

*Dilemma: start-up che nascono  
dall'esperienza o start-up che  
nascono dall'esperimento?*

*Dilemma: start-ups that arise from  
experience or start-ups stemming  
from experiments?*

**Piero Formica**

(Fondatore dell'International Entrepreneurship Academy)

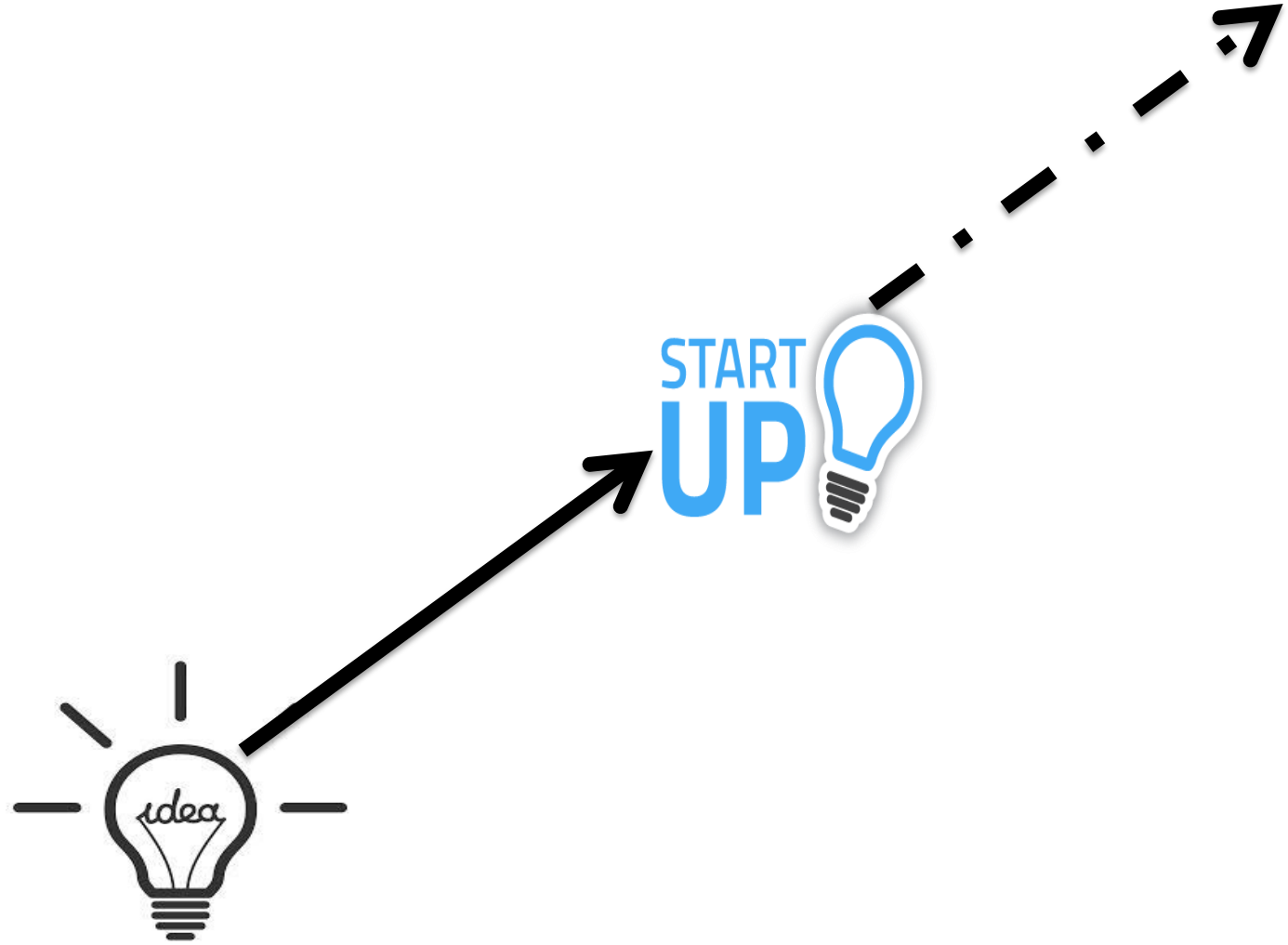


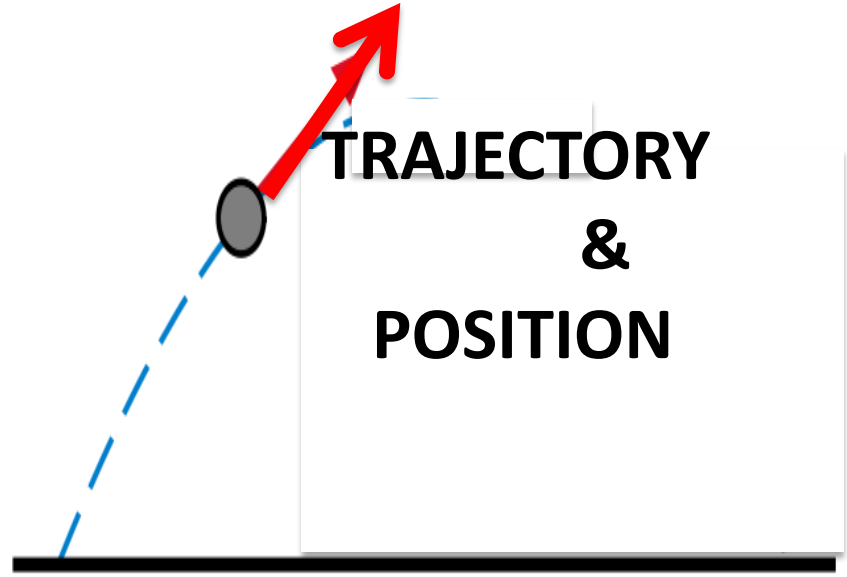
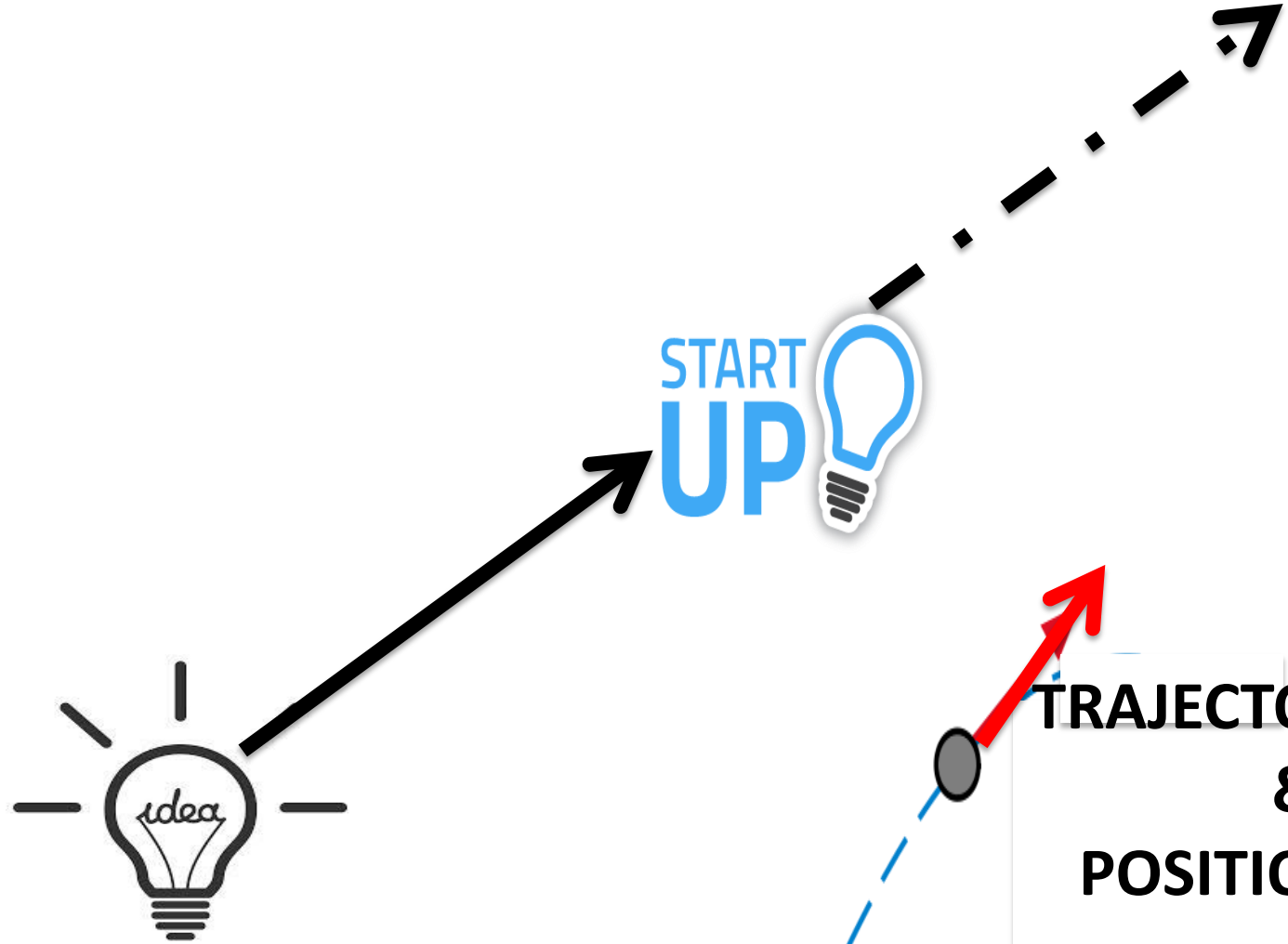
SONO DISPOSTO A FARE  
ESPERIENZE NUOVE  
MA SOLO SE NON  
SERVONO A NIENTE!



