



POLITECNICO DI MILANO

Digital Business Innovation LAB



Organization and Structure

A.Y. 2017-2018

Prof. Raffaello Balocco

Dr. Angelo Cavallo

Eng. Silvia Sanasi



1. Project-works focused on the hottest topics in the digital innovation field

2. Project-works offered by TOP Companies



3. Project-works to develop your entrepreneurial digital idea (Business Plan)





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The Projects offered by the Companies

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P1. Multi-brand Loyalty Strategy



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Digital technologies are introducing a new set of opportunities and threats for companies. Multi-brand companies by leveraging on digital technologies may re-think the model of loyalty to foster synergies for the whole company.

Goals

- Identify original programs of loyalty made by other companies (direct on not competitors of Cigierre)
- Develop an original “Value Orchestration model of Loyalty Membership” while considering both digital and non-digital based customer experience.

Methodology

- Carry out an international benchmark considering both incumbent and new comers focused on loyalty programs
- Analyse the Cigierre business model, the internal assets, resources and competencies
- Design – on the basis of the benchmark and the internal analysis - a new Loyalty Membership Program

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P2. Satispay Expansion



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Satispay is currently one of the most promising startup company specialized in digital payments. They have reached great success in terms of adoption of their solution in Italy and they are now trying to enter into new markets to expand their business

Goals

- Identify 3 target countries where to enter first while going global (with focus on Europe).
- Define the best *entry strategy* in new markets.
- Define additional and (new) market-specific features not yet part of Satispay's offer.

Methodology

- Analyse Satispay business model, internal assets, resources and competencies
- Define a set of variables to select the countries where to enter on the basis of Satispay goals
- Analyse the most promising European countries on the basis of the selected variables
- Define a short list of 3 target countries
- Define the best entry strategy
- Brainstorm about market-specific features

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P3. Value Orchestration Model of Membership



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Digital technologies are introducing a new set of opportunities and threats for consolidated media companies. Specifically, media company are forced to re-think the model of membership which has to take into account both digital “paper less” channels and experience and traditional “paper based” channels and experience.

Goals

- Identify new models of membership
- Identify new ideas to boost the post-sale self-care
- Develop an original “Value Orchestration model of Membership” while considering both digital and “paper” based experience.
- Define the KPIs in order to test the new models of membership.

Methodology

- Carry out an international benchmark focused on membership models in the media industry
- Analyse the GEDI business model, the internal assets, resources and competencies
- Design – on the basis of the benchmark and the internal analysis - a new Loyalty Membership Program and define a set of KPIs t

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P4. Food Industry & Blockchain Technologies



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IBM is currently looking for insights to fully understand the opportunities to apply blockchain technologies in the food industry

Goals

- Identify and analyze the main challenges that the food industry has been facing in the last years due to the environmental changes
- In the shoes of a big food producer, identify the applications and technologies - based on the blockchain - that may create value for the company, focusing on the following issues
 - “Made in Italy” protection
 - Certification of the origins of the products
 - Traceability of the products throughout the supply chain
- Define the business model and the key performance indicators that could be used to measure the business value of the proposed applications and technologies

Methodology

- Analysis of the food industry: players, supply chain structure, trends, etc
- Internal analysis of a food producer, focusing on business model, processes, business issues, etc
- Brainstorm about possible applications of Blockchain technology

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P5. Overcoming the «fake news»



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IBM is currently looking for find a solution with a world wide problem: the “fake news”. IBM believes Watson has the potential to be helpful on this matter, and that the exploitation of Watson is still in the early phase.

Goals

- Identify and analyze the the “fake news” issue (in English)
- Propose a model to identify fake news over a specific social network
- If possible, exploit Watson technology to apply your model
- Make a real test on a sample of data on the selected social network

Methodology

- Analysis of the “fake news” issue through secondary sources
- Model proposition
- Development of an application based on Watson to apply the proposed model

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P6. Building a Platform Strategy



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Building an ecosystem or community of users is a major strategic opportunity and need that tech companies are facing. IBM is currently looking to build a “platform strategy”, specifically addressed to Italian developers, to engage them in using and improving IBM technologies.

Goals

- Define a digital strategy to identify the community of Italian developers
- Analyse the developers profile using the “Personas” methodology
- Design a platform strategy to engage the community of developers and define which services could be offered in the future (i.e. contents, competition, etc.) to enlarge and retain the community

Methodology

- Digital & social marketing strategy
- Personas to analyse the profiles

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P7. Argo Vision – neural network



ARGO Vision is an Italian company, leader in developing neural-networks-based solutions. The company develops products and technologies, such as sensors to change the smart parking marketplace and many others. The common idea below the project is exploiting the ARGO Vision scientific approach and its proprietary computer vision and machine learning library focused on low cost devices.

