

THE LEGACY OF INNOVATION

Re-inventing the business model to remain competitive

– Carmelo Cennamo

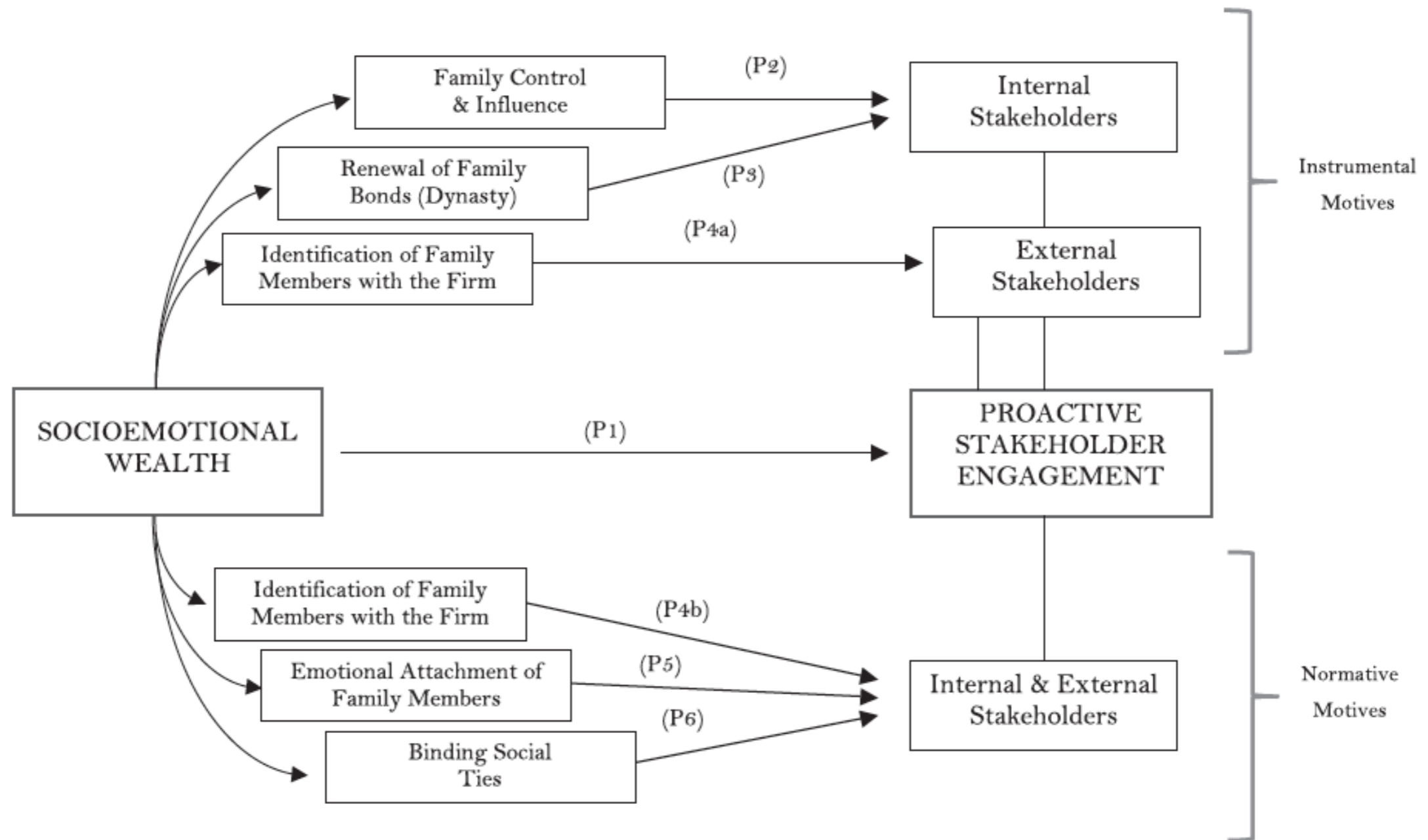
Family Business Leaders Roundtable
6-7 October 2016
Tonino Lamborghini SpA

“...Adesso la macchina me la faccio io”
(now I will build the car myself)

- Ferruccio Lamborghini

FAMILY FIRMS ARE RICH...

