



POLITECNICO
MILANO 1863

The Journey from Skate Brand to STARTUP

A new PSS for a revolutionary Skate Experience following design principles and a lean approach.

Thesis by: Giacomo Rho
Thesis supervisor: Anna Meroni

Politecnico di Milano, school of Design
Msc in Product Service System Design
A.Y. 2020/2021

Abstract | Ing

Hi,

I'm Giacomo and with this thesis document, I'm signing the end of my academic path. I had been through my bachelor's in industrial product design ending with a Master's Degree in PSSD, and now is finally the moment to choose which life plan to execute.

But I think that I have been choosing the funniest plan, trying to become an entrepreneur and launch my first project about skateboards.

"How might we use the skateboard in a different way or with a different purpose?" Since 60' skateboards are all around, starting from the motherland the U.S. skateboards arrived in Europe and then in Asia.

It is a real culture, it determines a style, and now is a recognized Olympic discipline in Tokyo 2020. Skateboarding is very up to the trends and there is still a great potential to be exploited.

I'm in the skate field for more than 8 years as a rider, a skateboard maker, founder of the DAFFY BOAR PRODUCTION, and now, as a good and crazy Product/Service Designer I am trying to innovate and redesign the skateboarding experience starting from the knowledge and experiences already done.

The output of my innovation process is the project DAFFY that is contained in this document with all the basic knowledge needed and the precise plan for the execution.

The real purpose of the project is to bring skateboarding to the next level, where people do not only use a skateboard to ride but also to meet new people, share something and be more sustainable at the same time.

I will first release SHIFT a new product to be added to any skate for a revolutionary experience and then as the product will spread, I will introduce a Skate App dedicated to only Skaters, the independent DAFFY Network as Strava did for Runners and Clicist.

The first release of the project is literally coming soon and this will be the first milestone, then the second, will be to let people get in touch with it and love it. I am so excited and motivated to keep on with the project and see all the further evolutions.

#staydaffy

Abstract | Ita

Buongiorno,

Sono Giacomo, sono laureato in product design al Politecnico di Milano dove sto per conseguire la laurea magistrale in PSSD. Trovandomi quasi al termine degli studi, dovevo capire quale percorso seguire per realizzare il mio sogno.

Il mio estro creativo e la mentalità da imprenditore mi hanno guidato in una direzione ben precisa, quella delle start up. Per introdurvi meglio al progetto che lancerò nel mondo skateboard vi pongo le seguenti domande.

“Come potremmo usare lo skateboard in un modo diverso o con uno scopo differente?” Ma perchè lo skateboard?

Lo skateboard nasce negli anni '60 in America e si diffonde presto in Europa ed Asia fino ad essere riconosciuto come un vero stile a cui appartenere e potersi riconoscere.

Ora è stato addirittura riconosciuto come nuova disciplina alle Olimpiadi di Tokyo 2020. Lo skateboard è molto al passo con le tendenze e c'è ancora un grande potenziale da sfruttare. Io sono nel campo dello skate da più di

8 anni come rider, costruttore di skateboard nonché fondatore della DAFFY BOAR PRODUCTION ed ora, da buon Product/Service Designer visionario, sto cercando di innovare e rivoluzionare l'esperienza dello skateboarding, iniziando dalle conoscenze e dalle esperienze che ho già maturato in passato.

Durante gli ultimi anni ho continuato a immaginare e progettare per il futuro dello skateboard ed il risultato di questo processo è il progetto DAFFY. Essendo un progetto imprenditoriale verrà descritto fornendo prima delle conoscenze preliminari legate a questo settore, seguito da alcune premesse legate al mondo skate per poi entrare nel merito del progetto DAFFY e trovare anche il piano preciso per l'esecuzione.

Il vero scopo del progetto è rivoluzionare il settore dello skateboard dando la possibilità alle persone di usare lo skateboard non solo come mezzo di trasporto, ma anche come strumento per incontrare altre persone, condividere esperienze ed essere, allo stesso tempo, più

sostenibile nei confronti dell'ambiente.

Per raggiungere questo obiettivo dovrò testare e lanciare SHIFT, il nuovo prodotto che si monta a qualsiasi skate e ne migliorerà sostanzialmente l'esperienza. Man mano che il prodotto si diffonderà, dovrò introdurre la Skate App, una piattaforma dedicata interamente agli skater per conoscersi, scambiarsi contenuti pertinenti e trovarsi più facilmente. Una sorta di Skate Network indipendente simile a Strava per corridori e ciclisti.

Il lacio della campagna crowdfunding è ormai alle porte e da quel momento in avanti il progetto inizierà a prendere vita e a camminare con le sue gambe, passando dalla teoria alla pratica e realizzando uno dei più grandi sogni che ho sempre avuto, quello di Startappare.

#staydaffy

Table of contents

0 Abstract	2	5 Environmental analysis	74
1 Startup	5	a. Main product competitors	75
a. Startup insights and traits	6	b. SHIFT positioning	77
b. The lean startup approach	12	c. Main service competitors	78
c. The design thinking in a startup	13	d. Service positioning	83
d. What is innovation	15	e. Skate trends and diffusion	84
e. PSSD for innovation	18	f. Skater profiles and segmentation	88
f. Why I want to make a startup	20	6 PSS Development	99
2 Skateboard introduction	21	a. Social copy strategy	100
a. Story and basic knowledge	22	b. System map at early stages	102
b. Skate disciplines type of riders	24	c. System map at scale up	103
c. Carving systems	29	d. Operative model	104
d. Global skate market	30	e. Organizational structure	105
3 DAFFY	31	f. Engineering and production	107
a. Intro DAFFY	32	g. G2M and sale strategies	109
b. Production	33	h. Crowd-funding campaign	114
c. Promotion	39	i. Economics and viability	117
d. Sales and PR	41	7 Conclusions	123
e. Evaluation of the approaches	43	a. D. Thinking and L. Approach at DAFFY	124
f. From Skate Brand to Startup	45	b. Project difficulties and evaluations	125
3 SHIFT	46	c. Project opportunity	128
a. Intro SHIFT	47	8 Attachments	130
b. Description	50	a. List of figures	131
c. The vision and problems it solve	54	b. Books and Slides	134
d. Features and benefits	58	c. Interviews	134
e. The prototype we did and tested	59	d. Crowd-funding Campaigns	134
4 Service	60	e. DAFFY Channels	134
a. The vision - DAFFY FAMILY	61	f. List of articles and online resources	135
b. Features and App sections	63	g. Thanks	136
c. Service summary	72		