NON HO  
NESSUNA  
INTENZIONE  
DI  
CAMBIARE!











+



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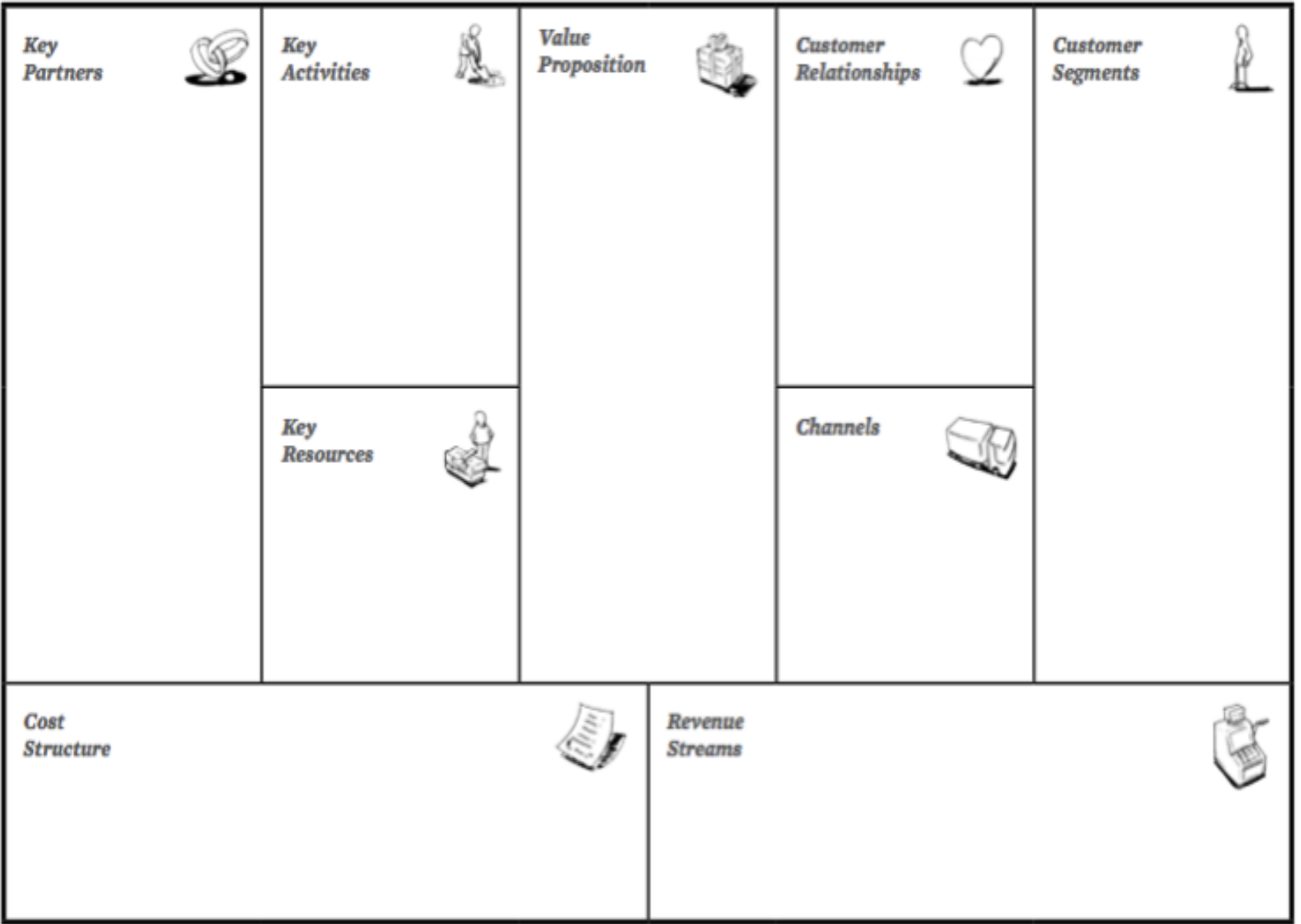


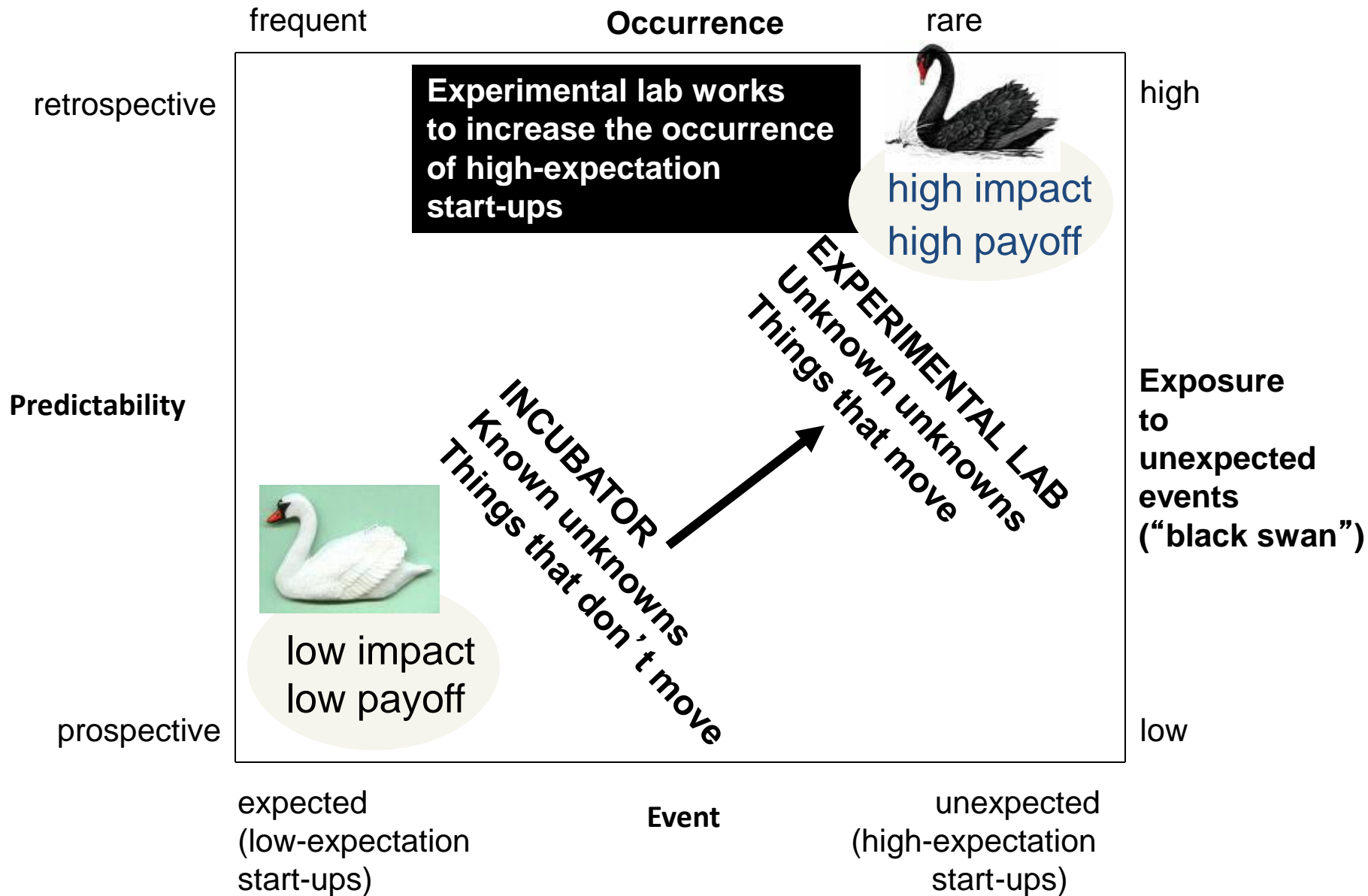




- *Venture capitalist Jonathan Murray of Early Stage Partners described the startup process as a series of iterative experiments rather than a linear projection. Rather than writing a **business plan with cash flow projections that have little or no basis in reality**, Jonathan suggests approaching a startup as a series of experiments—a careful balance between objectivity and entrepreneurial zeal.*