The SEW-PSE Model



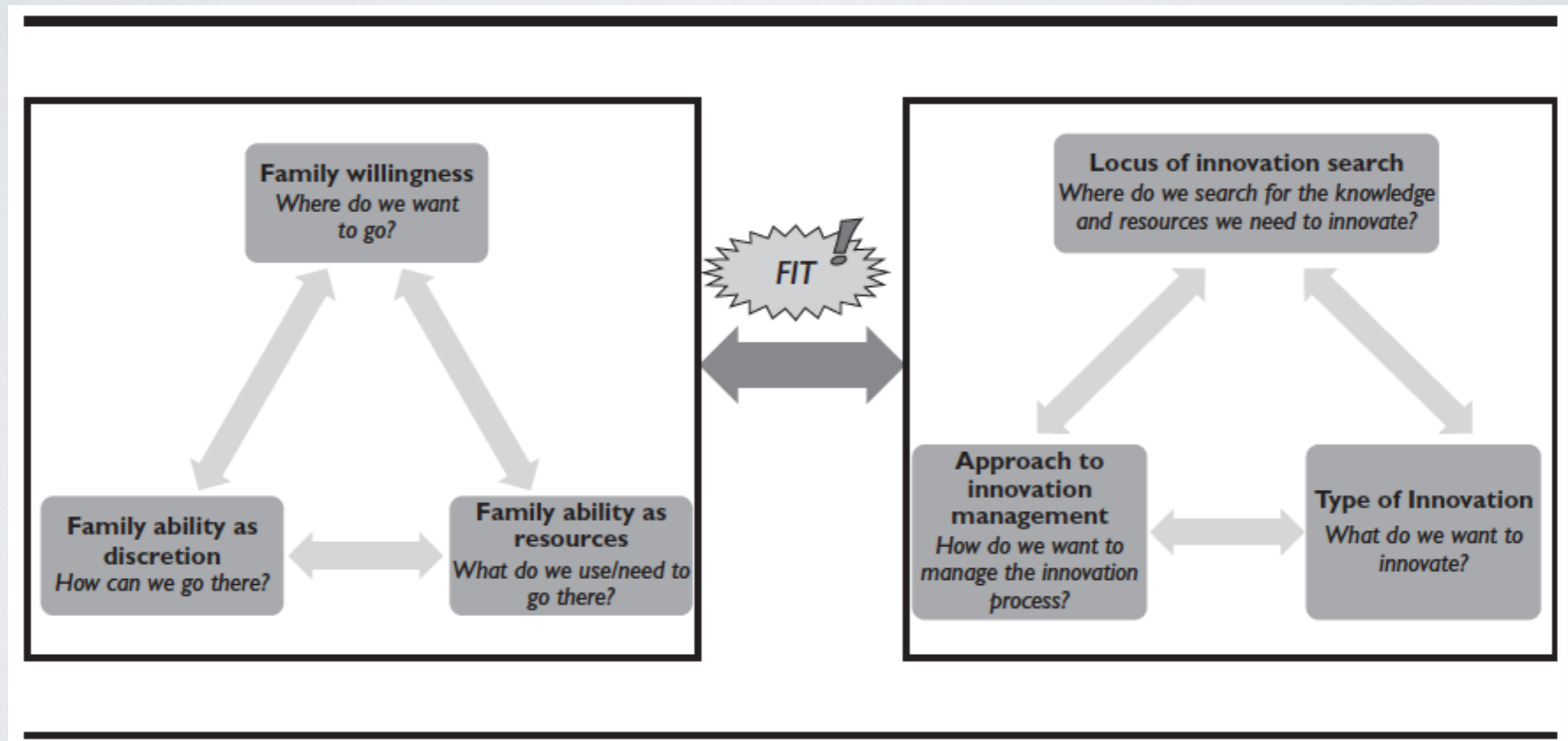
LEGACY AS LIABILITY?

However with socio-emotional wealth comes **grater loss aversion**

Family assets over time can become a **liability for further innovation**

Family's legacy and identity – from core capabilities may turn into **core rigidities**