STARTUP INTRODUCTION

Figure 1.1. Startup illustration

1.a. Startup insights and traits

What to know about Startup

A startup is a temporary organization looking for a scalable and repeatable business model. Every startup begins with a new product/service idea in mind that aims to become reality so that the start-up team is in charge of testing and validate it before dropping it in the market and then improve it after the launch.

All the startups should be ready to steer drastically or at least continuously make changes to finalize the entire system. Once the start-up has find the Product-Market Fit it can think about scale-up and, as many founds are there, as much the company will grow.

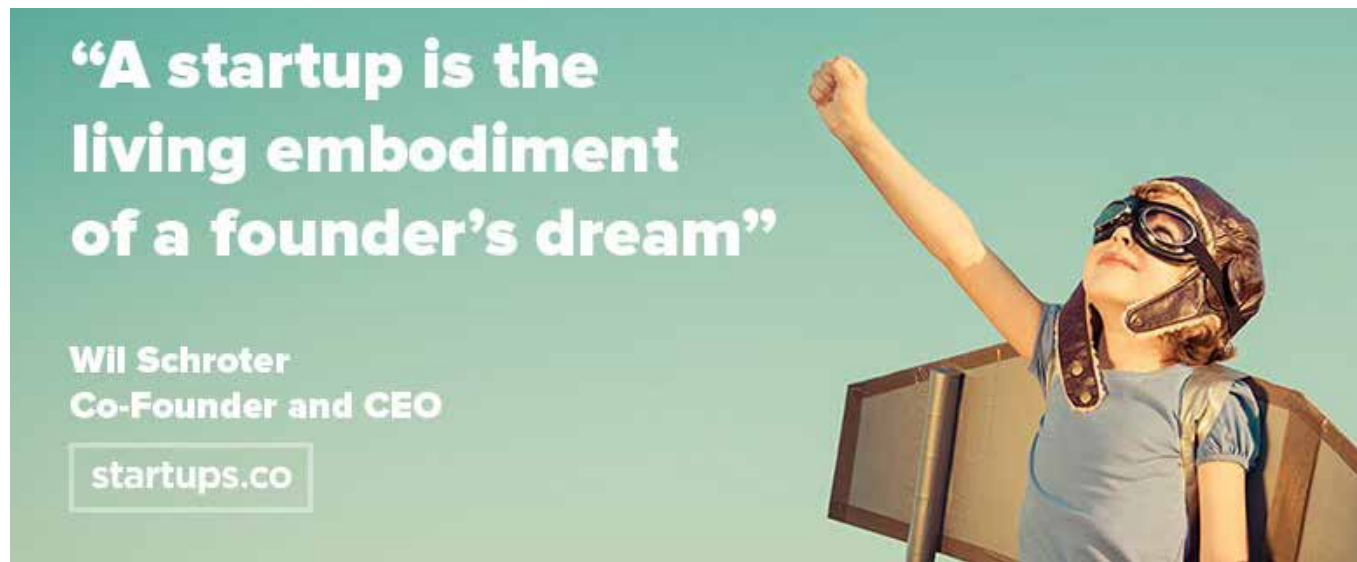
Startup traits

Every new start-up shares some common traits and I tried to find out the most common 5, according to what many CEOs and Founders say during a meeting of Emma McGowan.

A **startup** is a company typically in the **early stages** and dealing with **uncertainty**, trying to find repeatable and scalable **business model** and **strategies**.

It is starting from scratch, trying to **address a real market challenge** targeting only a niche of the market but it is committed to **making a change** and "make the world a better one".

Finally given the conditions of extreme uncertainty and high risk that every start-up is going to face, this job is not for everything. Startup are only for the "crazy ones"



IDEA

PLAN

ACTION

Figure 1.2. Startup definition by Will Schroter

>> Emma McGowan, 2018, What is a startup? Let these startup founders clear it up once and for all. Retrieved from Startups.com

ADDRESSING A MARKET CHALLENGE

A startup is filling the gap in the market by fulfilling existing needs in a relevant marketplace.

A startup is looking for the PMF because if the product service delivered is filling the market gap or solving a real problem the startup will probably be successful.

FOCUS ON GROWTH

A startup is reinforcing its business model Initially doesn't have a sustainable business model, which means it has to quickly adapt to different situations and find always the best opportunity to improve key metrics over time.

A startup is focused on expansion and is looking for new ways, strategies, and opportunities to expand the offering to a wider user base while making the business scale up.

AIM TO A CHANGE

A startup changes the way things are traditionally done by disrupting, changing, or enhancing, the traditional mindset of whatever industry they're in.

A startup is about making a change and is the conscious decision to change the world. The idea is to enrich not only the people committed to the vision but the world at large in the process.

HOME FOR CRAZY PEOPLE

A startup is for the "crazy ones" because is the largest group of rebels, rule-breakers, and unconventional thinkers that you can find, convince and inspire to create a common breakthrough change in the world. They view the world from a different angle and aren't afraid to fail. They disregard 'what is' for 'what could be' and risk their livelihoods to achieve that goal, no matter the odds.

A startup is a mix of emotions and embodies intense emotions such as fear, nervousness and uncertainty. All these emotions create the overarching journey to eventually be recognized as a successful company.

DEALING WITH UNCERTAINTY

A startup is a company in its early stages and is starting from scratch (no revenues), has few resources, no name recognition, little to no income, sometimes with little planning, often under impossible circumstances.