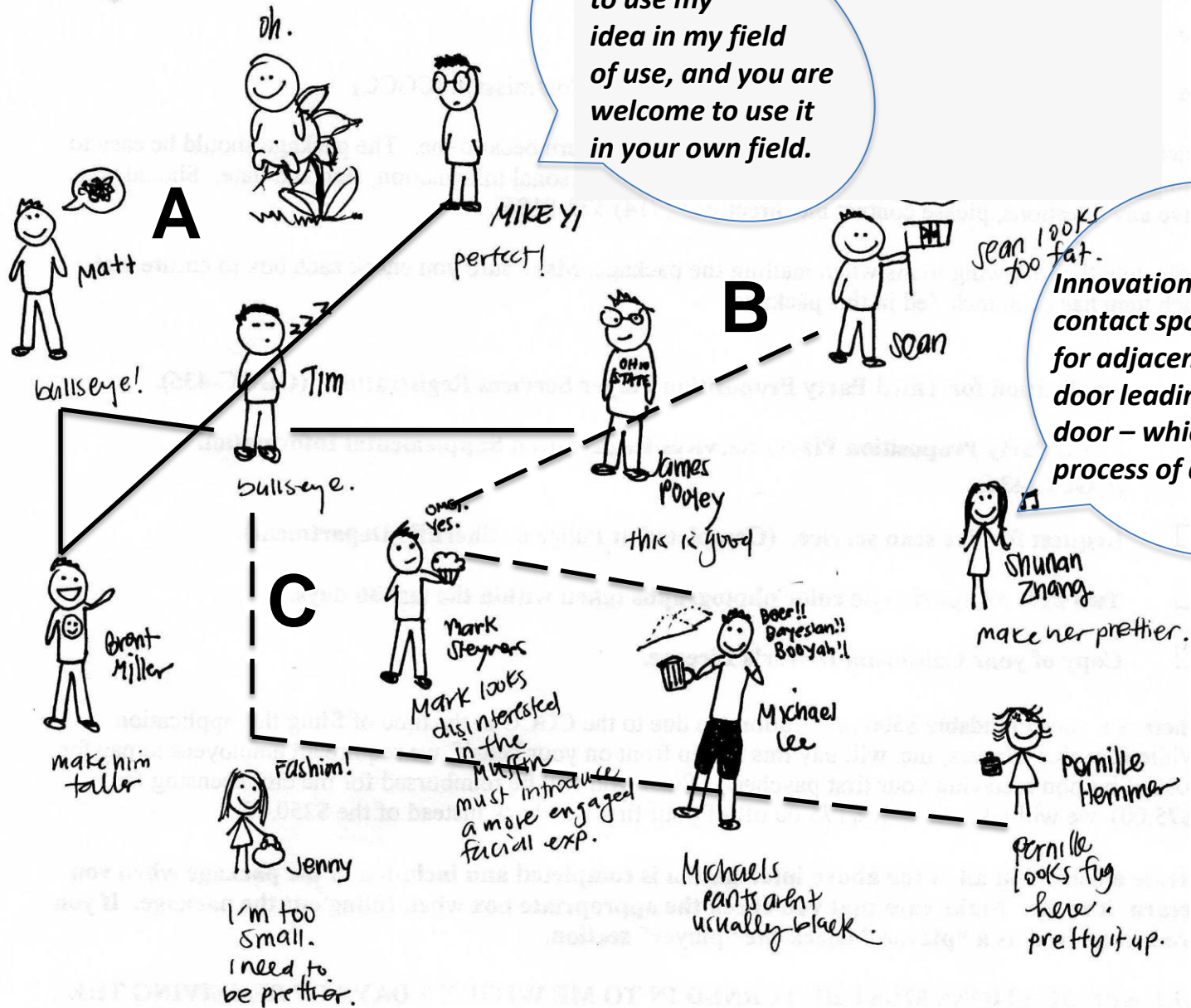
# The Business Model Canvas

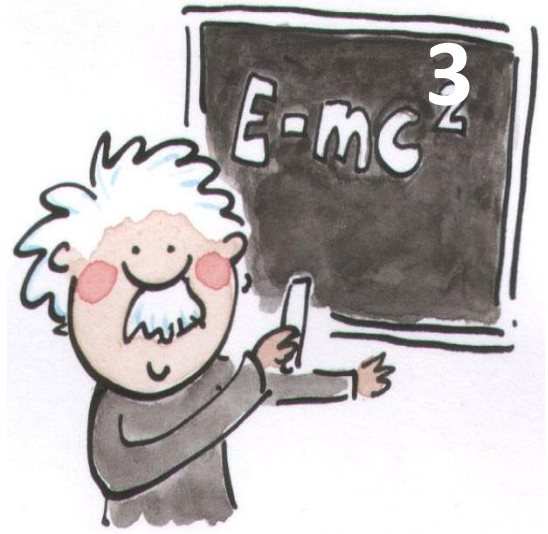




I'm going to use my idea in my field of use, and you are welcome to use it in your own field.

Innovation is a body contact sport. I search for adjacent ideas – one door leading to another door – which ignites a process of accretion

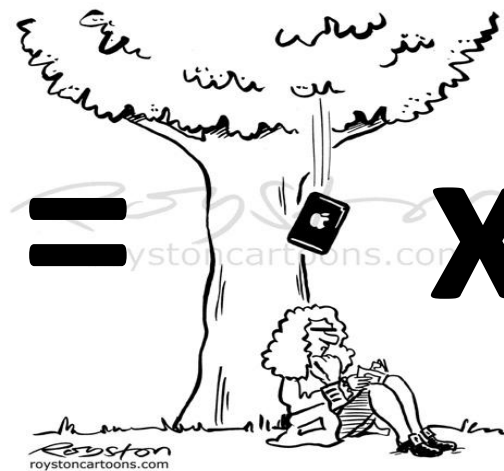




**E = ENTREPRENEURIAL ENERGY**  
**M = MASS OF MOTIVATION AND**  
**ATTRIBUTES**  
**C = AKIO MORITA'S 3 CREATIVITIES**

# THE THREE CREATIVITIES OF AKIO MORITA

*Where is your creativity? How are you calibrating your creativity?*



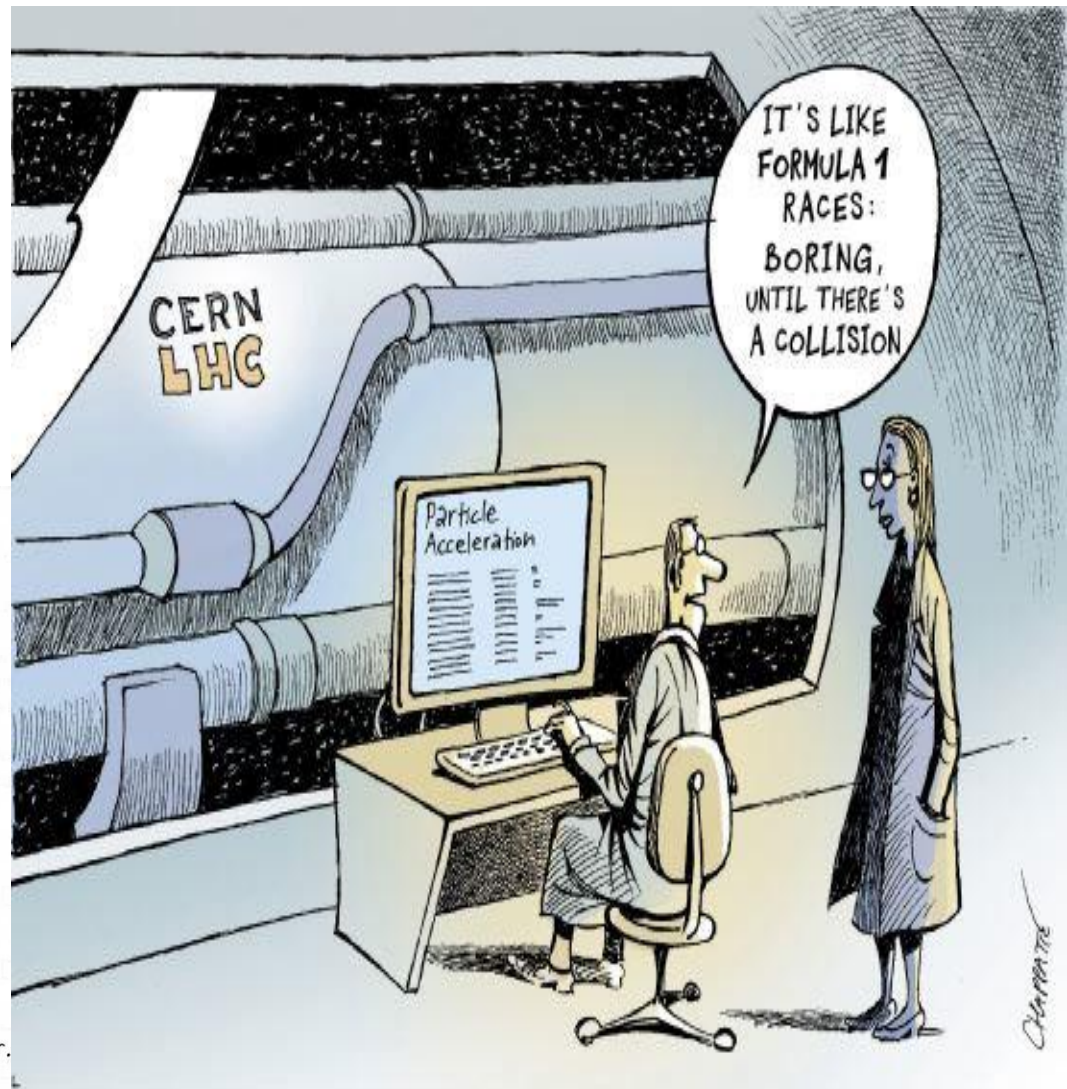
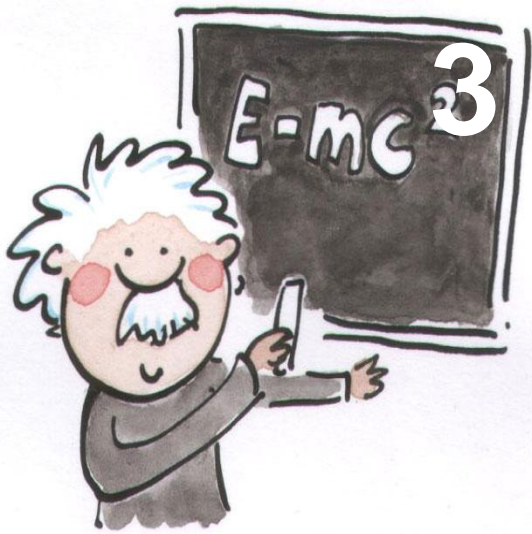
**Power 3 Creativity**

