



**WE  
EMPOWER**





# *Hack your business growth*

InnovaTour 4.0

Milan - May 17, 2019



# Agenda

- **My several lives**
- **Winds of change at unprecedented speed**
- **Growing the talents needed to “hack” your business growth**
- **Q&A**



# Agenda

- **My several lives**
- **Winds of change at unprecedented speed**
- **Growing the talents needed to “hack” your business growth**
- **Q&A**

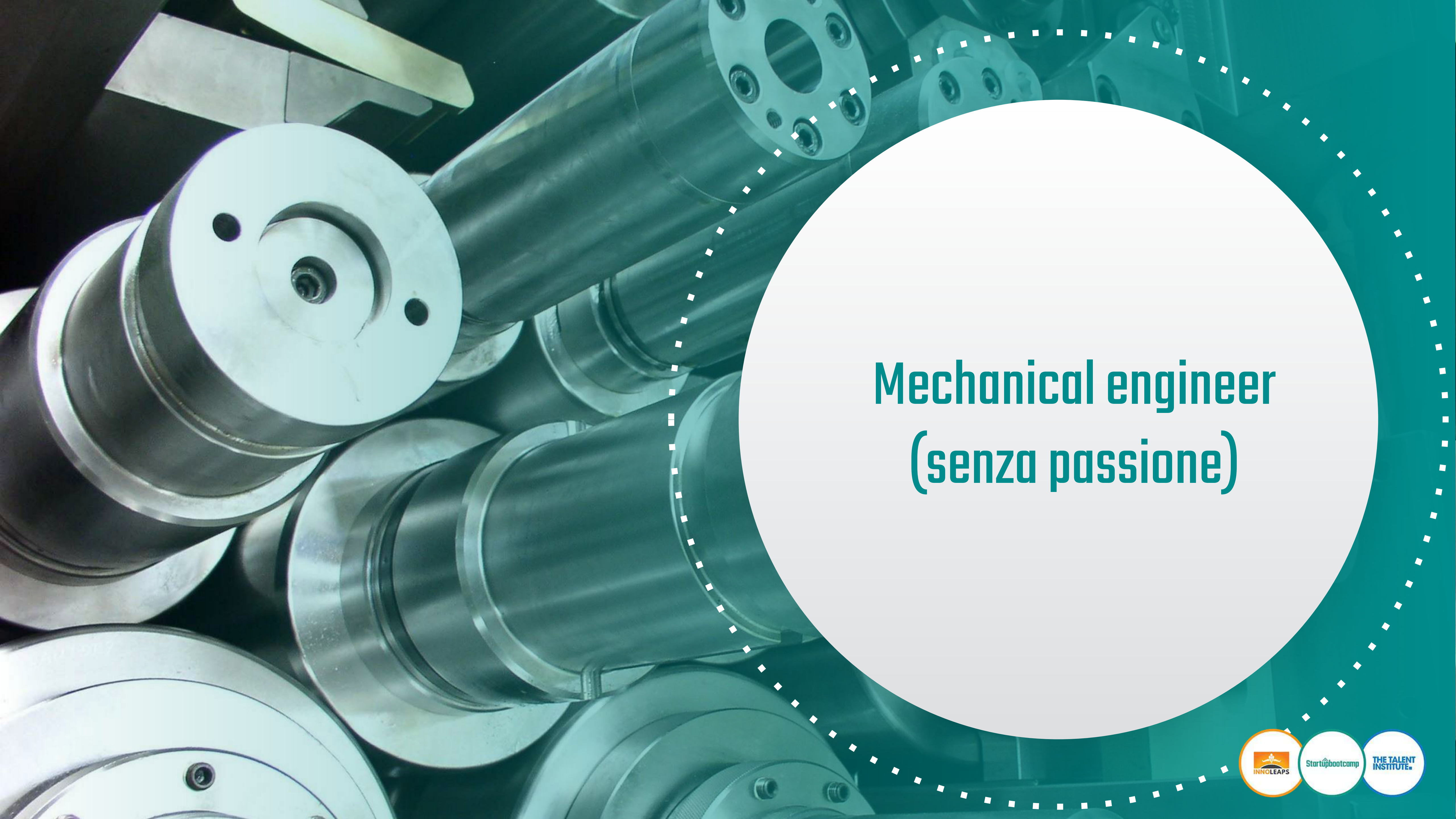




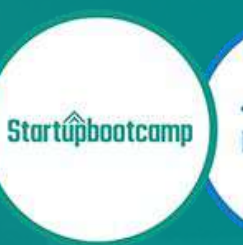
**Almost 50 years ago**







# Mechanical engineer (senza passione)





# Strategy

consultant for 13 years

(“Faccio 2 anni  
e poi smetto”)

McKinsey & Company



# CORRIERE DELLA REPUBBLICA

ABBONAMENTI: SE NUMERI SETTIMANALI  
 Anno L. 1100 Semestre L. 600 Trimestre L. 300  
 6 mesi L. 300 3 mesi L. 150 1 mese L. 50  
 Pubblicità e Annunzi: Direzione via Solferino 28  
 Tel. 06/47811 - Telex 320321 - Fax 06/47811