A startup is more questions than answers because is always pushing boundaries and conduct lots of experiments. It does not yet know how it will operate at scale



stay
HUN
GRY
stay
FOO
LISH

Figure 1.3. Steve Jobs motto



5 most important factors to run a startup:

Bill Gross is an American entrepreneur who founded several companies in the software development sector and, in 1996, created Idealab, a startup incubator that has accelerated more than 150 startups. Bill gross has a long experience as an entrepreneur and he has been involved with 300 rounds of financing of more than \$3.5 billion, 35 successful IPOs and acquisitions but also 40 failures from which he learned the followings:

- 1 - 42% Timing is the most important thing
- 2 - 32% Team for Management and execution
- 3 - 28% The idea
- 4 - 24% Business model
- 5 - 14% Funding Investors, people that believe in you, your team, and your idea

Figure 1.4. Bill Gross during a talk
Figure 1.5. The 5 elements that any start-up must have to succeed, Bill Gross
>> Bill Gross, 2015, The single biggest reason why start-ups succeed, retrived from Ted Talks



IDEA



TEAM



BUSINESS MODEL



FUNDS



TIMING

The 4 main skills required to run a startup

Bill Gross also says “ultimately, there are four main skills needed to make a startup succeed, and you need all of them on your team in large doses to build successful companies. Different people look at the world completely differently. They look at the same situation and they see it from completely different angles. So that being alone in a startup can be one of the reasons why to fail. Even if you can manage those skills, the great ability of an entrepreneur is to get around him the right people and build up the team”. Those people should be as motivated as you, must have the complementary skill and needs to be able to adapt fast in many different situations.



START UP
Skills



Entrepreneur — The idea person. The one who explores what it might take to get ideas off the ground.



Producer — The doer. The one to push projects forward and get them done. The producer is concerned with making the product, selling it, and answering customers' questions.



Administrator — The process builder. The administrator is concerned with planning, organizing, and building out processes. They have the necessary skills to build bureaucratic processes so organizations can function effectively as they grow.



Integrator — The people person. The integrator fixes problems between people by helping address the emotional level of people. The integrator helps entrepreneurs, producers, and administrators to get along and work well together since they all view the world differently.

Figure 1.6. Bill Gross, 2016, The 4 main skills required to run a startup, retrieved from First Round Review
>> Bill Gross, Lessons Learned from Bill Gross' 35 IPOs/Exits and 40 Failures, source First Round Review

The reason why a startup fails

A report from CB insight is presenting the 20 most important reasons why startup fails, analyzing 101 startup failure post-mortems.

Failing is not necessarily to be considered as the end of the game but simply as an extra lesson in order not to repeat the same mistakes

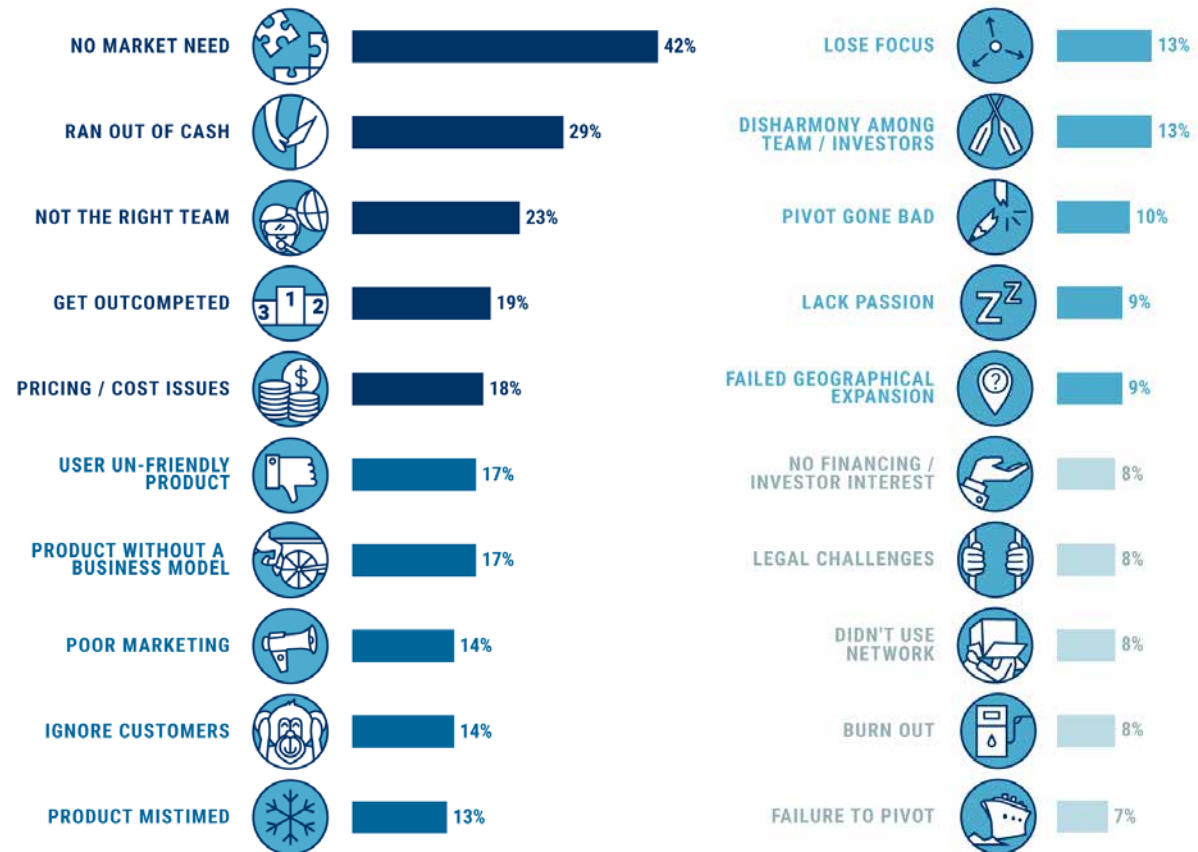
Mike Thompson says “Everybody has a plan until they get punched in the face”, making a startup is a continuous fight with new and unpredictable things.