***Creativity in technology***

***Creativity in product  
planning***

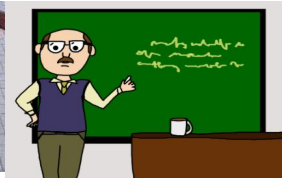
***Creativity in marketing***

*S [Science] does not equal T [Technology] and T does not equal I [Innovation]*  
This is the title of a famous lecture by Akio Morita, Sony's founder, at the Royal Society in London, in 1992.



**Power relations: creative power that emerges when different disciplines collide.**

# ***I TEACH MY PUPILS***



# ***IDEAS POSTED***

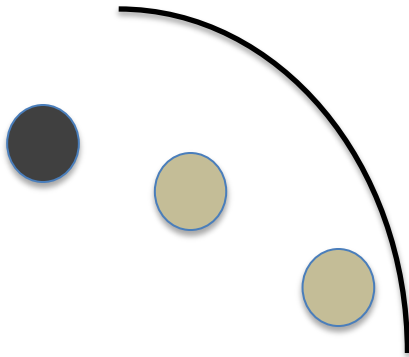




*Novelty can trigger feelings of uncertainty that make most people uncomfortable. People dismiss creative ideas in favour of ideas that are purely practical — tried and true.*

University of Pennsylvania, experiments performed in 2010

## **HORIZON 1**



*Artificial suppression of volatility in the name of stability (Taleb, 2007)*

**routine and  
incremental ideas**

**incremental  
engineering**

**Market readers**



## HORIZON 2



\*Creative friction

'supernova'

Search for disconfirming evidences.  
*...a thousand days cannot prove you are right, but one day can prove you to be wrong (Taleb, 2007)*

## Need seekers



**From result-driven old business models to ideas that driven results**  
**From short term (within 18 months) to long term (7-10 years) “time horizon”**

# HORIZON 3



‘hypernova’

# HORIZON 2

\* Creative friction

Search for disconfirming evidences.  
*...a thousand days cannot prove you are right, but one day can prove you to be wrong (Taleb, 2007)*

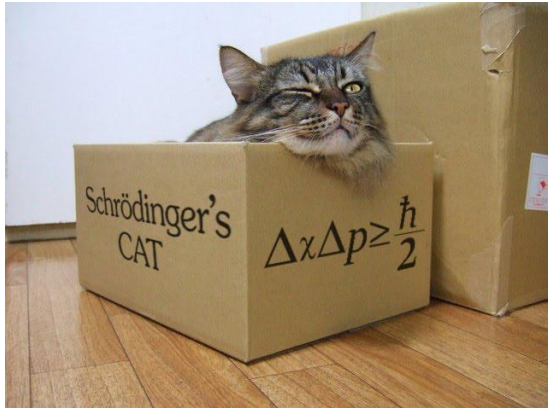
**radical engineering, quantum changes**

**Technology seekers**

\* Creative friction

# HORIZON 1

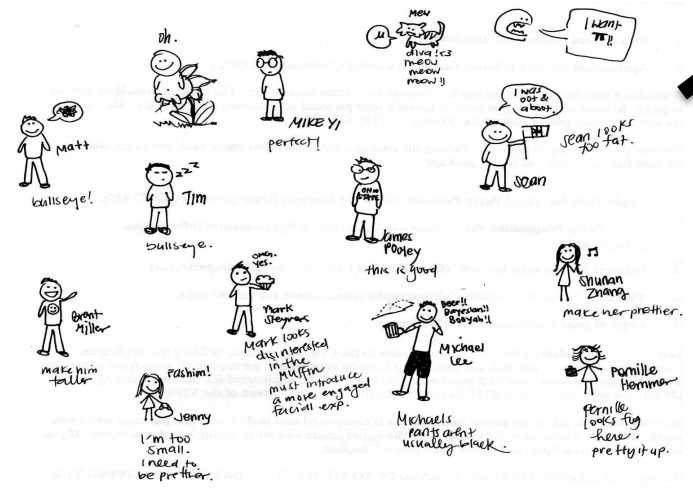
**From result-driven old business models to ideas that driven results**  
**From short term (within 18 months) to long term (7-10 years) “time horizon”**



? Apparentemente, il gatto è vivo e morto.

The cat is simultaneously alive and dead.

START UP 





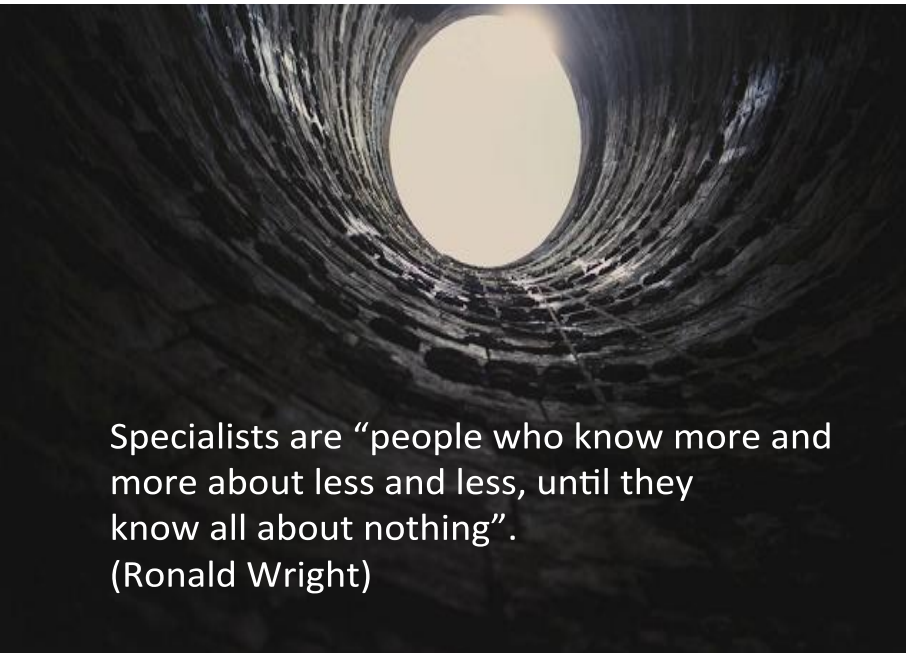
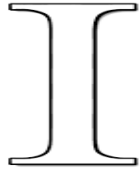
**UNCERTAINTY**

**=**

**OPPORTUNITY**

## **“I-SHAPED”**

*How much are you a specialist?*

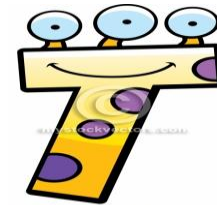


Specialists are “people who know more and more about less and less, until they know all about nothing”.

(Ronald Wright)

## **“T-SHAPED”**

*How much are you “t-shaped”,  
a generalist?*



**“T-shaped” individuals instigate learning across disciplinary boundaries.**

***In the beginner's mind there are many possibilities, in the expert's mind there are few. (Shunryu Suzuki, Zen monk, 1904-1971)***

# “T-Shaped” Steve Jobs



Apple's edge stems from Steve **Jobs' experience in the entertainment industry.** As the founder of Pixar, when he returned to Apple in 1996 he came at the music, movie and gaming industries as an insider. By being able to interpret the world beyond computers, he could arrange the puzzle of content and technology more successfully than many”.



# MASKELYNE OR HARRISON ?



**THE ENGLISH ASTRONOMER ROYAL, NEVIL MASKELYNE (1732-1811)**



**THE CARPENTER, CONNOISSEUR OF CLOCKS, JOHN HARRISON (1693-1776)**

....we must consider the fact that knowledge is naturally inclined to **search for errors** with a view to removing them, making use of **analysis, investigation and expertise**.