Prezzi degli abbonamenti ai postali per gli abbonati a CORRIERE DELLA REPUBBLICA  
 LA DOMENICA DEL CORRIERE  
 Italia: Anno L. 300 Sem. L. 150 Tris. L. 75  
 Estero: Anno L. 400 Sem. L. 200 Tris. L. 100

## 'nata la Repubblica

Umberto partirà sabato dopo la consegna del  
 nuovo Stato - Volontà di cooperazione di tutti

### REGIA NAZIONALE

pubblica la vita...  
 con una maggio-  
 grande, ma ap-  
 che non grande  
 a dimostrare la  
 istenza contro cui  
 ha dovuto a suo  
 ars, i forti pre-  
 zati cui ha do-  
 uzzere, le diffuse  
 ha dovuto vincere  
 dante di malinconia  
 di turbide social-  
 tentazioni, che e-  
 rna ad affrontare  
 è male che la vi-  
 nata così tenace-

I RISULTATI DEL "REFERENDUM"  
**REPUBBLICA 12.182.000**  
**MONARCHIA 10.362.000**

ROMA 5 Giugno.  
 Il servizio elettorale del Ministero degli Interni ha ri-  
 versato finora dai prefetti, circa i risultati del referendum  
 istituzionale, dati che si riferiscono allo scrutinio di 34.112  
 sezioni su un totale di 30.234.  
 Da essi risulta che la Repubblica ha avuto una percen-  
 tuale del 54,84 (ventimilatre, 12.182.000 voti) e la Monarchia

MARCHE — Sezioni 1120 su 1120: Repubblica 496.000  
 Monarchia 213.621.  
 UMBRIA — Sezioni 631 su 631: Repubblica 301.209  
 Monarchia 117.755.  
 LAZIO — Sezioni 1857 su 2212: Repubblica 919.238  
 Monarchia 677.201.  
 ABRUZZI e MOLISE — Sezioni 1264 su 1264:



The first Italian  
 Chief Digital Officer  
 ("ma che xxxx è la digital  
 transformation?")





# DIFFUSEL<sup>®</sup>

**“Never more the Digital  
Officer in a large complex  
corporate!!!”**

**(Apr 2016, 3m before  
doing it again...)**



epic

private investment community

Trying out the  
startup thrill  
(furious fights with  
other founders, I sell  
with 0% upside)





**Becoming smarter  
as angel investor -  
my Moffu Labs baby  
started with 8 friends...**



maker

tell More With Stories

MAKER



TRUELAYER

TRUELAYER



Elisa Crotti



Guido Frisiani



EatsReady

mogu

Mogu



Claudio Farina



Alessandro Floris

SEEOUSUR

SEEOUSUR

... now almost 40 investors and 15+ startups in portfolio!