FAMILY-DRIVEN INNOVATION



© De Massis, Di Minin, Frattini 2015

DIGITAL - TODAY'S BIGGEST DISRUPTION



TODAY'S BIGGEST DISRUPTION

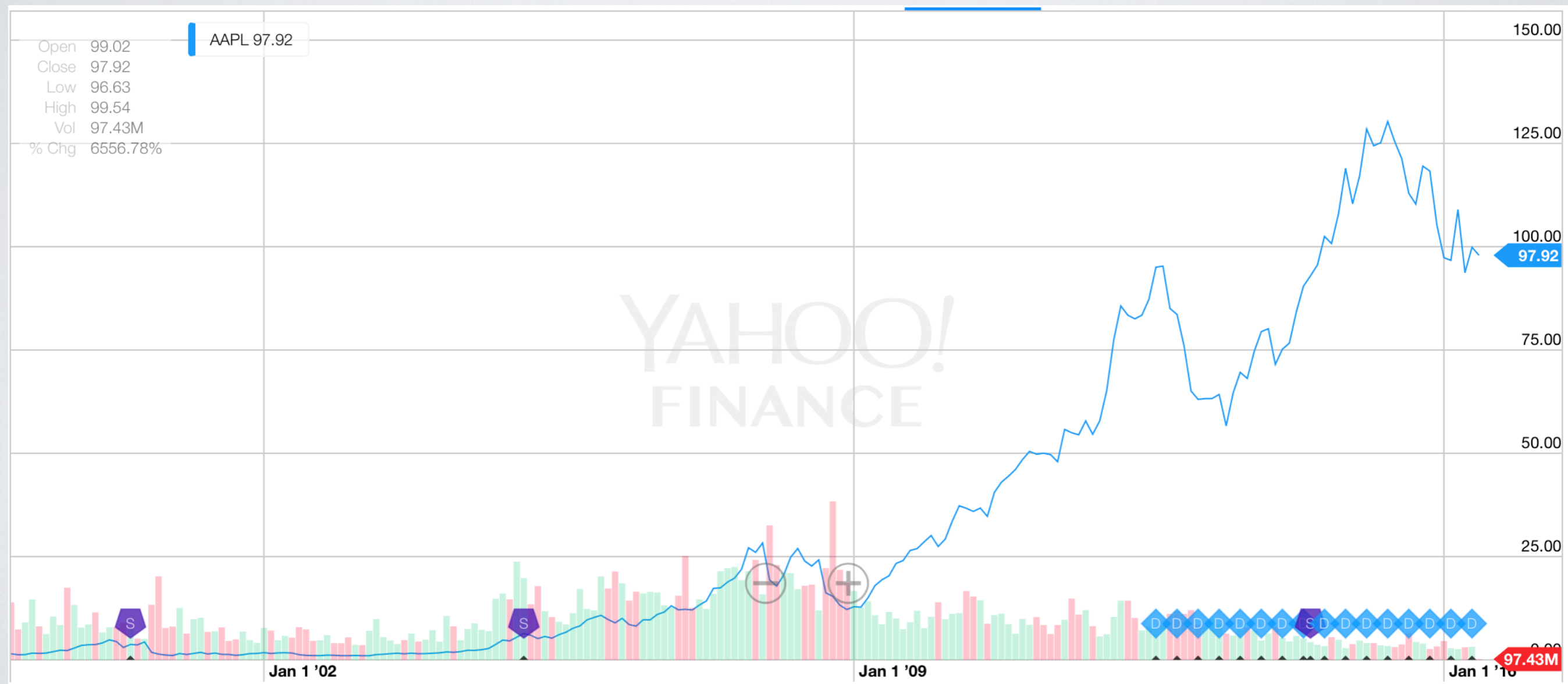
What's your digital innovation strategy?

IT-driven?

Product-driven and Marketing focused?

EMBRACING DIGITAL

Learn from the masters: Apple's value



APPLE'S INNOVATION VALUE



© Jared C. Benedict, wikimedia

"1,000 songs in your pocket"