*Creative ignorance, for its part, constantly searches for **the inner nature of things through intuition**.*

**The Role of Creative Ignorance  
Portraits of Pathfinders and Path Creators  
By Piero Formica  
Macmillan Palgrave Pivot  
ISBN 9781137489623  
December 2014**

# “T-SHAPED” PEOPLE CROWD AROUND....

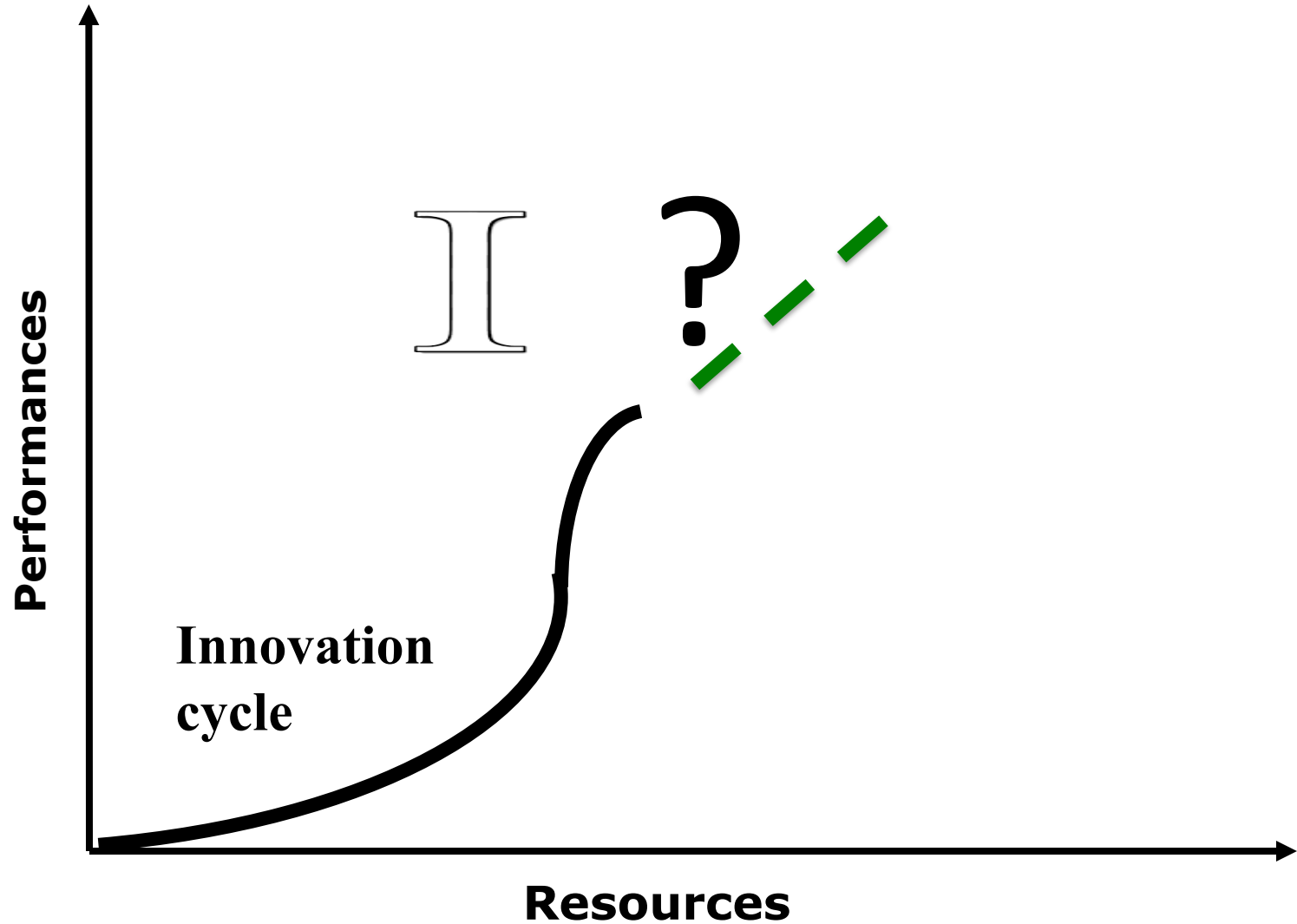
- CROWDFUNDING
- CROWDCREATION
- CROWDVOTING
- CROWD WISDOM



**“Through collaborative efforts people are raising funds, usually via the internet, to support efforts they have initiated”**

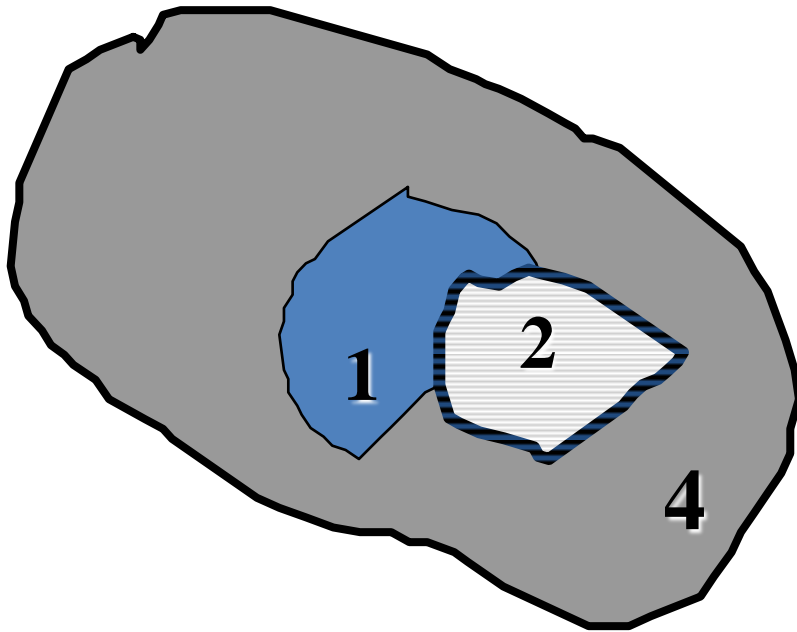
Rob Van Rooyen, executive strategic planning director at McCann