The 3 main reasons to fail:

1 - No market need >> 42% of those startups failed because they were not addressing a market need, and the clients don't want the product or service you designed for your startup will fail. If you're going to spend your time making a product, then spend your time making sure it's the right product for the right market

2 - Run out of cash >> Second reason why a start fails is that they finish the funds, due to the inexperience of the team and investors.

3 - Poor team >> The third reason why a startup fails is the lack of a good team



that brings to poor execution. As stated above the start-up need all 4 skills to effectively run a startup and more people dealing with the many challenges of everyday life.

Usually, 90% of new startup fails.

From the one that succeeds sometimes one becomes a unicorn. A unicorn is a privately held startup company valued at over 1\$ Billion, and there are only 414 startup unicorns in the world.

Figure 1.7. The top 20 reasons Startups fails
source: CB Insight

How to deal with uncertainty and be adaptive

Too many startups begin with an idea for a product that they think people want. They then spend months, sometimes years, perfecting that product without ever showing the product to some of the beta customers. So that when is too late they understand people don't need it and consequently the startup fails. Almost 42% of new startup fails because they don't reach the PMF and don't address the real market need so, how to validate and deal with such of uncertainty?

Eric Ries says "Startup success can be engineered by following a process, which means it can be learned, which means it can be taught."

The Lean Startup proposed by Eric Rise in 2009 provides a scientific approach to creating and managing startups and get the desired product to customers' hands faster. The Lean Startup method teaches you how to drive a startup-how to steer, when to turn, and when to persevere and grow a business with maximum acceleration.

Figure 1.8. Slack liner



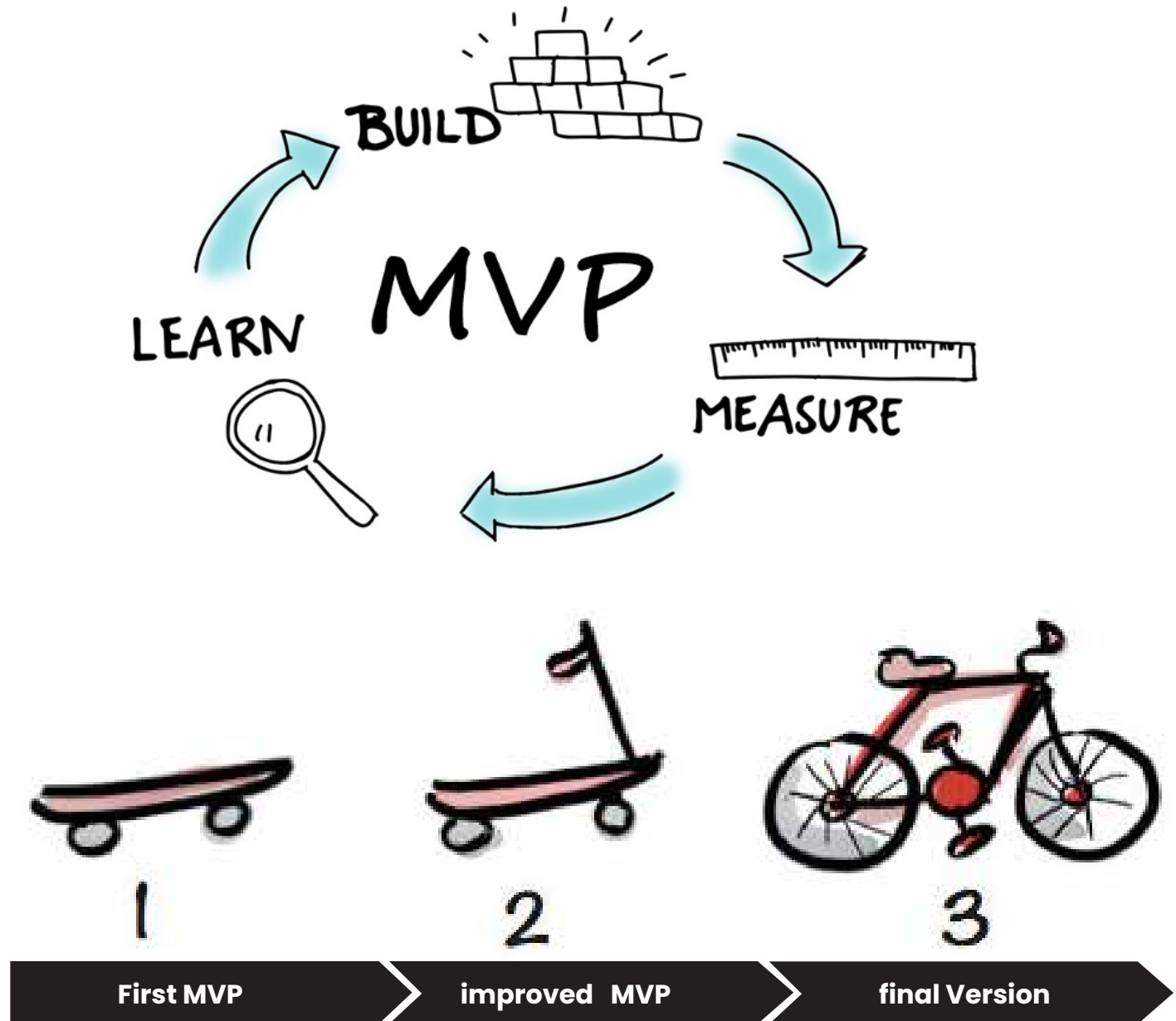
1.b. The lean startup approach

The lean startup is a set of design principles aimed at iteratively experiential learning under uncertainty. For this reason, is the most diffused approach to new product and services development and is widely used by startups in the early stages. The first step is figuring out the problem that needs to be solved and then developing a minimum viable product (MVP) to begin the process of learning as quickly as possible.

