



UNIVERSITÀ DEGLI STUDI DI
BERGAMO

Corso di
MARKETING AVANZATO

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Market emergence & cons. entrepreneurship

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Lead users

Lead users are an extremely valuable cluster of customers and potential customers who can contribute to identification of future opportunities and evaluation of emerging concepts. Understanding these users can provide richness of information relatively efficiently.

The concept of 'Lead Users' was introduced by Eric von Hippel in the mid 1980s. He defined the lead user as those users who display the following two characteristics:

- They face the needs that will be general in the market place, but face them before the bulk of that marketplace encounters them
- They are positioned to benefit significantly by obtaining a solution to those needs



Consumer Entrepreneurship

- The entrepreneurial process starts from user's unsolved needs.
- Once developed the innovation is exposed to other users to receive feedbacks.
- Appreciations received from other users lead user-innovator to consider commercial exploitation.
- The community of users' contributes to further improvements and to innovation circulation.
- Users-entrepreneurs outperform incumbents due to their privileged position as users.
- The very fact that the users' knowledge is not industry specific constitute an advantage to come up with original and creative solutions, i.e. users develop solutions that industry participants might miss.



Consumer Entrepreneurship

Esempi di consumer entrepreneurship si trovano spesso in:

- Sport
- Gaming & consumer electronics
- Abbigliamento
- Altri beni di utilizzo comune e quotidiano