Wish Raiser



Alessandro Baroni



Stefano Visalli

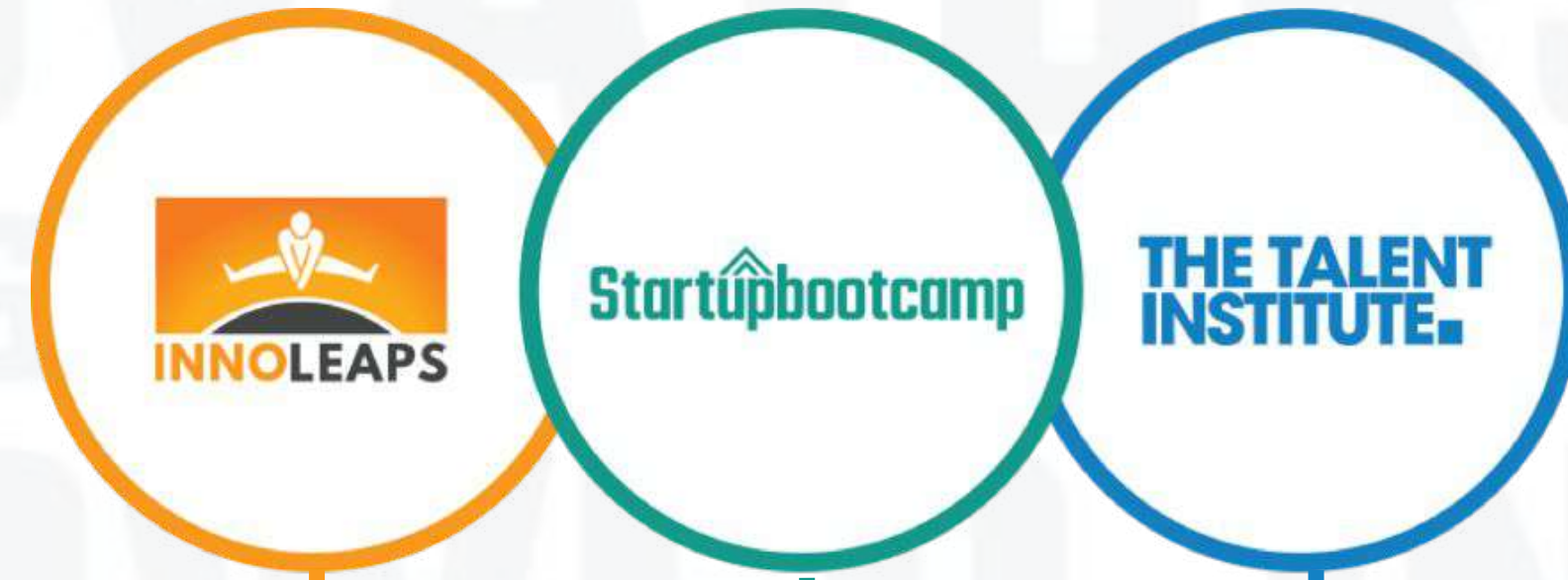


FEAT FOOD





# NOW HELPING ITALIAN COMPANIES INNOVATE FASTER



## Corporate Acceleration

- Innovation Strategy Executive Sessions
- Innovation Masterclass for Staff Functions
- Innovation Sprints
- Corporate Accelerators

## Talent Acceleration

- Growth Hacking programs
- Young Digital Entrepreneurs programs
- Corporate digital re-skilling programs

- Industry startup acceleration programs (e.g. FoodTech, AI)
- Company-specific innovation scouting
- Corporate-Startup collaboration programs

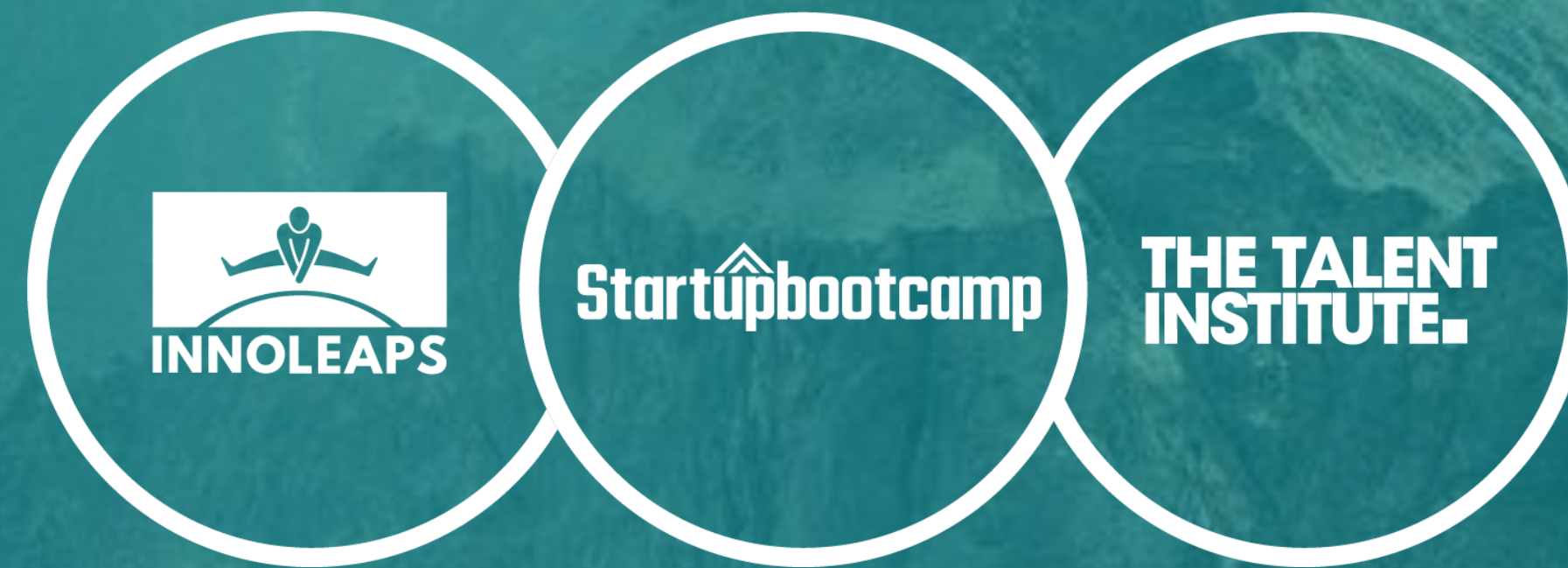
## Startup & Scale-up Acceleration





# ONE OF THE LARGEST GLOBAL INNOVATION ECOSYSTEMS

## WE EMPOWER INNOVATORS



**20,000**

Startup applications  
received and analyzed  
each year

**800+**

Startups accelerated since  
2011 - 85% still active after  
5y - adding 200/year

**250+**

Corporate startups/  
scale-ups launched with  
top global companies  
across sectors

**1,000+**

Digital entrepreneurs  
trained for scale-ups and  
hired/ re-skilled for  
corporates