Once the MVP is established the start-up is ready to measure the performance of the PSS with the early adopters including actionable metrics. The result of the test is that we learned something and we collected insights and useful feedback to improve the MVP and start a new validating circle.

By following this kind of approach startups are reducing the risk of failure and the uncertainty of a traditional approach. They are also saving time, money, and effort to test and improve their products and services.

Figure 1.9. The lean methodology and MVP
Figure 1.10. The evolution of the Minimum viable product (MVP)
>> Luca Molinari, 2021, How to make it real, retrived from university lectures at Politecnico of Milan during LAB. Sintesi



1.c. The design thinking in a startup

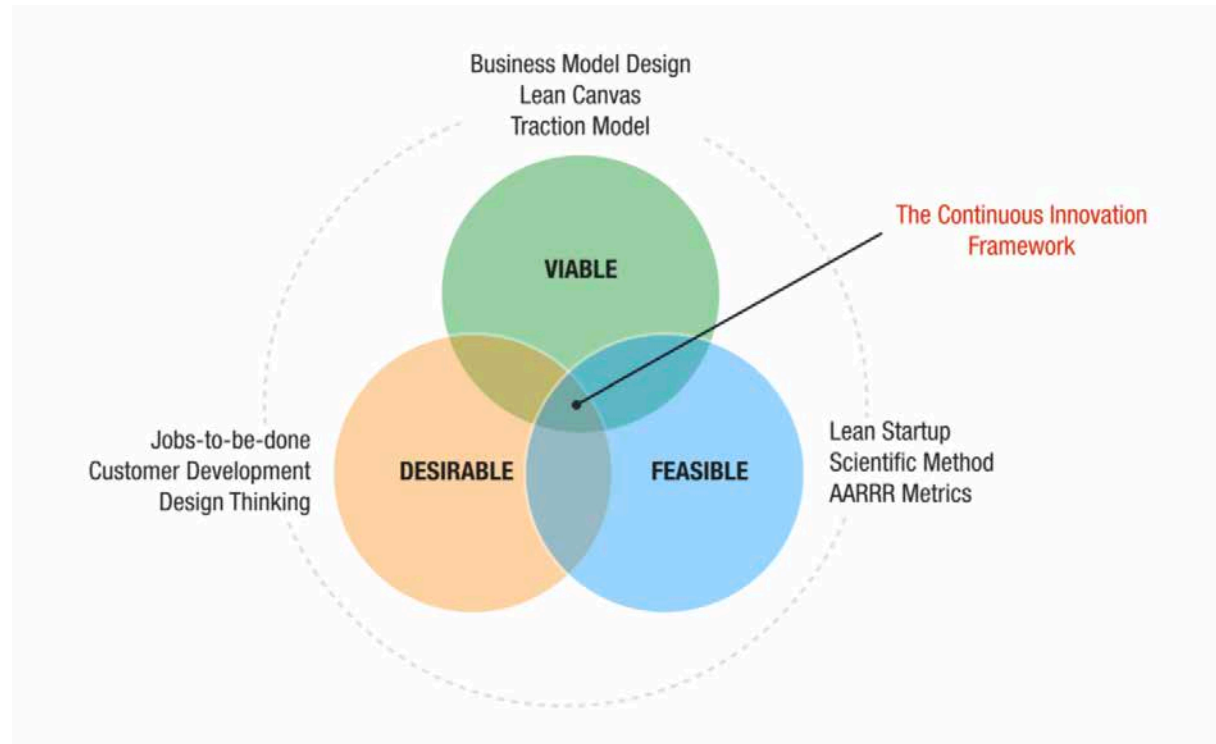
“Design thinking is a human-centered approach to innovation that draws from the designer’s toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.” Tim Brown, Executive Chair at IDEO

I’m a PSS designer and I apply the design thinking principles to enhance organizations develop products, services, processes, and strategies and solve problems through creativity. This approach brings together what is desirable from a human point of view with what is technologically feasible and economically viable. It also allows people who aren’t trained as designers to use creative tools to address a vast range of challenges.

Figure 1.11. The Continuous Innovation Framework, source: Leanstack

Figure 1.12. When to apply Lean Startup and/or Design Thinking, source: Board of Innovation

>> Design Thinking defined, retrieved from Ideo



Design thinking and Lean Approach

Design thinking and the Lean Approach are very much related.