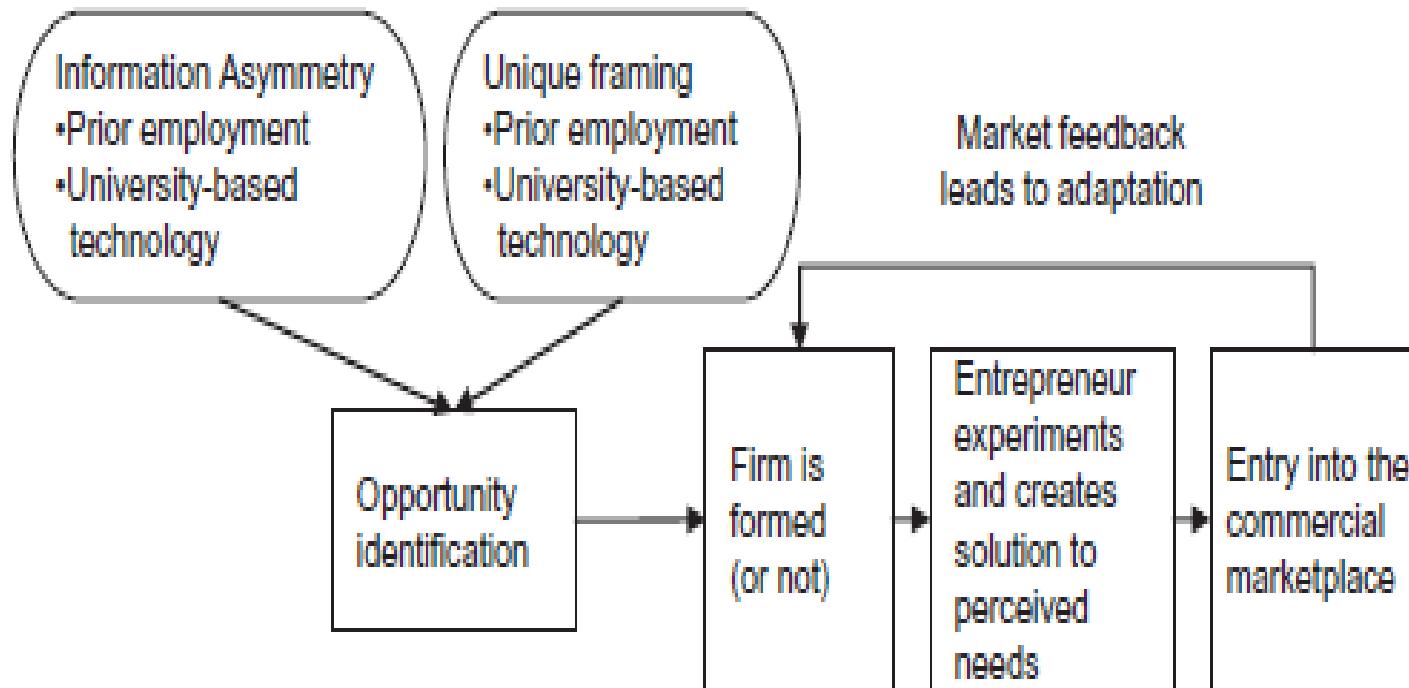


Firm driven market development vs consumer driven market emergence

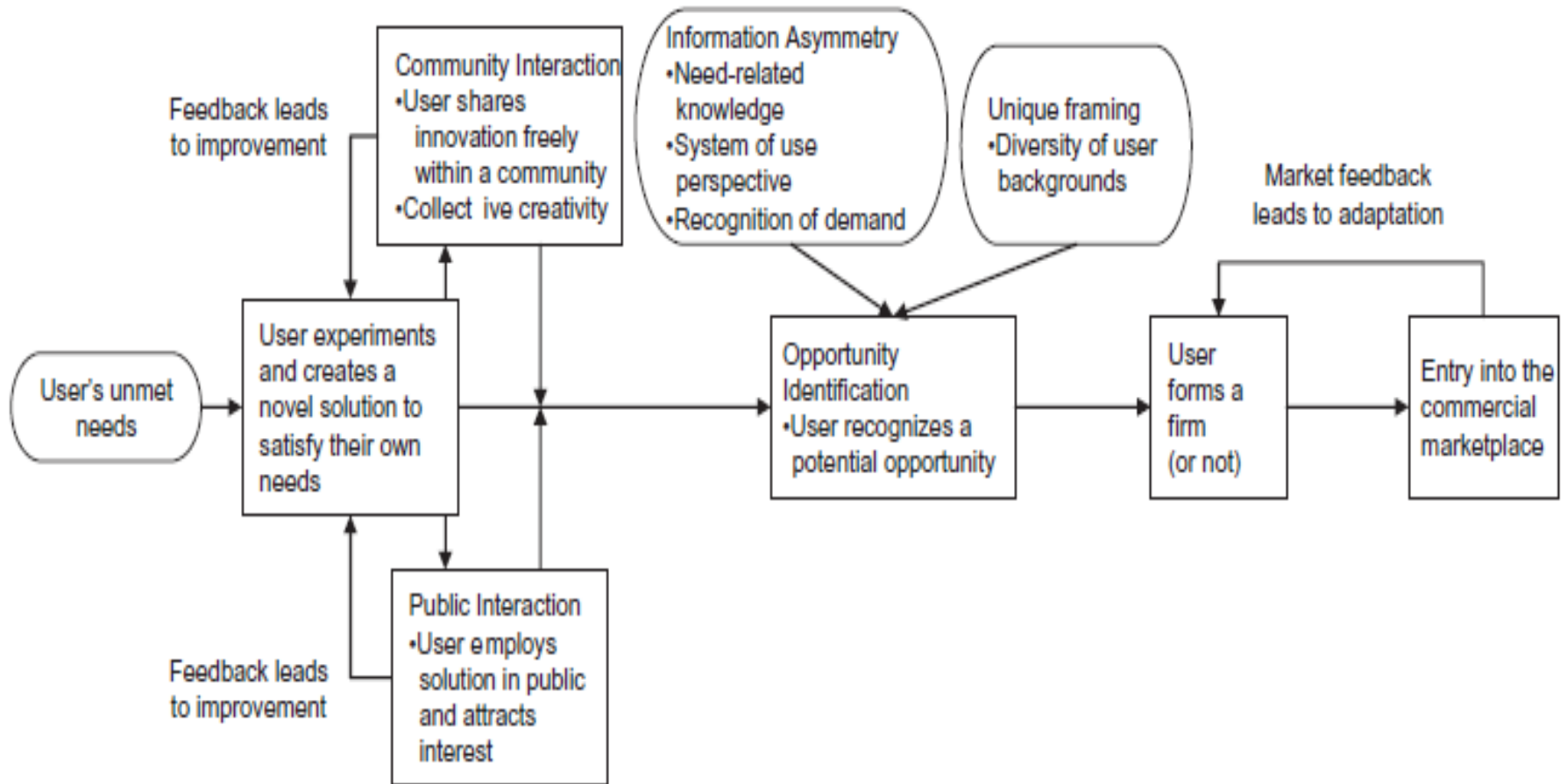
	FDMD	CDME
Industry stance	Proactive	Passive
Consumer needs	Unproven	Systemic, self-manifesting
Locus of innovation	Centralized within firms	Distributed among embedded entrepreneurs
Drivers of innovation	Extrinsic motivation, profit	Intrinsic motivation, fun
Nature of diffusion	Pushed by firms, marketing-driven	Organic, community-driven
Market structures	Top-down, built or existing	Bottom-up, emergent
Nature of investment	High, up-front, borne by firms	Incremental, distributed
Risk of failure	High	Low