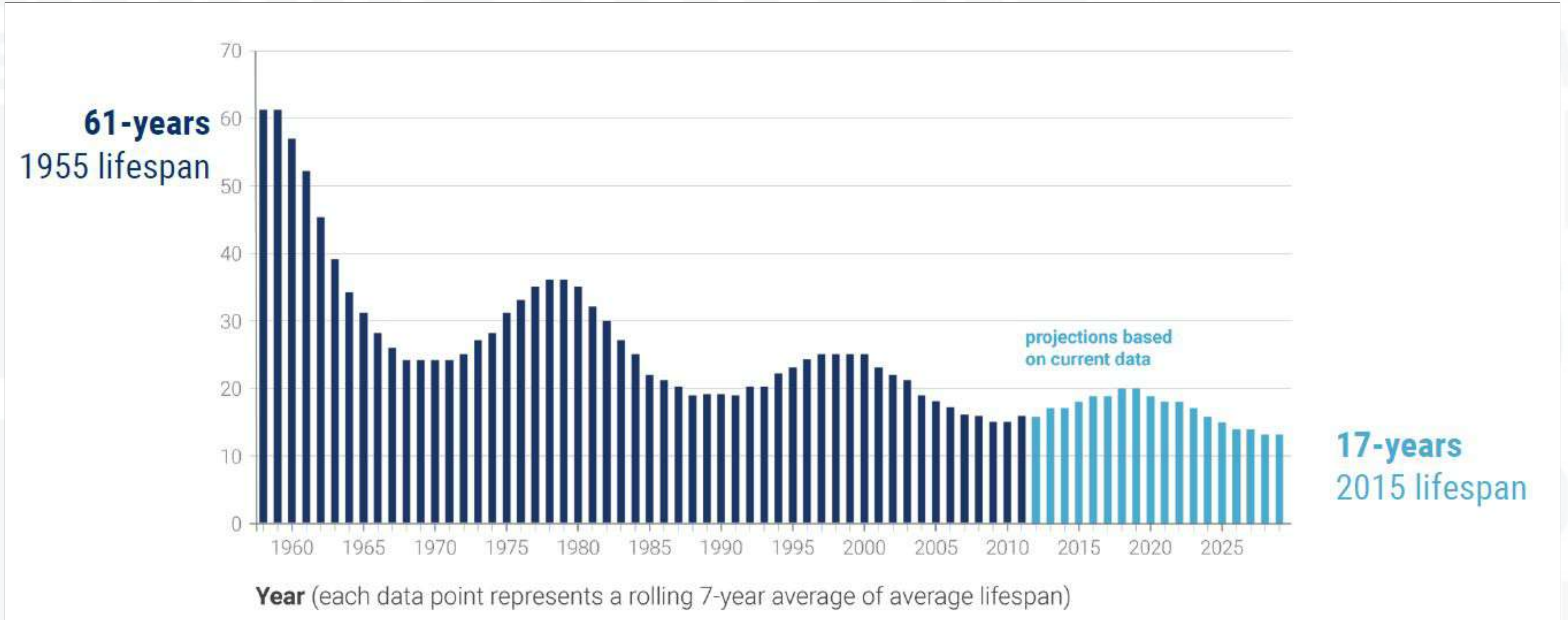


# Agenda

- My several lives
- Winds of change at unprecedented speed
- Growing the talents needed to “hack” your business growth
- Q&A