Goals

- Create a map of direct and indirect competitors in the Artificial Intelligence market
- Identify new ideas to exploit computer vision in the market
- Focus on “ARGOpolis” idea and define the steps to make it a real project to change the smart city market

Methodology

- Carry out a competitive analysis focused on AI players in Italy
- Analyse the Argo Vision business model, the internal assets, resources and competencies, focusing on ArgoPolis idea
- Design – on the basis of the competitive analysis and the internal analysis – an execution plan to launch ArgoPolis

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P8. Building a Digital Payment Solution



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TheFork is currently looking to introduce a digital payment solution for their customers by offering them the chance to pay directly through the TheFork App. This, while improving the customer experience, will help TheFork to reduce the “bad debt” from restaurants that should recognize a fee for being part of TheFork network.

Goals

- Analyze and compare different payments systems that the fork may introduce (Satispay, Paypal, Credit Card, other?..).
- Analyze how customers and restaurants may welcome and react to this change
- Identify new product feature (e.g how group of friends may split a bill directly through The Fork app)

Methodology

- Analysis of mobile payment systems
- On field market analysis
- Design of the new features

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P9. Deliveroo Expansion Strategy

Deliveroo was launched in October 2015 in Milan and it is now live in 15 cities across Italy. The goal is to become a national player and to do so, Deliveroo is looking for a strategy to fully penetrate the Italian market. Resources are scarce, though, hence Deliveroo needs to prioritize its expansion plan: to which city they should focus first in their expansion?

Goals

- Identify and analyze the the Italian market of delivery
- Design a strategy to expand the geographical scope in new Italian cities
- Identify the next 10 cities to be launched and the reasons why

Methodology

- Analyse the Italian market of delivery through secondary sources
- Analyse the Deliveroo business model, the internal assets, resources and competencies
- Define a set of variables to select the cities where to enter on the basis of Deliveroo goals
- Identify the cities where to enter
- Define the best entry strategy

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P10. Blindata



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QUANTYCA
Performance Intelligence

Quantlyca launched in September 2017 Blindata.io a spin-off company that offers a product designed from scratch to help companies to manage GDPR related processes

Goals

- Define the positioning of the solution compared to other national and international Competitor
- Analyze and estimate the potential market in Italy
- Identify the key customer segments in the Italian market and find out how they plan to move to become and remain compliant with the new regulation in the short and in the medium term.
- According to your findings suggest for each market segment the possible opportunities and threats

Methodology

- External analysis (focus on competition) + internal analysis
- Market analysis and estimation through secondary sources
- Market segmentation

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P11. Sentiment Analysis Taxi Drivers Market



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Uber aims at going over the confrontational and out-of-date vision of Taxis vs Uber battle.

Uber is looking for insights to fully understand the taxi market and the taxi drivers mindset to design and implement a strategy that includes a comprehensive understanding of the whole transportation market. Taxi pressure has proven effective in blocking any policymaker's effort to reform urban transport regulations so far. People perceive Uber as in conflict with taxi and tend to side with one or the other

Goals

- Understand who taxis really are - not only the vocal/aggressive part of them that we see in the news
- Elaborate what taxi drivers think about their work (pros/cons), their relationship to technology and apps, their vision of the future of transportation, their opinion about Uber.

Methodology

- Sentiment Analysis (leveraging on IBM Watson)
- Interviews, focus groups

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P12. Platform Strategy for AI



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Building an ecosystem or community of users is a major strategic opportunity and need that tech companies are facing. Microsoft is currently looking to build a “platform strategy”, specifically addressed to Italian developers specialized in Artificial Intelligence, to engage them in using and improving Microsoft technologies.

Goals

- Define a digital strategy to identify the community of Italian developers specialized in Artificial Intelligence and the companies where they work or would like to work
- Analyse the AI developers profile using the “Personas” methodology
- What’s the best “readiness” strategy? How do they work in team and how to keep them engaged?
- Design a platform strategy to engage the community of developers specialized in Artificial Intelligence

Methodology

- Exploit “personas” methodology to analyse developers profile
- Define a Digital & social marketing strategy to engage the developers
- Design a platform strategy to engage them

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P13. Job Requalification for over 50



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Supporting the Italian digital ecosystem need to address also the needs of over 50 years old professionals (IT and NON-IT) in terms of job re-qualification and digital skills learning strategy

Goals

- Quantify, Clusterize and Analyse the profiles of professionals 47-55 years old that are looking for a new job or career improvements using Data and Personas methodology
- What are their skills "not relevant anymore", with a "potential upgrade", "new skills" that can be an asset for their next 20 working years?
- What's the best "readiness" strategy in helping them to gain or update skills for the next 20 years of their career?
- What's the specifics in terms of life-work balance, smart working, team organizations, engagement?
- Design a digital strategy to engage this community?

