



**BOOK REVIEW CIAGLIA, M. "THE STARTUP CANVAS.
IL METODO PER TRASFORMARE UNA IDEA
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Abstract

The book provides a useful tool for developing an entrepreneurial project starting from a simple idea that is a real operational guide for those who intend to create a startup. The startup canvas is the innovative framework created by Massimo Ciaglia, the author, integrating some fundamentals elements such as the intellectual property, marketing and fundraising strategies, the traction to the current and common existing frameworks.

The book distinguishing itself by overcoming of the limits of the current existing models with the proposal of a strategic tool developed from a lean perspective.

The startup canvas is the innovative framework created by Massimo Cia-
glia as a result of his twenty-year experience in the field of start-ups.

The author intends to provide an examination of the world of startups and to indicate what are the keys to let them succeed. The primary objective of *The Startup Canvas* is to help the future entrepreneur to identify as soon as possible the right way to make their company work. In particular, the aim of the volume is to provide a useful tool for developing an entrepreneurial project starting from a simple idea that is a real operational guide for those who intend to create a startup.

The innovative tool created by the author, “the startup canvas”, integrates the current and common existing frameworks such as the Business Model Canvas and the Lean Canvas by adding some elements that are missing. In fact, the main difference compared to the previous models, identifying the great added value that this tool brings, is that of having added some fundamental blocks to develop a Startup such as the intellectual property, marketing and fund raising strategies, the traction. It is in this integration that we can identify the significant added value of this tool.

In the first chapter the author illustrates what a startup is, underlining that every new project is born from an idea or a need to be satisfied. The business model, however, is the heart of every startup, the tool that allows you to concretize an idea that otherwise would only remain in the drawer.

The key elements and techniques for building and starting a startup are illustrated in the second chapter of the book. Starting from the definition of the mission, the vision and the value proposition (i.e. the actual offer to customers and the added value brought to them) to then arrive at the business model (that is the way in which a startup creates value through the production of a product or the provision of a service, offering this value to its customers and then transforming it into revenues) and the business plan, the elaborate that describes the project idea, explaining in detail the business model with which it is declined on the market and how get profit from it. Further relevant aspects are the tools for protecting intellectual property (such as patents and copyright) and the main methods of collecting financial resources (funding). Participation in competitions incubators, crowdfunding platforms, business angels, venture capital companies and bank debt are the main methods of financial funding cited by the author.

The third chapter illustrates how to develop a startup according to Eric Ries’ Lean approach. Following the Lean Startup approach allows you to proceed in sequential and continuous steps, i.e. conception, check, modification, and to focus on the real needs of the customer. This virtuous circle created by a continuous interaction between the initial idea, the product or service created and the customer is called the feedback loop. Also known as the Build-Measure-Learn process, it is one of the pillars of the Lean Startup methodology and involves the continuous validation of the business idea,

the analysis of feedback from the market and KPIs (Key Performance Indicators). In fact, bringing a concrete value to the customer will help the entrepreneur not only to eliminate waste of time and money from the process, but it will allow the creation of a sustainable, profitable business.

The importance of marketing and communication strategies for the growth of the startup are illustrated in the fourth chapter. Reputation plays a fundamental role: those who invest in start-ups prefer to invest in an entrepreneur with an excellent reputation on the web, with a significant and certifiable track record that allows them to reduce the investment risk. It is therefore essential, before turning to investors, to create an excellent image on social media, on the web and take care on one's brand reputation.

The structure and content of the startup canvas tool is illustrated in the fifth chapter. In particular, the startup canvas is structured through 12 blocks:

1. the problem or the identification of a real need to be satisfied;
2. the development of the market that is to qualify the target customers and relationships with customers;
3. the value proposition, or rather what it is intended to produce to satisfy the need identified above;
4. the fiduciary hypotheses, the assumptions (that is the idea of the startup is based and without which the project could not exist) are analyzed;
5. the business model, that is the way in which a startup creates value through the production of a product or the provision of a service, offering this value to its customers and then transforming it into revenues;
6. marketing, both online and offline marketing strategies need careful analysis and evaluation, as they become extremely important when presenting the product or service on the market and in managing relationships;
7. the financial plan, which makes a forecast, in economic and financial terms, of the startup's development plan by estimating the necessary equity in each development phase in order to make the project sustainable;
8. intellectual property, represents the set of business idea protection strategies that are intended to be adopted in the development process of the startup;
9. the team, that is the preparation of the personnel plan, including the definition of roles and responsibilities;
10. operations, i.e. analyzing the physical and legal offices of the startup, legal and labor law aspects, tax regime, legal nature and so on.
11. traction, it represents the growth model of a startup, based on metrics in relation to objectives.

12. fundraising, it is not enough to know the amount of investments required, but it is also useful to understand which stakeholders to present to and in what time frame to structure the fund raising strategy. The fundraiser has been positioned at the end of The Startup Canvas, as only after having structured the different fields it will be possible to introduce your startup to the investor.

The framework is basically developed in two steps. The first is represented by the business idea (blocks 1, 2, 3 and 4), while the second step takes place by analyzing respectively the strategy and execution (consisting of the remaining blocks). In particular, the strategic part includes the business model, marketing strategies, the financial plan and the intellectual property. The execution includes the team, the operations, the traction and the fundraising strategies.

The book concludes by reporting two successful start-up cases in which from an entrepreneurial project a winning business has been built that satisfies the needs of the market.

Reading the volume is particularly suitable for scholars and professionals dealing with the creation of new businesses and entrepreneurship issues, providing some theoretical insights and above all practical examples useful for facilitating the processes of designing and launching start-up. The element of greatest novelty and interest of the text is the overcoming of the limits of the current existing models with the proposal of a strategic tool developed from a lean perspective: a circular, dynamic model based on continuous improvement.