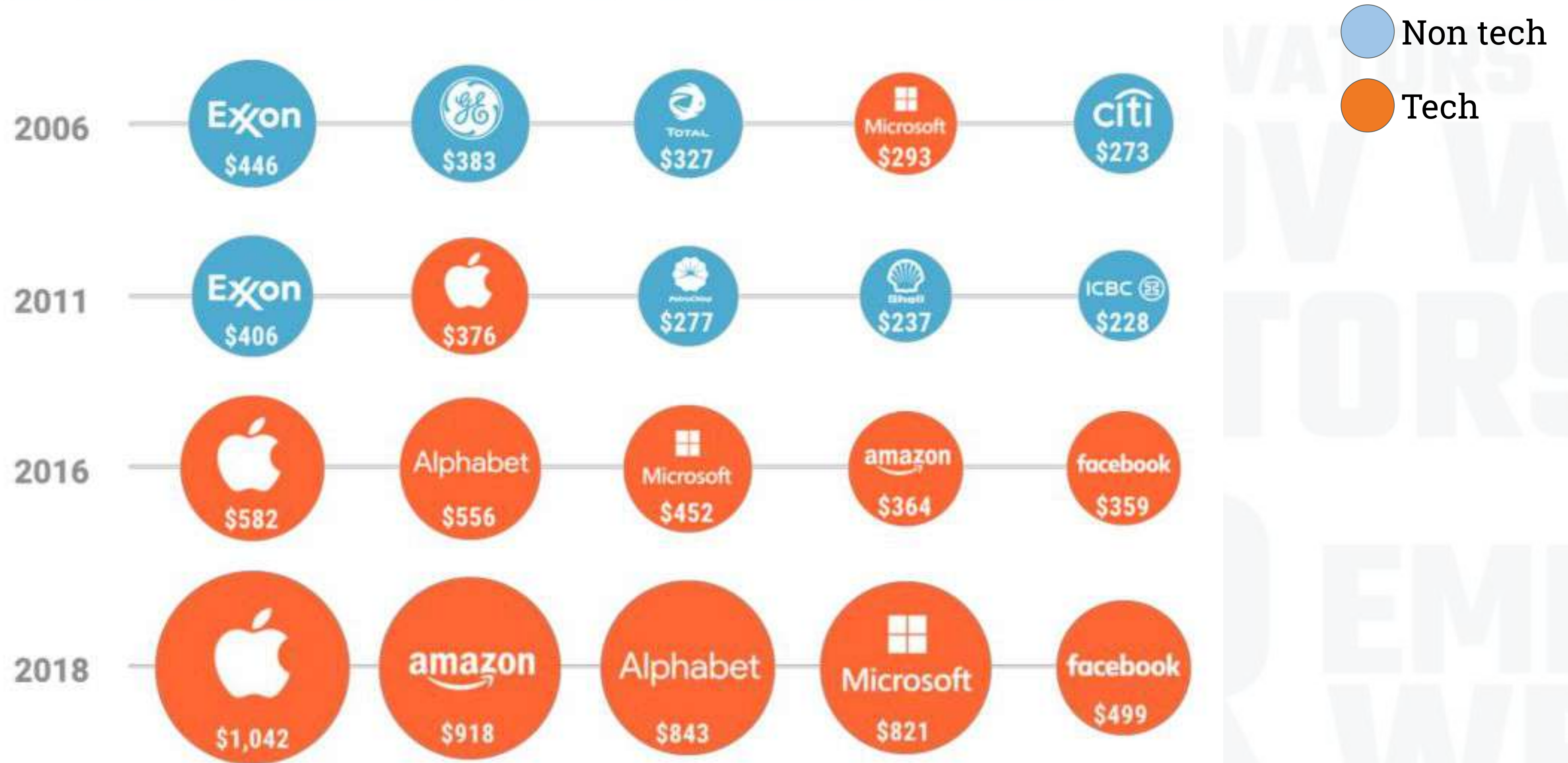


# LIFESPAN OF COMPANIES SHRINKING DRAMATICALLY





# TECHNOLOGY IS EATING EVERY INDUSTRY





# UNPRECEDENTED SPEED OF TECH ADOPTION

Time to reach 50 Million users





# AND TRADITIONAL COMPANIES HAVEN'T SEEN IT COMING...

BLOCKBUSTER ON NETFLIX

“Neither RedBox nor Netflix are even on the radar screen in terms of competition.”

– Jim Keyes, CEO of Blockbuster (2008)

PALM ON THE IPHONE

“We’ve learned and struggled for a few years here figuring out how to make a decent phone ... **PC guys are not going to just figure this out. They’re not going to just walk in.**”

CEO  
Ed Colligan in 2006



# AND TRADITIONAL COMPANIES HAVEN'T SEEN IT COMING...

## FOOTLOCKER ON AMAZON

We do not believe our vendors selling product directly on Amazon is an imminent threat. There is **no indication that any of our vendors intend to sell** premium athletic product, \$100-plus sneakers that we offer, directly **via that sort of distribution channel.**"