Methodology

- Exploit "personas" methodology to analyse developers profile
- Carry out a Market analysis through secondary sources
- Design a platform strategy to engage them

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P14. Samsung4Safety



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Smartphones help us to perform numerous tasks, thus, becoming central in our daily lives. Digital Technologies introduced a wide range of both threats and opportunities regarding personal safety and data protection for users. Smartphones' users are calling for new solutions to both protect themselves and their data: Samsung is looking to answer them.

Goals

- Identify new solutions to protect the users and their data;
- Analyze possible partnership with existing services/startup.

Methodology

- Competitive Intelligence
- SWOT Analysis + Business Model Canvas

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P15. Customer Experience and Digital Caring



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Domino's pizza is looking for new services that may improve the customer experience (CE) of the post-sale process and in particular the customer caring process. Specifically, Domino's Pizza would like to re-think and design a new CE Strategy for the post-sale process in order to better exploit digital technologies and related business opportunities.

Goals

- Analyze the current status of customer experience of the post-sale process of Domino's Pizza;
- Analyze customer experience of the post-sale process and related services offered by competitors;
- Design a new customer experience strategy and related services (e.g introducing real time digital services) of the post-sale process and in particular for customer caring process.

Methodology

- Carry out a competitive analysis focused on the post-sale process
- Analyse the Domino's Pizza business model, the internal assets, resources and competencies
- Design – on the basis of the benchmark and the internal analysis – new services to improve the customer experience post sale process

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P16. *Envision the Playlist Service of the future*



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Digital Technologies introduced several changes in the music industry as well as changes in the consumer preferences and behaviors. To face those changes, incumbent companies had to adapt their business model, while new comers entered the market (see Spotify). In this context, the role of playlist service is getting a major attention by both incumbent and new comer companies. To succeed in the the music industry, it will be essential to develop new business models around the playlist service enabled by the new technologies available (such as Google voice, Amazon echo, Siri etc.).

Goals

- Analyze the Italian music industry and related market
- Define new business models around the playlist services

Methodology

- Carry out a Market Analysis and a Competitive Analysis
- Brainstorm and design innovative business models through the Canvas

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Next steps



1. Fill the form “Project applications” on BEEP by the 14th of April 2018. Through the form, you’ll have the chance to express your interest and preferences and indicate your group name (if you already have one).
2. On the 18th of April: Favours the matching projects-groups + starting approval
3. On the 4th of May: Meeting the Directors of Digital Innovation Observatories
4. On the 11th of May: Meeting with the companies
5. On the 18th and 30th of May, 6th of June: Intermediate reviews with professors
6. On the 23rd of May: Guidelines to frame the final documents
7. On the 13th 15th of June: final presentations

NB: the rooms are always available for group working, when lectures are not scheduled

Final Deliverables: word document (max 30 pages) + power point presentation

Final Mark based on: application of methodologies, “empirical” effort, usefulness for the company



How to fill the form?



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[Link](#)



DBI LAB Schedule

DIGITAL BUSINESS INNOVATION LAB	
2017/2018	
WED 9.30-12.45, B2. 11	
FRI 14.30-18.00, MEL LAB 1 E 2	
Topic	Date
Presentation of the projects + set up of the workgroups + applications	F 13/04
Matching projects - Working in groups - Project Plan	W 18/04
Working in groups – Fintech Guest Speaker (CDO Mediobanca)	F 20/04
Meeting with the Directors of the Observatories – Sources of information, focus on the market, etc.	F 04/05
Working in groups - To prepare "Meeting the companies"	W 09/05
Meeting the companies	F 11/05
Working in groups - Followup Meeting	W 16/05
Intermediate check with professors – Wrap up of the meetings with observatories and companies	F 18/05
Guidelines to frame the doc and the presentation with professors	W 23/05
Working in groups - followup	F 25/05
Intermediate check with professors	W 30/05
Working in groups - followup	F 01/06
Final wrap up with professors	W 06/06
Working in groups - followup	F 08/06
Final presentations	W 13/06
Final presentations	F 15/06



THANKS!



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