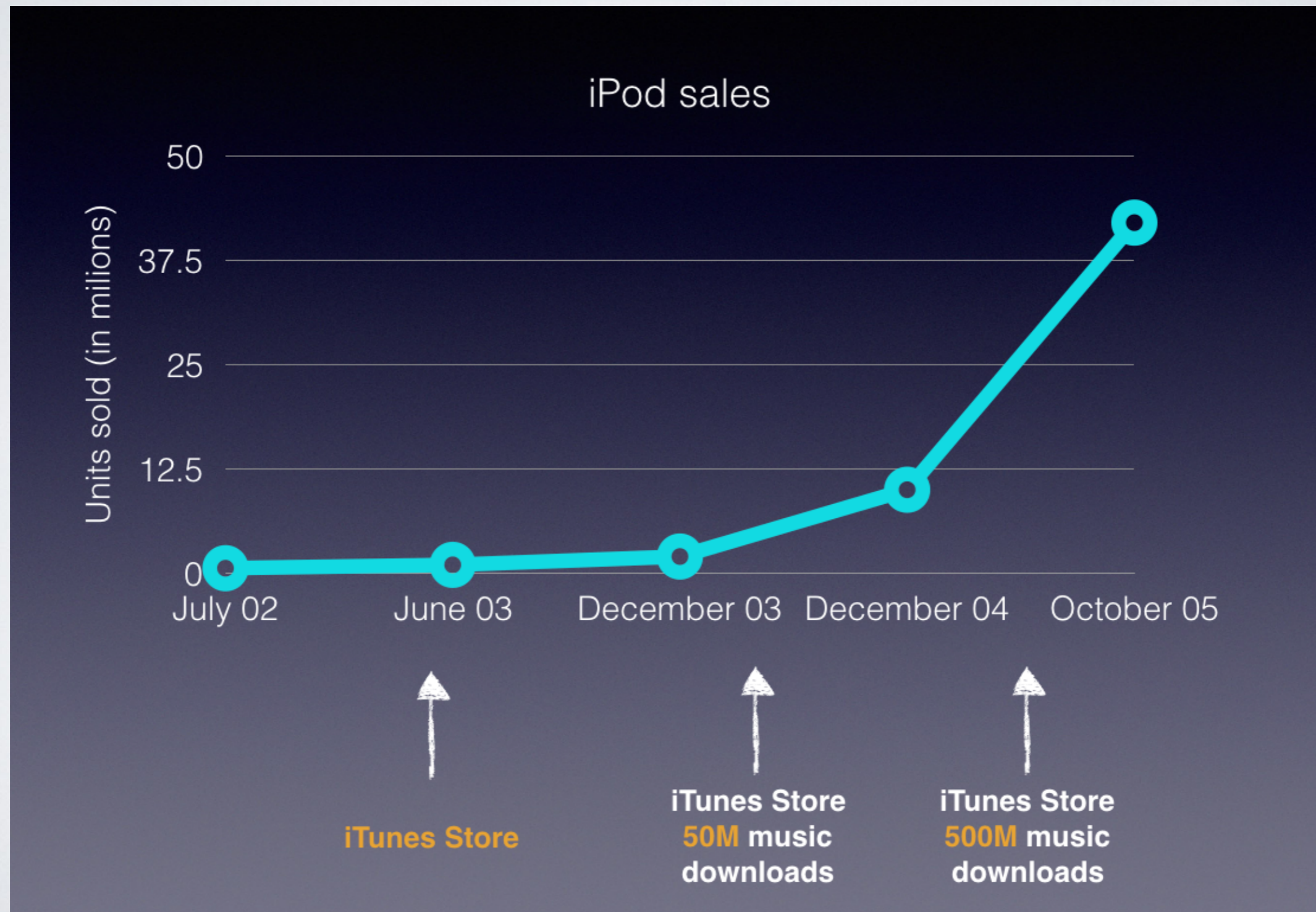
Ultra-portable

10 h battery life

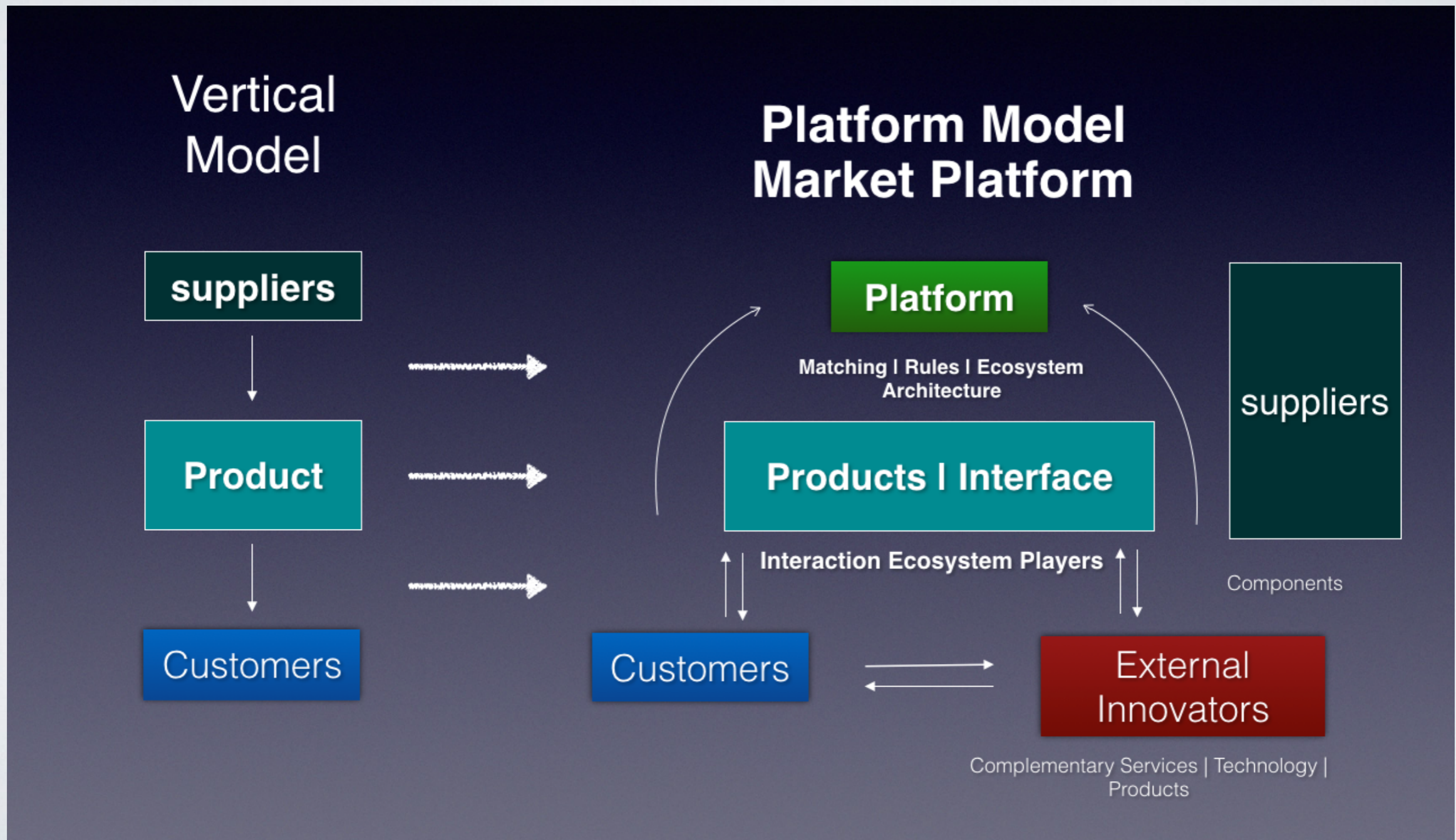
High-quality material

"Beautifully designed"