Footlocker CEO and Chairman  
Richard Johnson

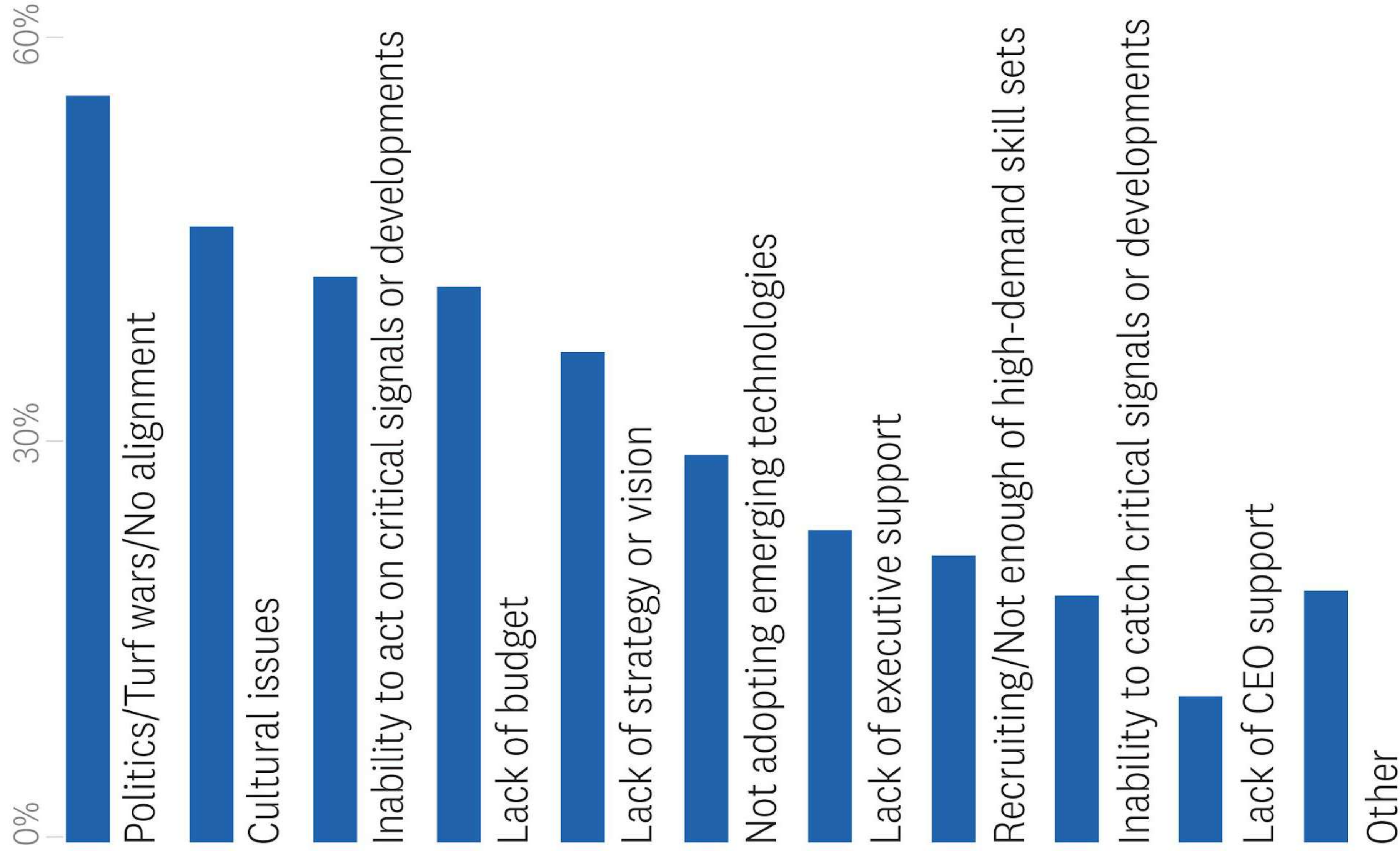
## MICROSOFT ON GOOGLE

**"Google's not a real company.  
It's a house of cards."**

Former Microsoft CEO  
Steve Ballmer



# AND IT'S ALL ABOUT CULTURE AND PEOPLE





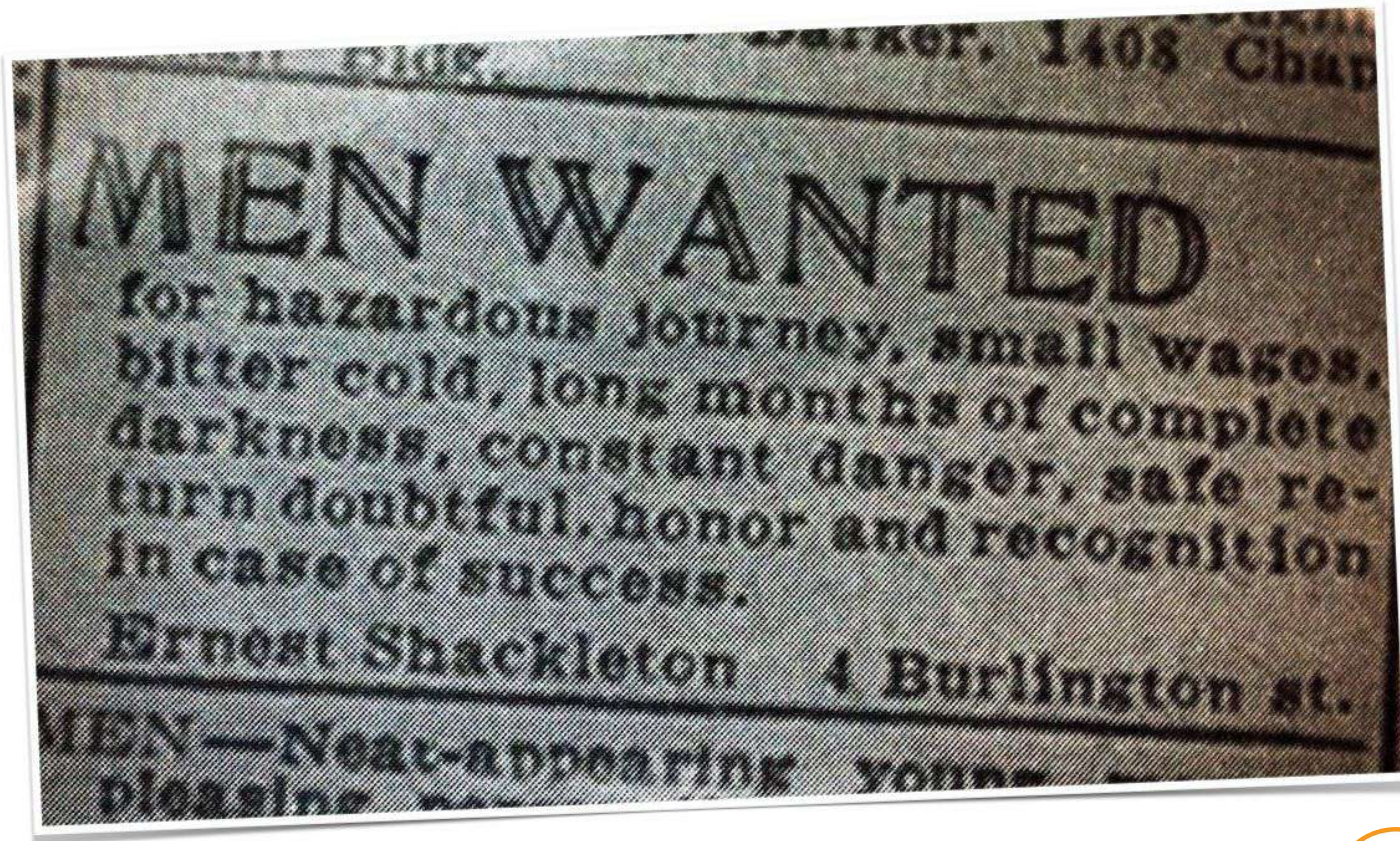
# INDEED, INNOVATION COMES ONLY FROM BRAVE PEOPLE



**Ernest Shackleton**



# INDEED, INNOVATION COMES ONLY FROM BRAVE PEOPLE





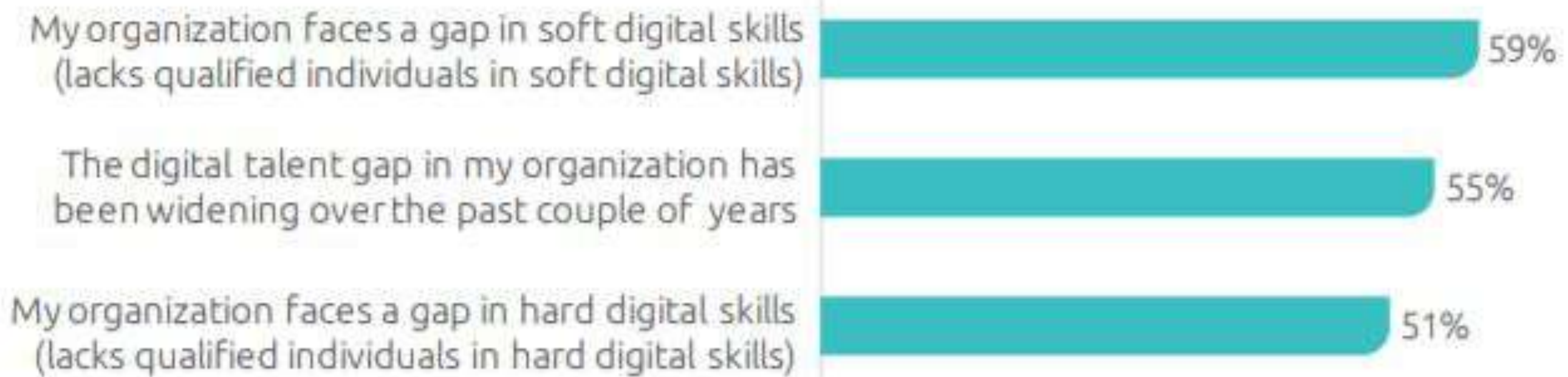
# Agenda

- My several lives
- Winds of change at unprecedented speed
- Growing the talents needed to “hack” your business growth
- Q&A



# ITALIAN COMPANIES DESPERATELY NEED DIGITAL TALENTS TO ADDRESS THIS FAST-CHANGING ENVIRONMENT

## Percentage of organizations that acknowledge the shortage of digital talent





# IN GREAT DEMAND IS THE ROLE OF “GROWTH HACKERS”

Growth Hackers are digital marketers “on steroids”, adding technical and analytical skills to the standard marketing ones



**The Top 25 Most In-Demand skills of 2018**

Skill	Example Job Titles	Salary
Cloud and Distributed Computing	Platform Engineer Cloud Architect	\$120,000 \$135,000
Statistical Analysis and Data Mining	Business Analyst Data Analyst	\$72,000 \$62,000
Middleware and Integration Software	IT Manager Systems Integration Engineer	\$95,000 \$98,000
Web Architecture and Development Framework	Web developer Full Stack Web Developer	\$65,000 \$77,000
User Interface Design	UX Designer Web Developer	\$85,000 \$65,000
Software Revision Control Systems	Web Developer Software Programmer	\$65,000 \$64,000