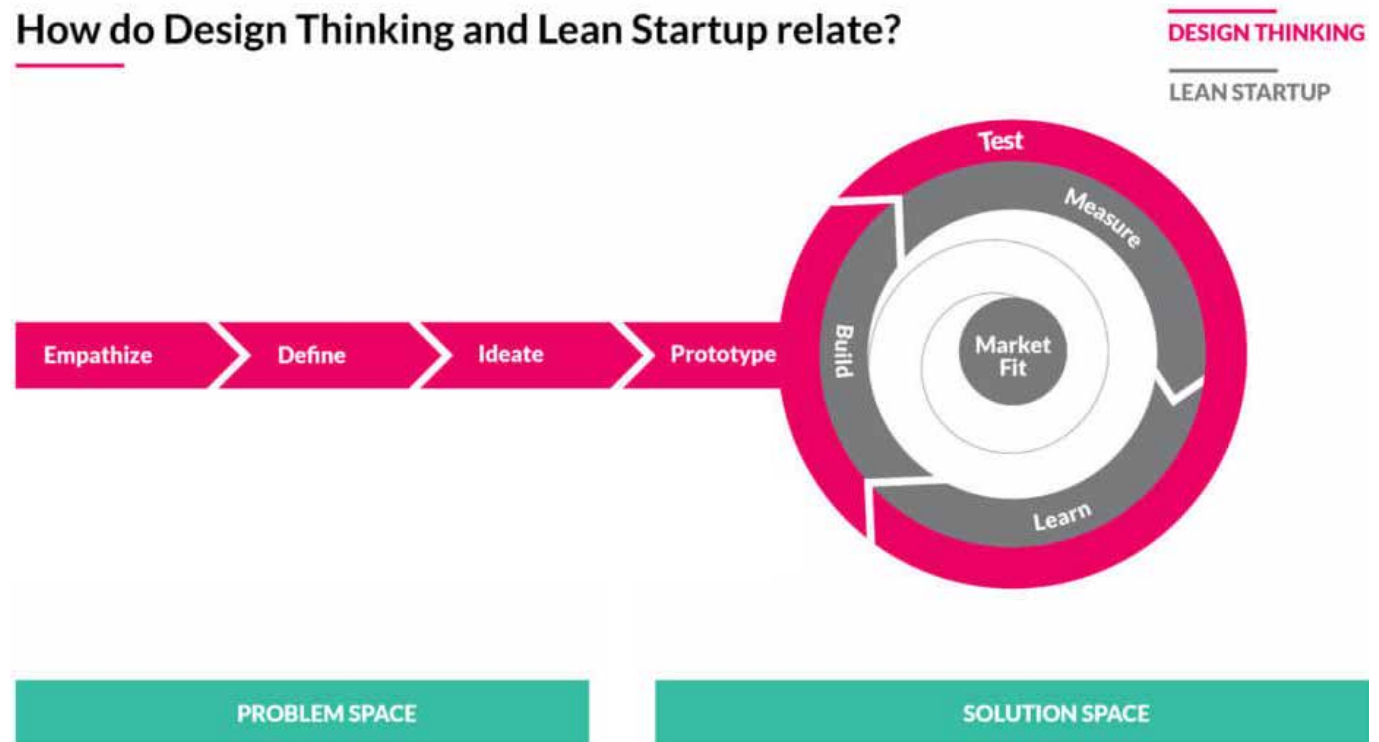
Design Thinking comes before entering the solution space.

In this phase, the designer has to Empathize with the problem, understand and define the target, then he has to Ideate the perfect and most desirable solution for them and be sure they will use it correctly and love it.

The last step is to make up the first rough prototype, the MVP of the solution to be tested with early adopters and a wider target. This last step is more iterative, a sort of cycle of testing and improving the solution with continuous feedbacks from the market, aka Lean Approach.

Figure 1.13. How do Design Thinking and Lean Startup relate, source: Board of innovation
>> Lucas Tamboryn, 2009, When to apply Lean Startup and/or Design Thinking, retrived from: Board of Innovation

How do Design Thinking and Lean Startup relate?



1.d. What is innovation, and why it's so important

Design Thinking is therefore the methodology at the service of innovation because it can find the most suitable solution to a real problem generating value for the customers. Innovation is about executing an idea that addresses a specific need of the market and achieves value for both the company and customer, according to 15 innovation experts who shared their vision. 60% of those 15 interviews experts say that innovation is having a good idea. The same 60% says that innovation is about executing the idea, and finally, the 40% of them says that it is also about addressing a real market challenge.