*Today's assets.....tomorrow's  
assets...*



# BUSINESS ECOLOGY

*Which cells of the entrepreneurial body are relevant ?*

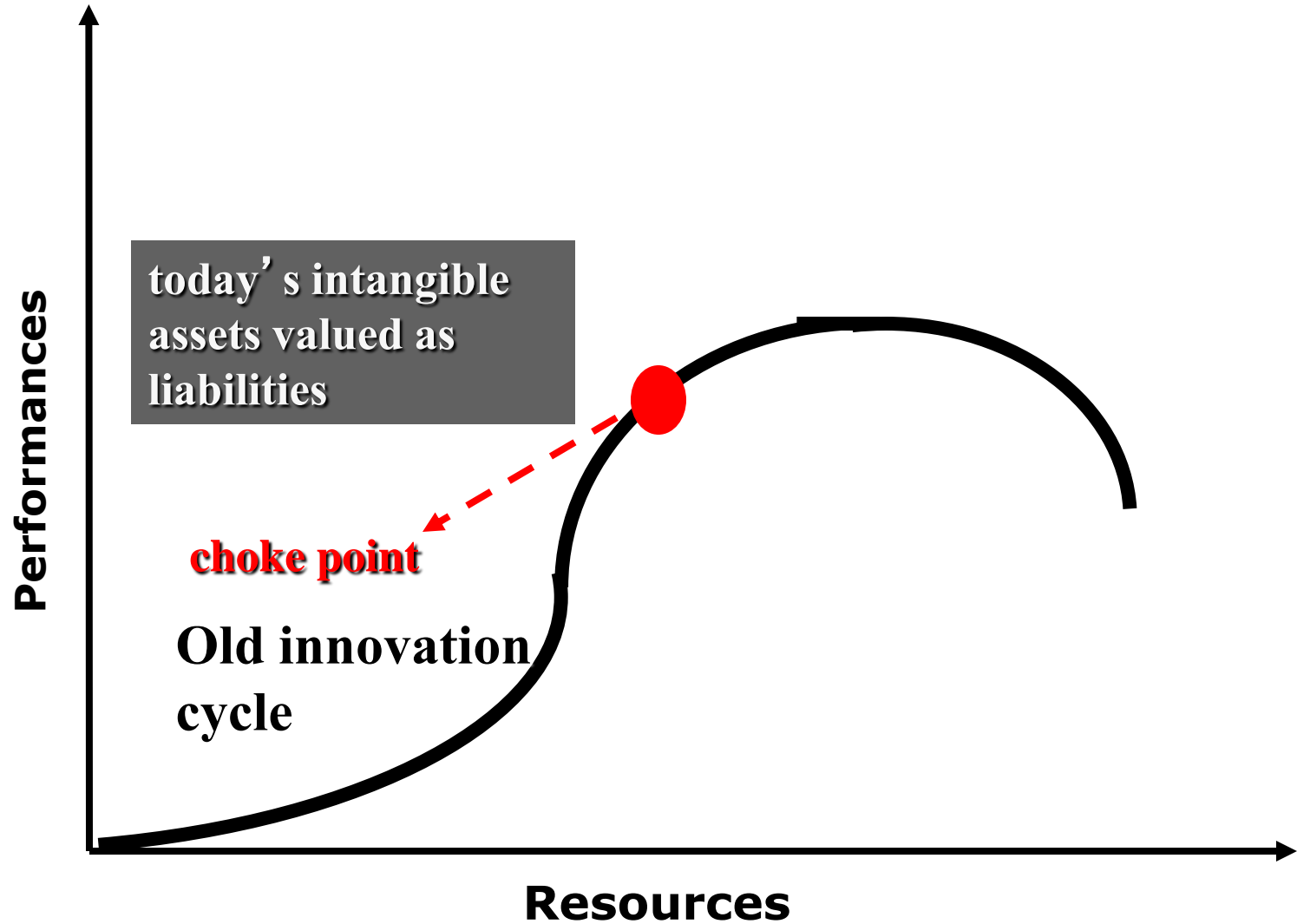


**1 - core competence**

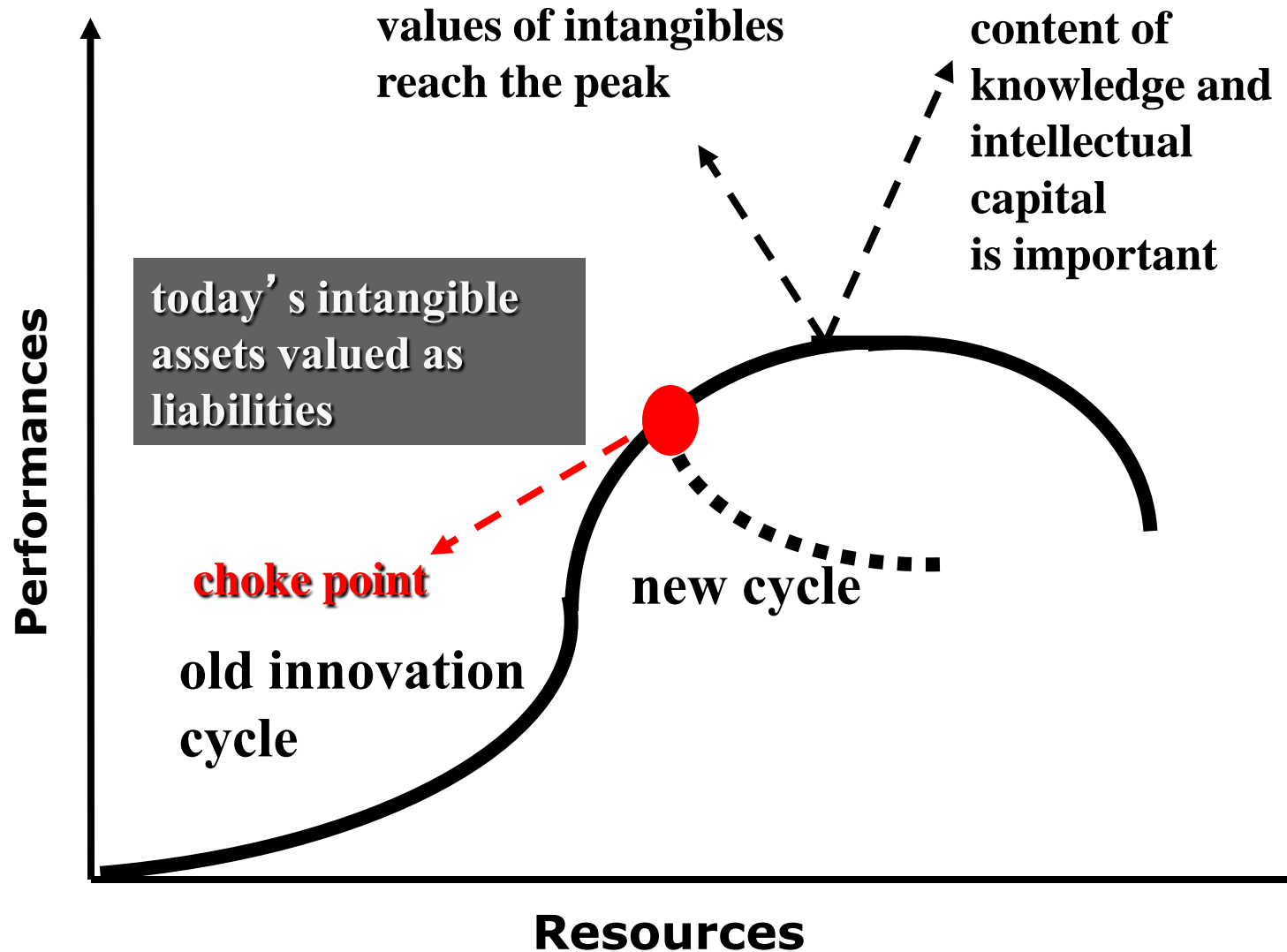
**2- known unknowns**

**4- current competitors**

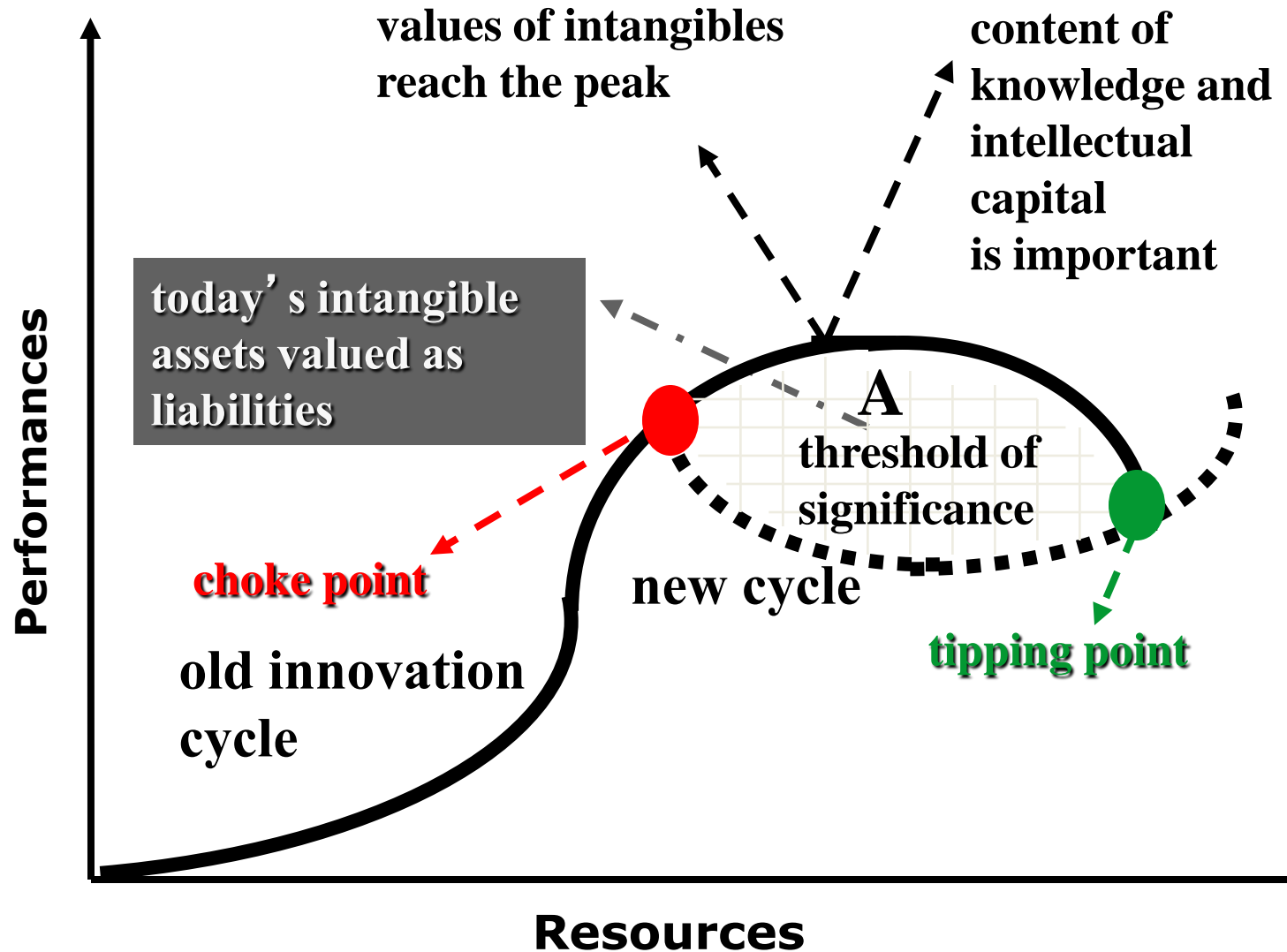
# *Today's assets.....tomorrow's liabilities*