Data Presentation	Graphic Designer Data Scientist	\$45,000 \$113,000
SEO/SEM Marketing	Marketing Specialist Online Marketing Manager	\$49,000 \$80,000
Mobile Development	Mobile Engineer Mobile Application Developer	\$95,000 \$83,800
Network and Information Security	Information Security Specialist	\$96,000
Marketing Campaign Management	Online Marketing Manager Digital Marketing Specialist	\$91,000 \$68,800
Data Engineering and Data Warehousing	Software Engineer Database Developer	\$95,000 \$98,000
Storage Systems and Management	Database Administrator System Administrator	\$120,000 \$135,000
Electronic and Electrical Engineering	Electrical Engineer Electronic Engineer	\$81,000 \$88,400
Algorithm Design	Software Engineer Lead Software Engineer	\$95,000 \$85,000
Perl/Python/Ruby	Software Engineer Data Scientist	\$95,000 \$113,000
Shell Scripting Languages	Linux System Administrator System Engineer	\$75,000 \$90,000
Mac, Linux and Unix Systems	System Administrator Linux System Administrator	\$68,800 \$75,000
Java Development	Java Developer Web Developer	\$80,000 \$65,000
Business Intelligence	Business Intelligence Analyst Forecast Analyst	\$73,100 \$64,000
Software QA and User Testing	User Experience Engineer Software Test Engineer	\$85,000 \$80,000
Virtualization	Network Engineer Network Administrator	\$82,000 \$65,000
Automotive Services, Parts and Design	Vehicle Engineer Industrial Designer	\$96,000 \$63,000
Economics	Business Development Manager Auditor	\$99,000 \$66,000
Database Management and Software	Database Specialist Database Administrator	\$91,000 \$63,000