APPLE'S INNOVATION VALUE



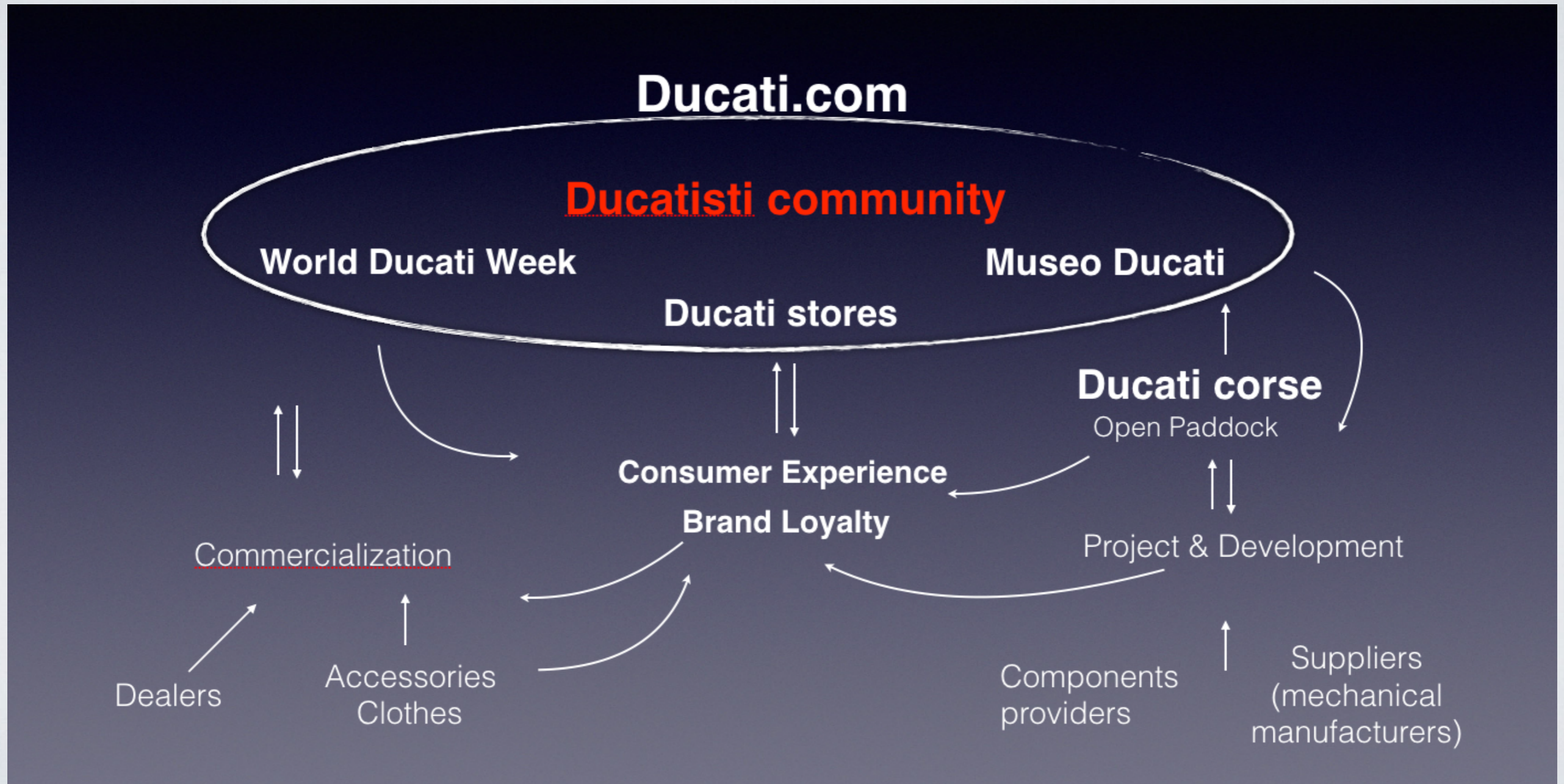
APPLE'S VALUE - A NEW