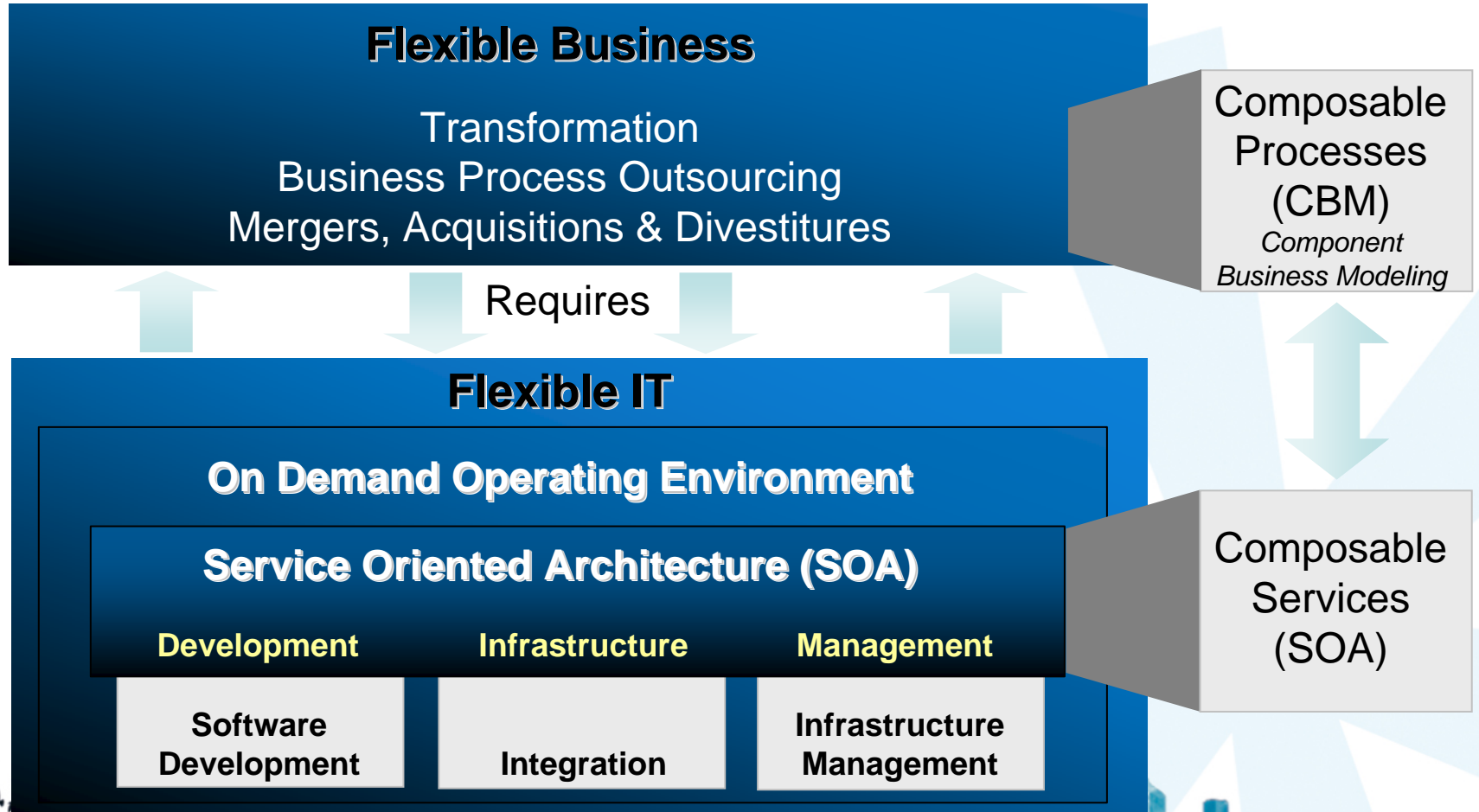
## IT flessibile





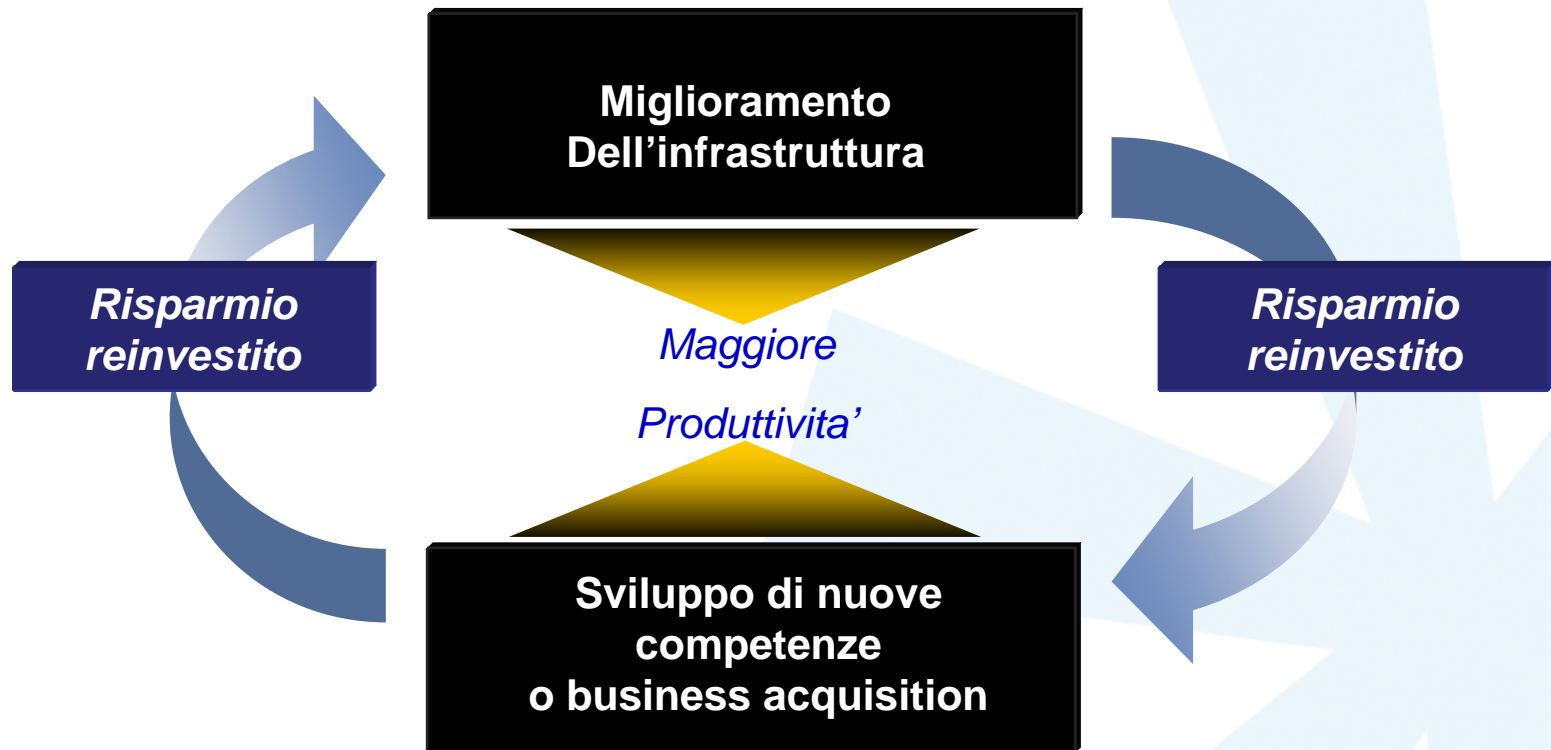


# L'IT come Service





L'ottimizzazione dei costi operativi puo' creare un modello "self-funding" per lo sviluppo di nuove competenze per lo sviluppo del business



# what makes you \* special?

Your products?

Your services?

Your financial strength?

Your customer base?

Your supply chain? \*

Your management systems?

Your business model?

Your history?

Your brand? \*

Your expertise?

\* How will innovation matter for you?  
And how can we help?