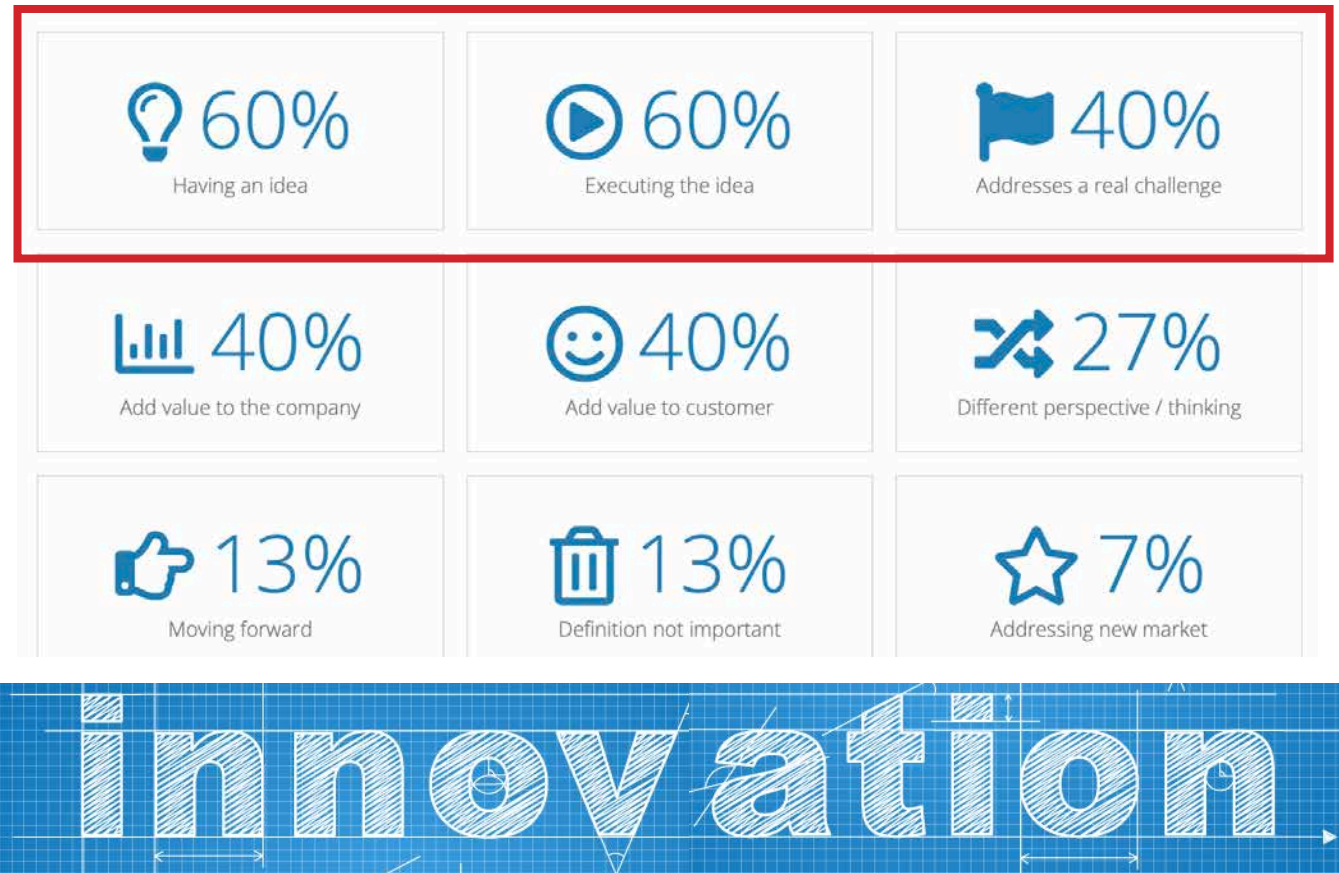


Figure 1.14. What does innovation means for 15 experts, source: Idea to Value
>> Nick Skillcorn, 2016, What is innovation? 15 experts share their innovation definition, retrived from Idea to Value

How to achieve innovation

There are 3 main approaches to enhance innovation, market pull, technology push, and design push even if real disruptive innovation is driven by a new meaning.

Market pull innovation:

Customers play a critical role and so the UCD discipline helps in detecting social clues to effectively refine the solution.

Technology push innovation:

Process-driven by scientific or technological competencies

Meaning-driven innovation:

Process-driven by socio-cultural and semantic competencies developing a new meaning which will be the new reason why asked by customers.

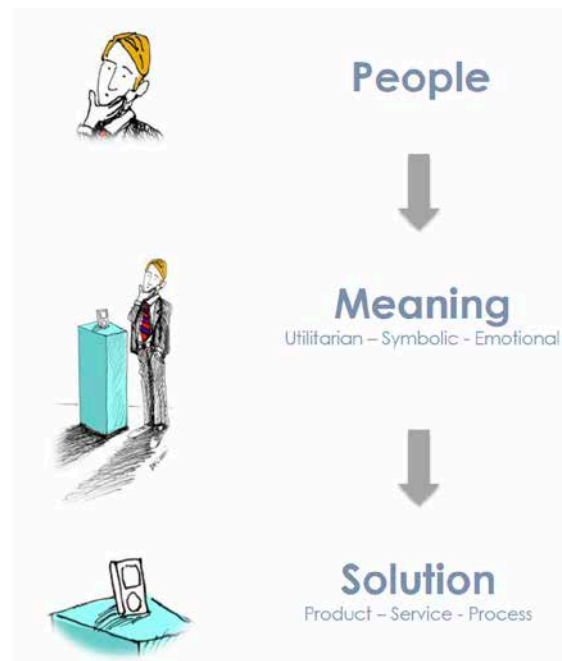
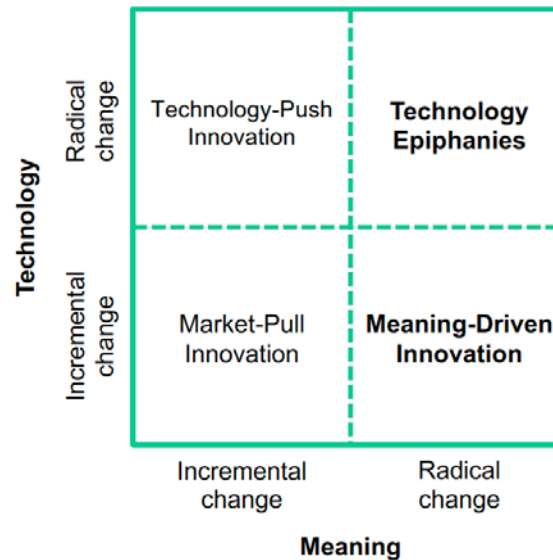


Figure 1.15. How to cluster innovation, source: L&I Course

Figure 1.16. How to achieve innovation, source: L&I Course

Figure 1.17. Type of meaning, source: L&I Course

>> Tommaso Buganza, 2020/2021, Leadership and innovation course at Politecnico of Milan



The lean canvas

The Lean Model Canvas was created to understand and clarify the startup idea in the early stages. It is slightly different from the Business Model canvas because it aims to focus more on the desirability side before putting too much effort and resources into other aspects such as viability and feasibility. By starting to filling out the template the 2 blocks of problem and solutions came first.

Design thinking helps to find the right solution to an existing problem and shape a fit-size solution before wasting time, money, and effort building the wrong product when there is no PMF. Secondly the lean approach helps to test and measure the impact of that solution in the market and optimize the idea and processes behind it to let the business scale up.