BUSINESS MODEL



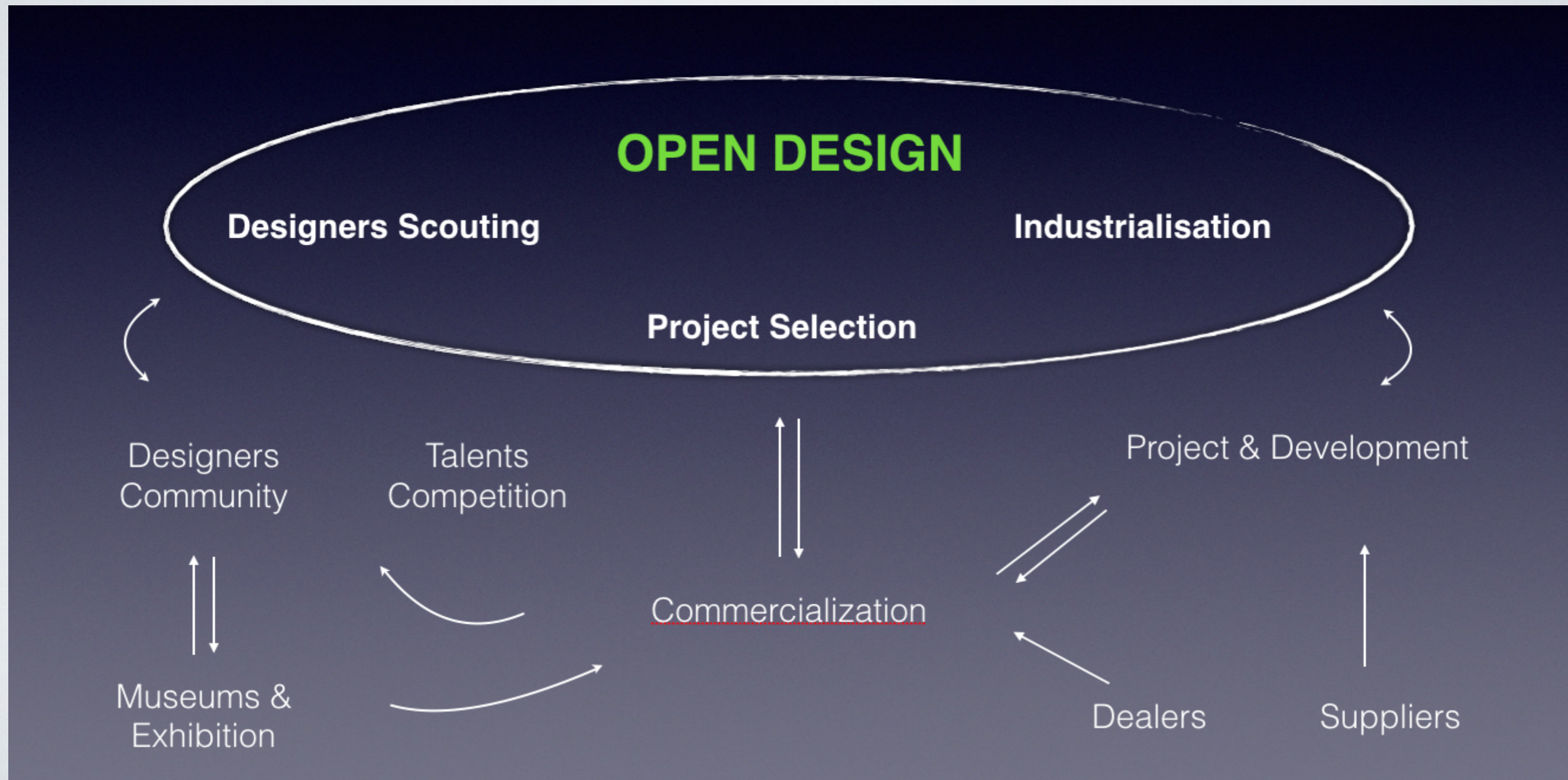
A PLATFORM INNOVATION STRATEGY?