# *Today's assets.....tomorrow's liabilities*

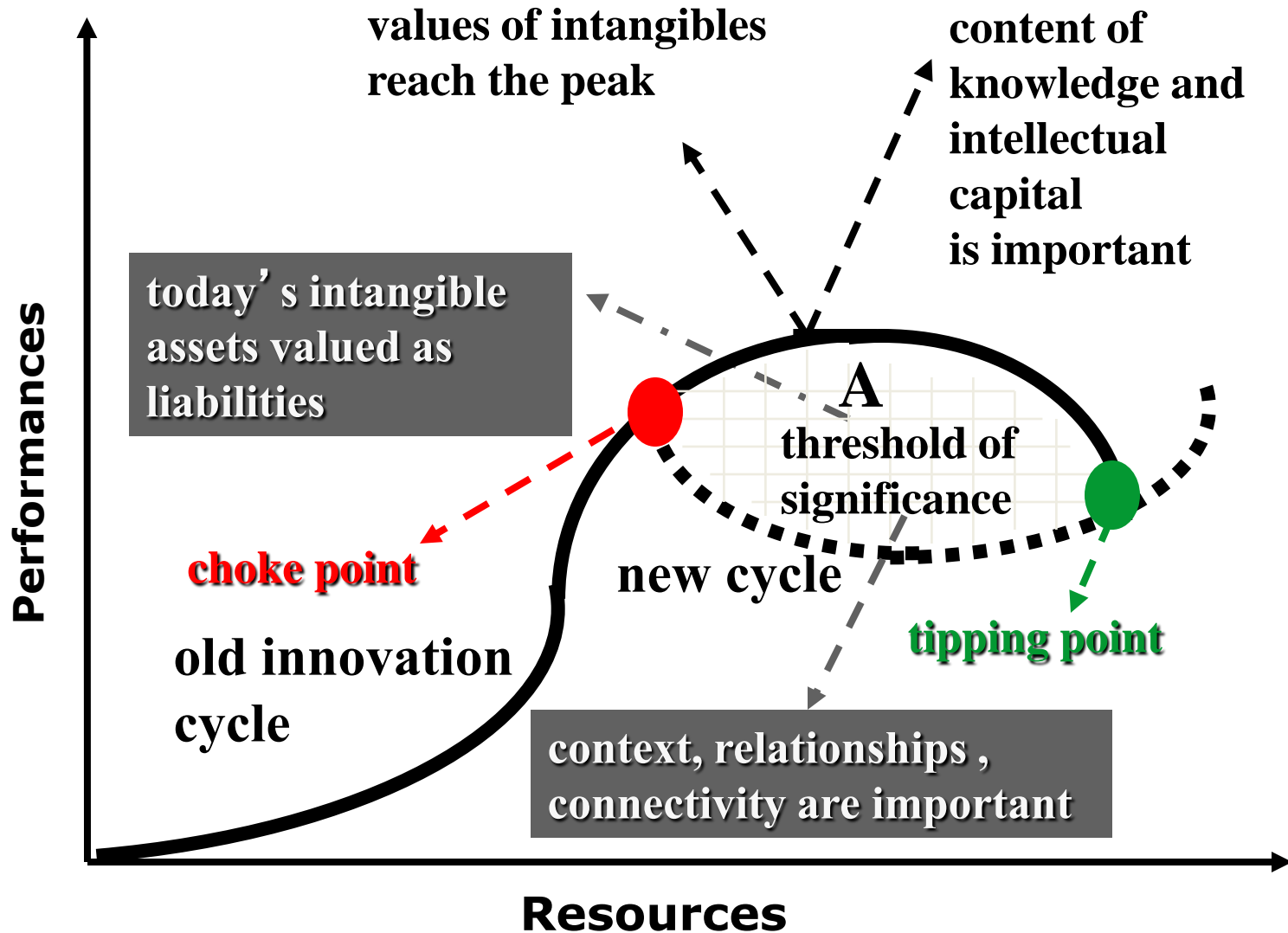


# *Today's assets.....tomorrow's liabilities*

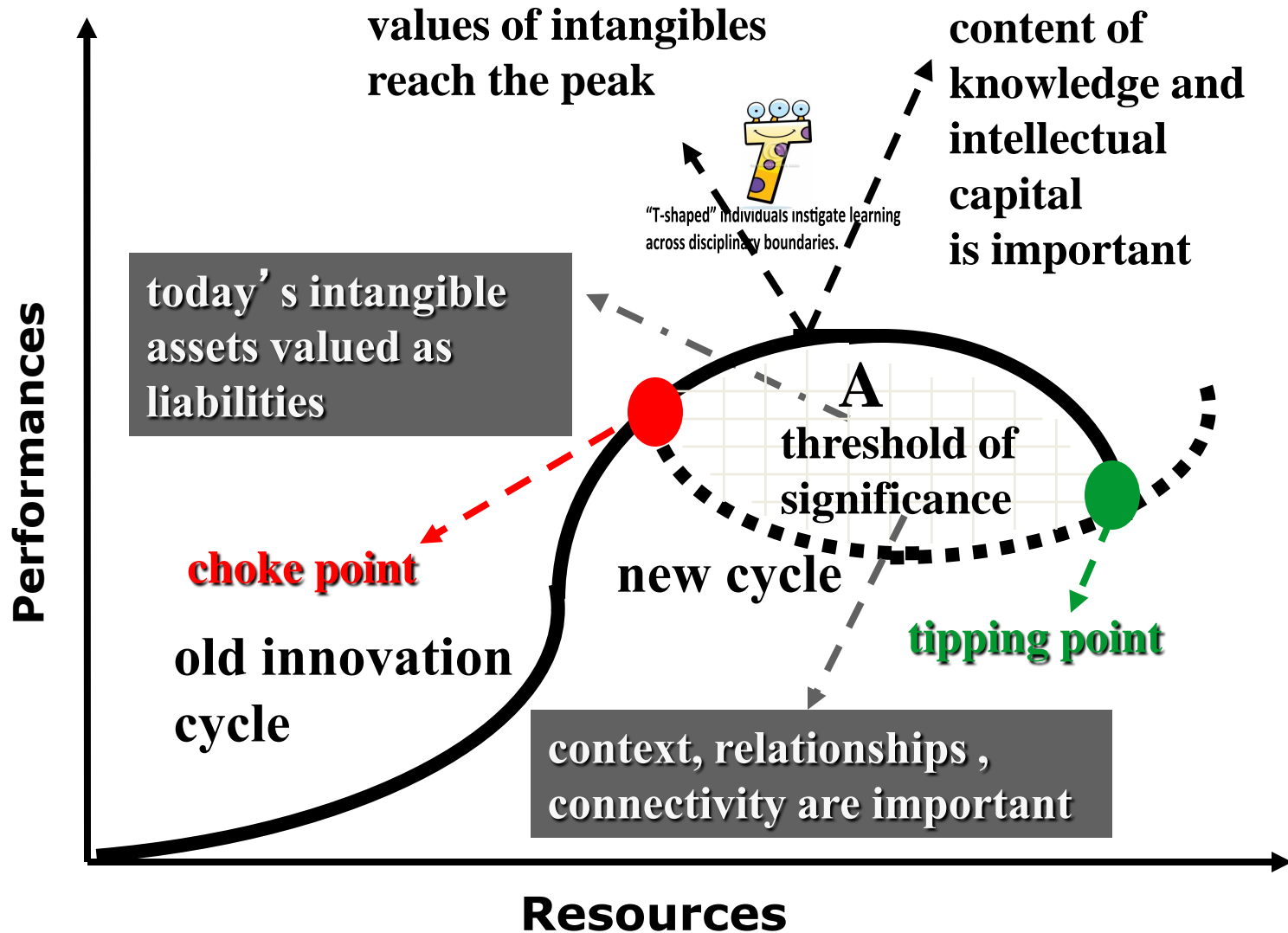




# *Today's assets.....tomorrow's liabilities*

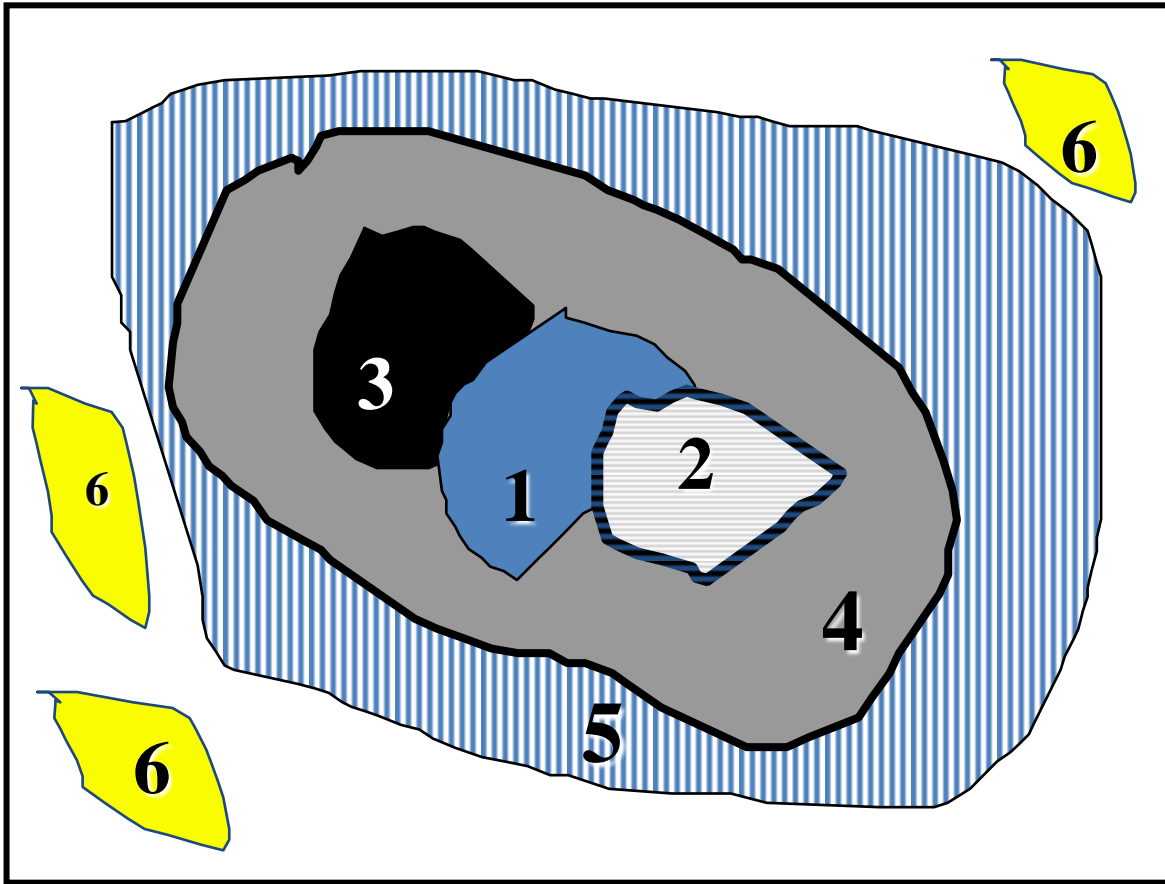


# Today's assets.....tomorrow's liabilities



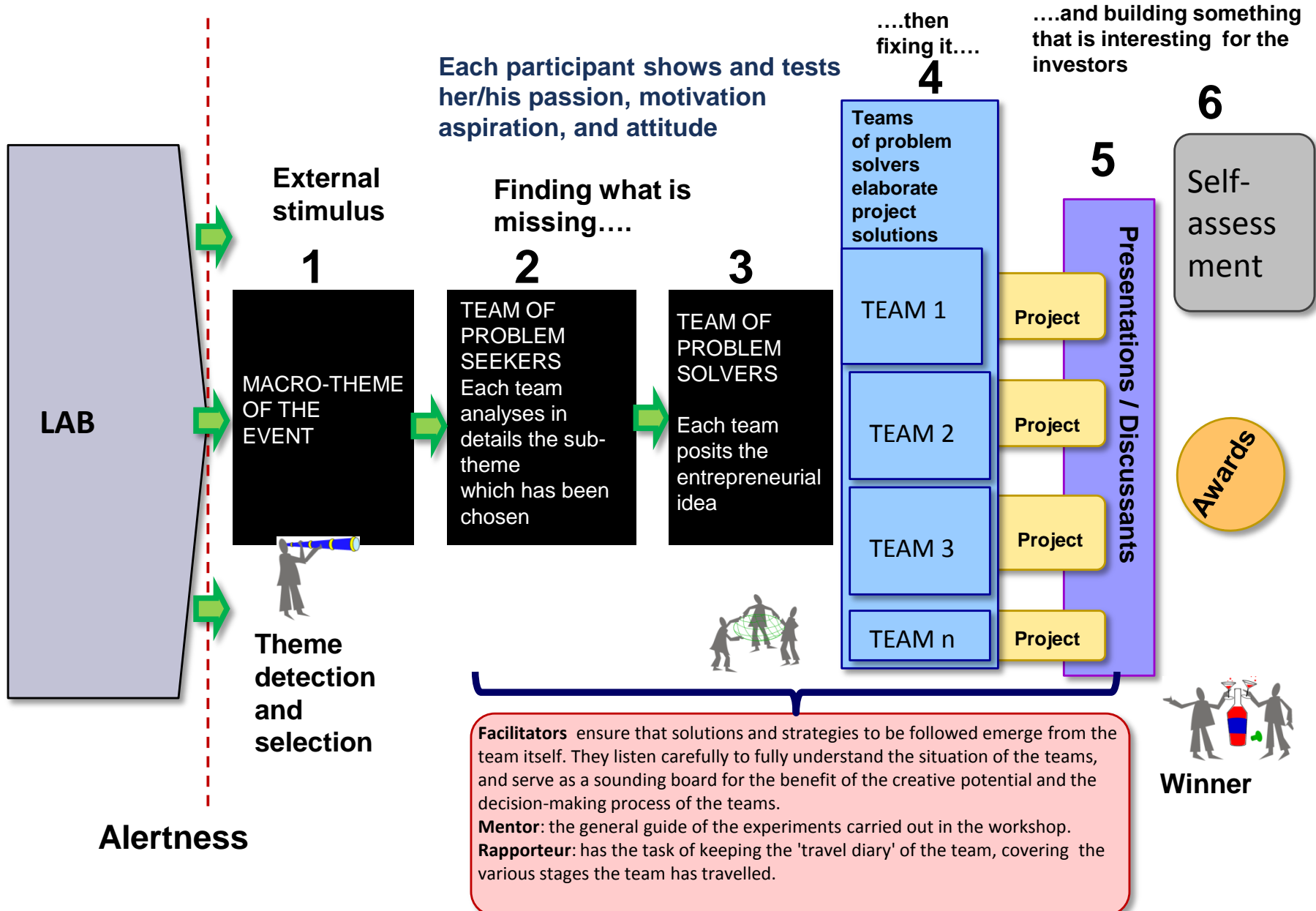
# BUSINESS ECOLOGY

*Which cells of the entrepreneurial body are relevant ?*



- 1 - core competence
- 2- known unknowns
- 3- unknown unknowns
- 4- current competitors
- 5- potential invaders
- 6- technology islands

# Simplified illustration of the event held at the Laboratory



# Experimental Lab

Glasgow, March 15, 2015

General results:

**0.89** Satisfaction Index  
on a scale 0-1

Interaction **7.04** points out of 8

Venue **6.4/8**

Contents **6.08/8**

'Great day thinking in a different way  
Loved the speakers and interactive  
team elements. Great lunch too!'



## PARIS



**0.83**



**75%** Positive emotions

Idea Magnitude **4.69/8**

Business Model **3.84/8**

Feasibility **3.53/8**

Economics **3.31/8**

'Hard to make people use an app... There are many similar apps already on the market.'

## ROME



**0.82**



**71.43%** Positive emotions

Economics **5.07/8**

Feasibility **4.71/8**

Business Model **4.43/8**

Idea Magnitude **4.29/8**

'Great idea, but not sure about the business model or the economics!'

'Fantastically charismatic presentation ;)'



**0.92**

## NEW YORK



**90.9%** Positive emotions

Idea Magnitude **6.09/8**

Business Model **5.73/8**

Feasibility **5.55/8**

Economics **4.73/8**



**0.83**

## DEHLI



**75%** Positive emotions

Idea Magnitude **6.25/8**

Business Model **4.92/8**

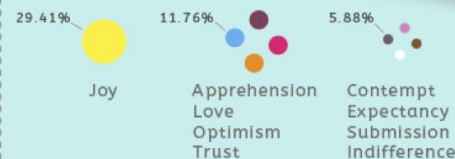
Feasibility **4.58/8**

Economics **4.33/8**



**0.75**

## GLASGOW



**70.59%** Positive emotions

Economics **5.29/8**

Business Model **5.05/8**