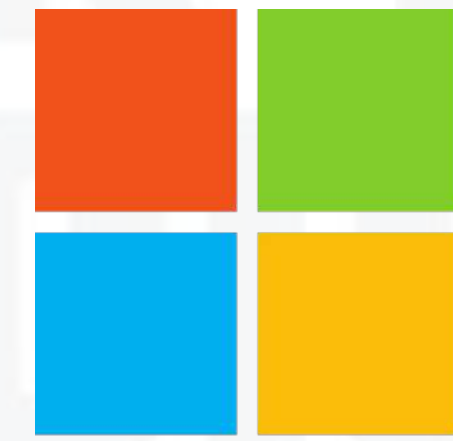
9 of the top 25 most in-demand skills are de-facto part of the growth hacking role





# THE TALENT INSTITUTE + MICROSOFT TO TRAIN GROWTH HACKERS AT SCALE

the > talent >  
institute >



Microsoft





# OUR APPROACH STARTS FROM THE NEEDS OF COMPANIES



Basati sulla offerta di lavoro  
(si cercano gli studenti per riempire le aule)

Limitati alla teoria in aula

Pagati dagli studenti

Tasso di occupazione al termine molto variabile

Basato sulla domanda di lavoro  
(si cercano le aziende che hanno bisogno del ruolo)

Combinazione di aula e apprendistato

Pagati dalle aziende (=commitment)

98% tasso di occupazione al termine



# WE DON'T JUST "TRAIN" TALENTS, BUT PLACE THEM ON THE JOB



## 6-Month Traineeship Program

### Month 1



Full-Time Training



Company Matching Event



Company Growth Plan / Project

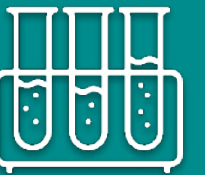
### Month 2-4



4 Days working at a Company



Skill Deepdives at TTI



Case Studies

### Month 5-6



Full-Time at a Company



Monthly Face-to-Face Coaching



Remote Coaching, Peer-to-Peer Learning

### End of Program



Option to Hire



Remote Coaching and Support



Access to Global Alumni





# THE BENEFIT FOR OUR COMPANY PARTNERS

Efficacia del recruiting  
trovare i talenti adatti

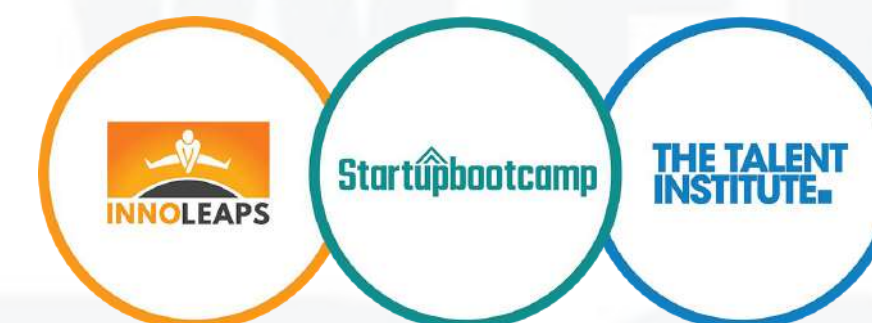
**the > talent >  
institute >**

Recruiting con programma TTI:  
6 mesi di «test» dell'adeguatezza del  
candidato su effettivi progetti aziendali  
Costo confrontabile con fee di agenzia ma  
molto inferiore ai rischi/costi indiretti della  
gestione di candidature non idonee



Ricerca autonoma o con agenzie:  
Tempi lunghi, incertezza sull'efficacia del candidato  
una volta inserito, costi diretti (con agenzie) o  
indiretti (bassa performance, ricominciare da capo)

Efficienza del recruiting  
Trovarli rapidamente, a bassi costi  
diretti e rischi indiretti





# Herb Kelleher

March 3, 2019

friend

"We have a  
strategic plan.  
It's called doing things."

Herb Kelleher  
former CEO Southwest Airlines

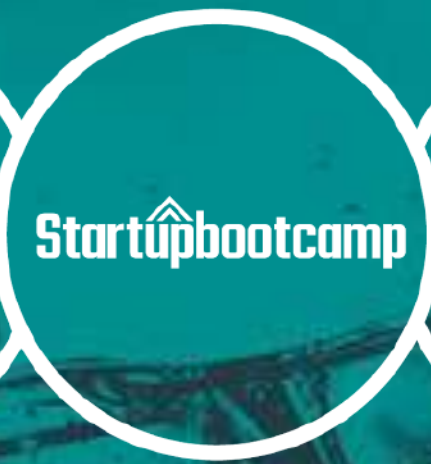




# Agenda

- My several lives
- Winds of change at unprecedented speed
- Growing the talents needed to “hack” your business growth
- Q&A





# WE EMPOWER INNOVATORS