Il classico processo imprenditoriale



Il processo di cons. entrepreneurship

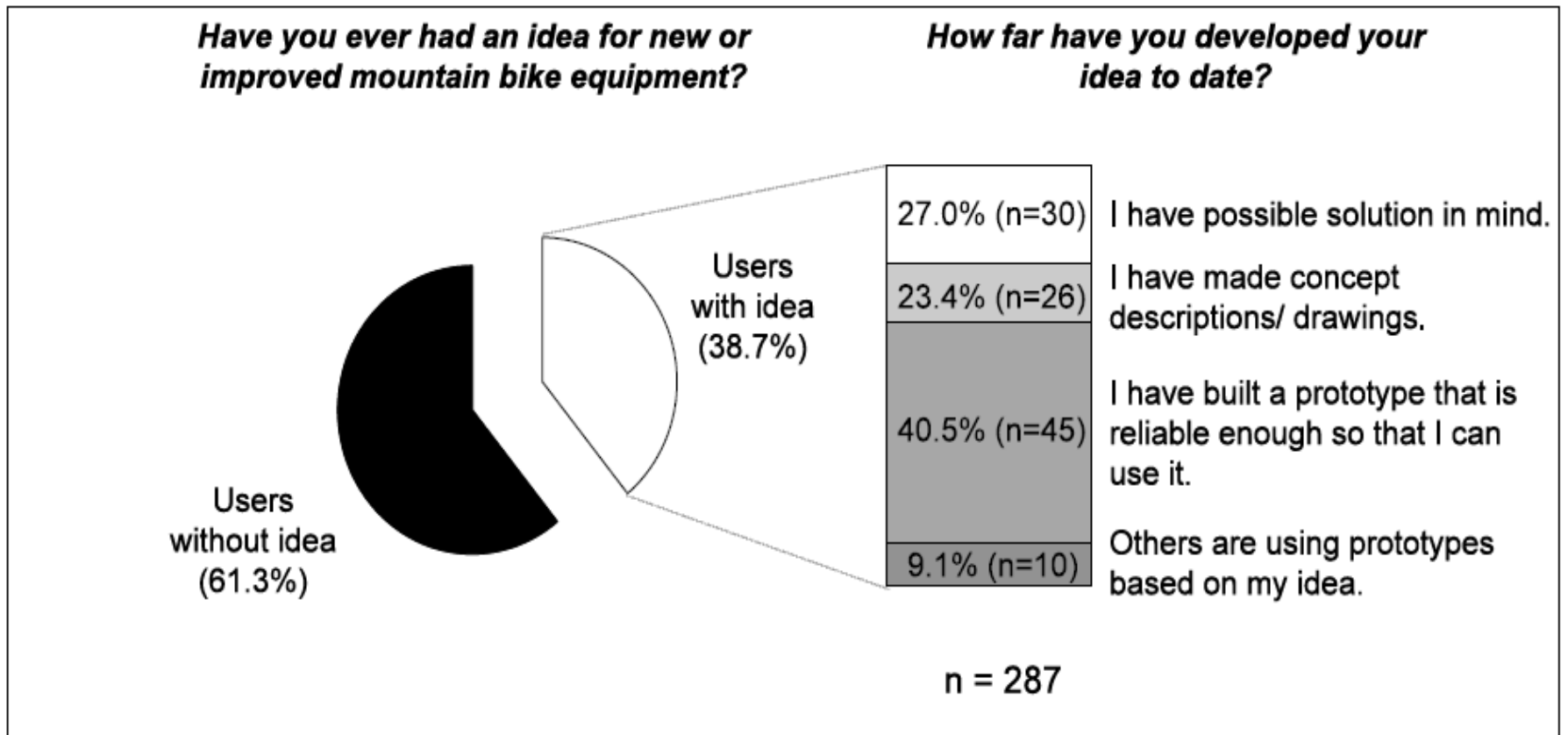


Esempi

Sport	Innovation Type	Percentage of Innovations Developed by Users and User-Manufacturers	Number of Innovations Developed by:					TOTAL
			User	User-Manufacturer	Manufacturer	Other	Unknown	
Skateboarding	First of Type	100%	1	0	0	0	0	1
	Major Improvement	67%	0	4	2	0	0	6
Snowboarding	First of Type	100%	1	0	0	0	0	1
	Major Improvement	67%	2	4	3	0	0	9
Windsurfing	First of Type	100%	1	0	0	0	0	1
	Major Improvement	53%	2	14 (a)	7	7 (b)	9	39
TOTAL			7	22	12	7	9	57
% of First of Type Innovations (c)		100%	100%	0%	0%	0%		
% of Major Improvement Innovations (c)		58%	9%	49%	27%	15%		



Esempi



Cultural driven consumer entrepreneurship

- The consumers' accumulation of cultural capital relative to specific consumption domains and marketplace literacy makes it possible to identify cultural opportunities that are likely to generate forms of consumer entrepreneurship.
- Culture-driven consumer entrepreneurship implies decisions that leverage on cultural capital and propose an alternative cultural expression of a business.
- Culture-driven consumer entrepreneurship extends the creation of economic value from a focus on functional value to a focus on symbolic and social value.





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