Feasibility **4.71/8**

Idea Magnitude **4.71/8**

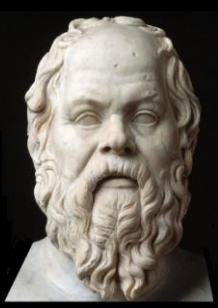
'Waze app which was bought by Google is very similar'

- La cultura ha principalmente lo scopo di far conoscere *molte* cose. Più cose si conoscono, meno importanza si dà a ciascuna cosa.
- Conoscere molte cose significa giudicarle più liberamente e dunque meglio.
- Meno cose si conoscono, più si crede che soltanto *quelle* esistono, soltanto *quelle* contano, soltanto *quelle* hanno importanza. Si arriva così al *fanatismo*, ossia a conoscere una sola cosa e dunque a credere, ad avere fede soltanto in quella.
- Cfr. I tedeschi che sono portati alla specializzazione.
- Conclusione: poiché fine della cultura è di far conoscere il maggior numero di cose, e poiché conoscere una cosa significa distruggerla, fine supremo della cultura è l'ignoranza.

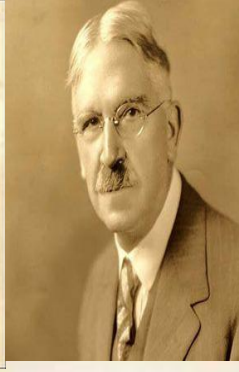
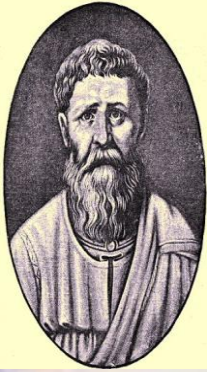
(Alberto Savinio, da *Nuova enciclopedia*, Adelphi, 1977).

- Per assaporare l'autentica libertà personale hai bisogno di non conoscere alcune parti della tua vita presente e futura. Se tutto è già scritto per te, se sai già come andrà a finire, sei meno libero di compiere delle scelte e di prendere decisioni.
- Per rimpiazzare quel "vuoto" si accendono in noi la curiosità e la creatività: ecco perché soprattutto gli artisti, gli artigiani, gli scienziati e gli imprenditori dovrebbero accogliere l'ignoranza e riempirla di nuove idee.
- C'è sempre qualcosa che ignoriamo, altrimenti non avremo nulla da scoprire.

(Michael Smithson, Australian National University)



Welcome to Socrates  
How can I assist you today?



**Conscious  
ignorance**

**Gestures  
of  
refusal**

**Genuine  
ignorance**

**Not  
knowing:**

**An  
infinite  
journey**

**Learned  
ignorance**

**Creative  
decisions**



Quando cresco,  
voglio essere un  
libro digitale