YEAH...BUT I AM NOT BUILDING
SOFTWARE

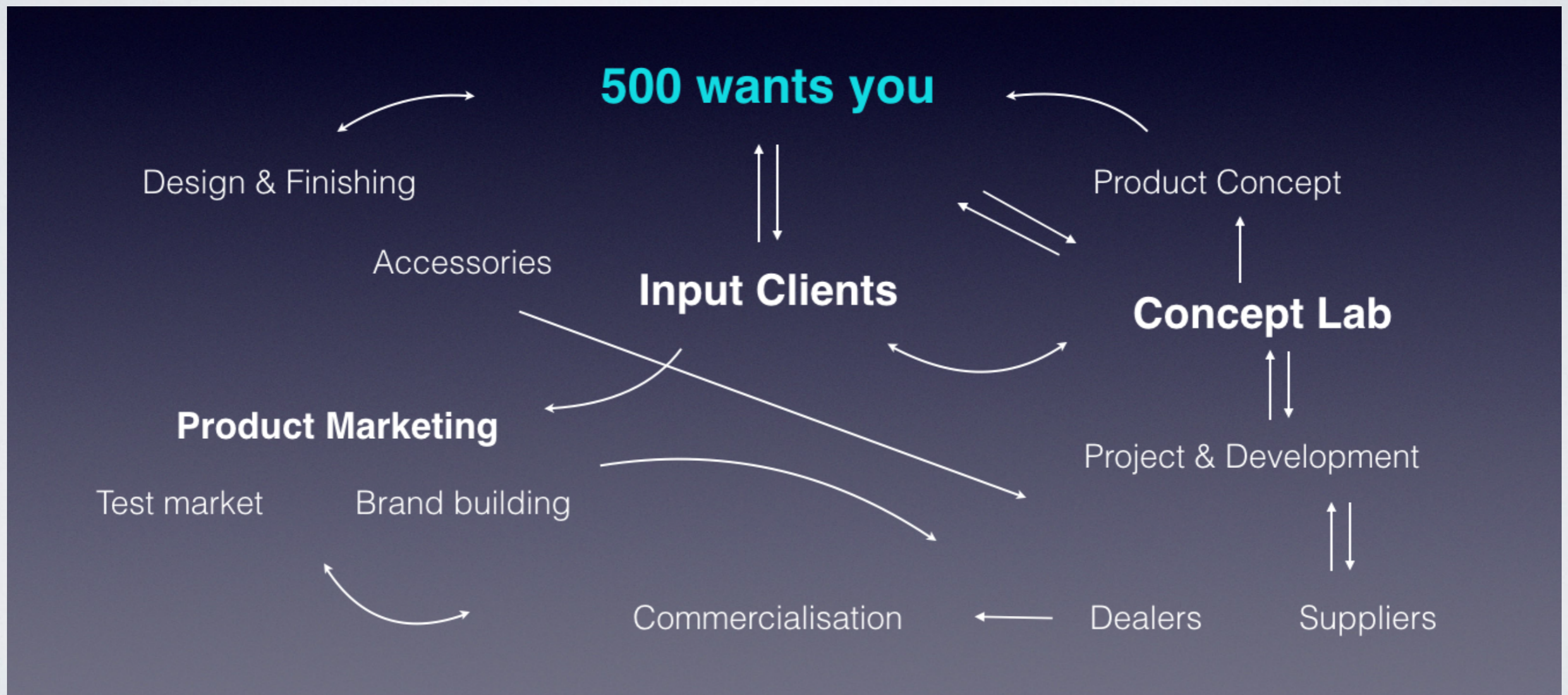
DUCATI COMMUNITY PLATFORM



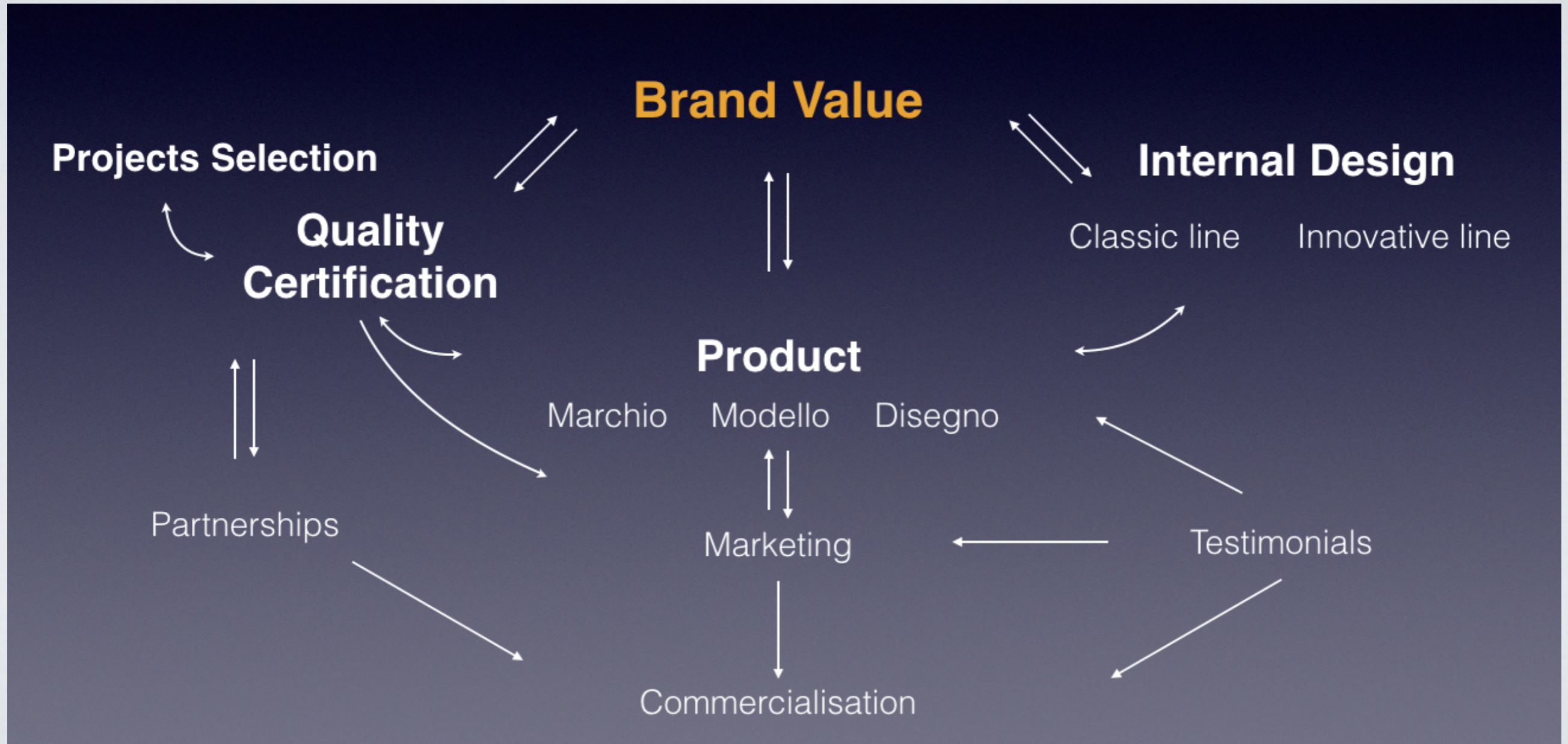
EDRA OPEN-DESIGN PLATFORM



FIAT 500 PRODUCT PLATFORM



DAMIANI BRAND PLATFORM

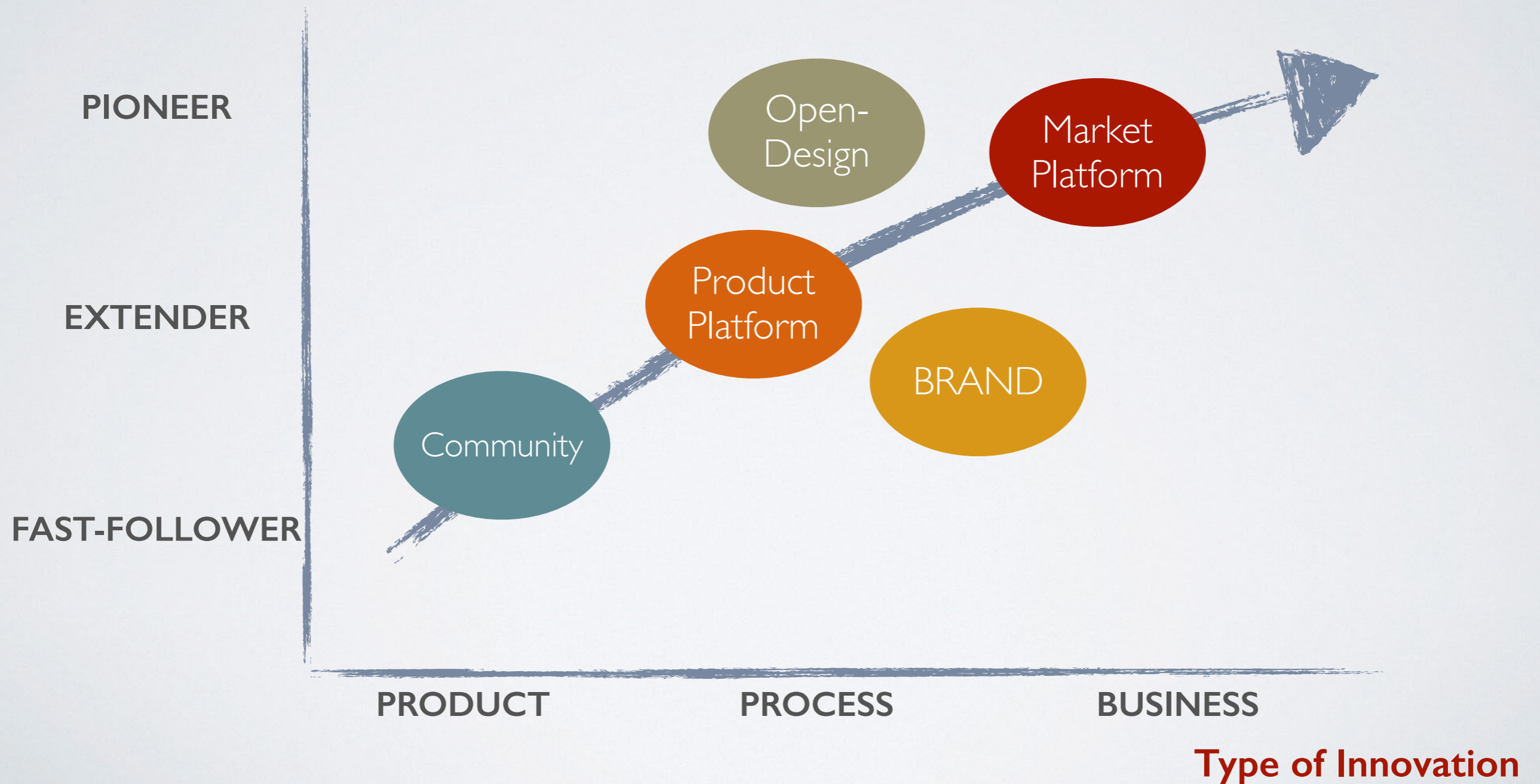


WHAT'S YOUR PLATFORM
MODEL?

WHAT TYPE ARE YOU?

Which platform model is right for you?

Type of Innovator



HOW TO GET THERE?

Family Assets	Link to Innovation	Innovation Institutionalising Mechanisms
Family Values Entrepreneurial orientation	Alertness to innovative opportunities Willingness to take risk	In house incubation system In house private-equity fund Incentives & rewards Role models & mentors in the family Entrepreneurial comp�tition
Family Identity & reputation legacy	New products/markets as way to leverage family assets	Ownership design (going public, business group formation, investment from third parties...)
Family Network ties	Conduits of knowledge from external sources Access to key, exclusive resources	Inviting young family members to test innovative ideas in/outside family buz. Encourage young family members to careers in research, politics, or media

“...Adesso la macchina me la faccio io”
(now I will build the car myself)

- Ferruccio Lamborghini