The Canvas perfectly describes the new PSS

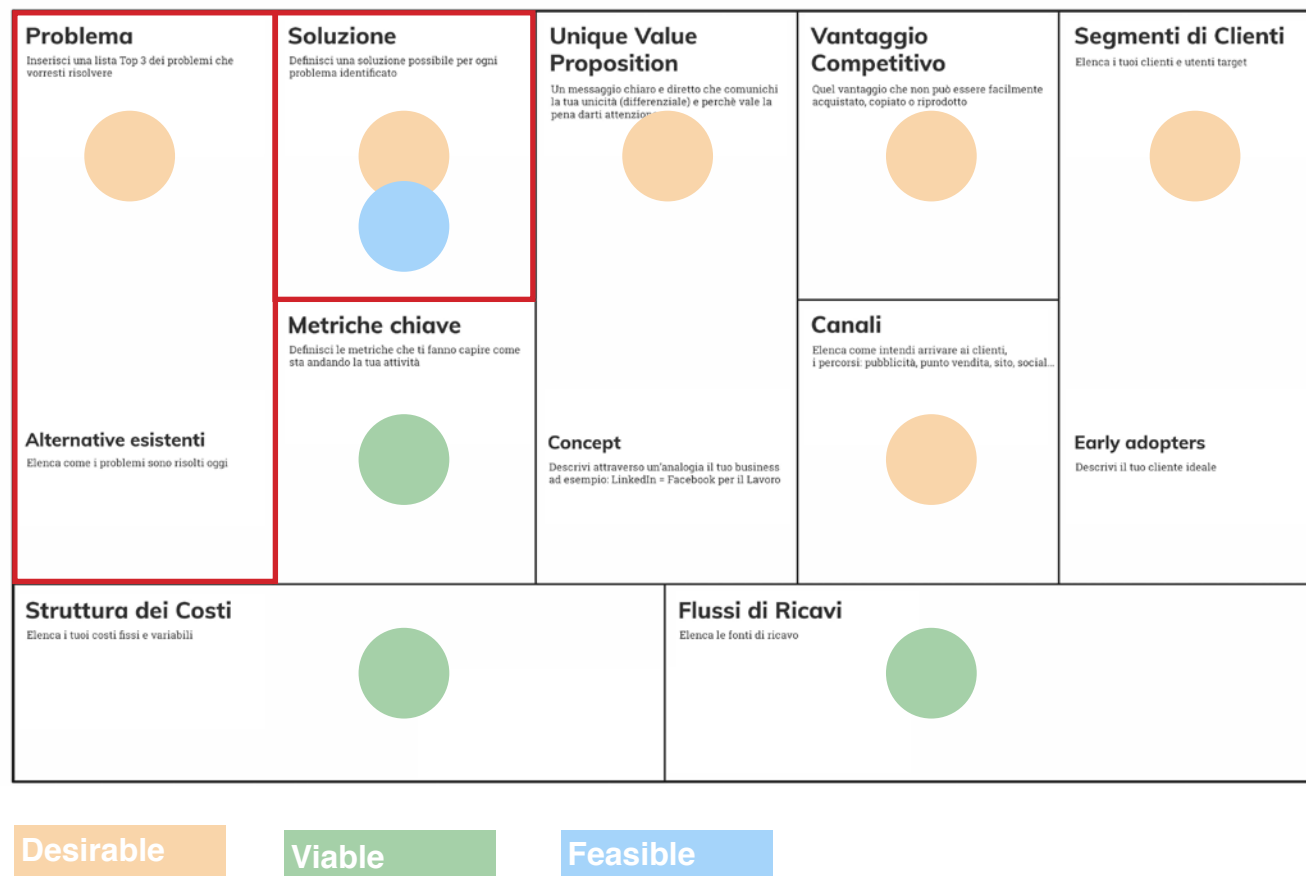


Figure 1.18. The Lean Canvas clusterization

1.e. PSSD for innovation, from the Lean canvas to Product Service System (PSS)

PSS is an integrated blend of products, services, strategies, and spaces that all together can be seen as a system

The development process of a new PSS goes from the early stages of the life cycle (Ideation and Design) to the definition of the production network, the definition of the business model, and the related assessment of its sustainability. It provides a strong user-centric approach in the early stages to ensure that customer needs are met and the right partners are involved.

At the same time, each step of the methodology is also business-centric as business modeling parallels traditional design activities and effectively supports feasibility analysis and comparison of alternative usage scenarios.

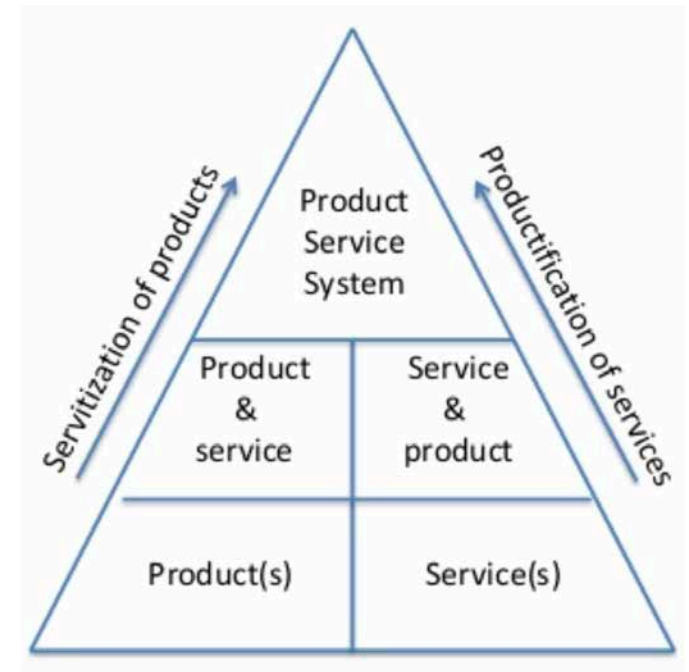
In the last twenty years, the industrial trend of adding services to the physical product to create added value for customers has materialized, up to seeing the PSS as a means to extend the current life cycle of the product and, therefore, to increase the company's

market share.

So the design of PSS represents a new challenge for companies because they are involved in the design no longer of single products, but of a series of integrated and complex systems, new functions through the combination of physical devices, intangible assets, software tools, etc.

We talk about servitization to explain the concept of moving from a product-oriented to an innovative service-oriented scenario.

Figure 1.20. Baines, 2007, Scheme of a Product Service System
Figure 1.21. The process of servitization, source: Leadership and innovation course



Tangible product



Product and supporting services



Product and differentiating services



Product as a service

The business model canvas to describe a PSS

A complete PSS after all needs to be desirable, technically feasible, and economically viable, and so the best tool for a startupper is the Business Model canvas that describes all the elements and their interconnection to make the business run.

The BMC is a fast and easy way of planning, reviewing, and modify the business.

It's divided 9 blocks referring to 4 main categories:

- 1- Clients >> Segments, channels and relationships
- 2- Offering >> value proposition
- 3- Infrastructure >> key activity and resources and partners
- 4- Finance >> Costs and revenues

If the model is well designed, the offering is clear, addressing a real challenge of a specific target niche. And if the infrastructure is adequate with a sustainable business plan, the startup has the opportunity to become real creating, delivering, and capturing new value.

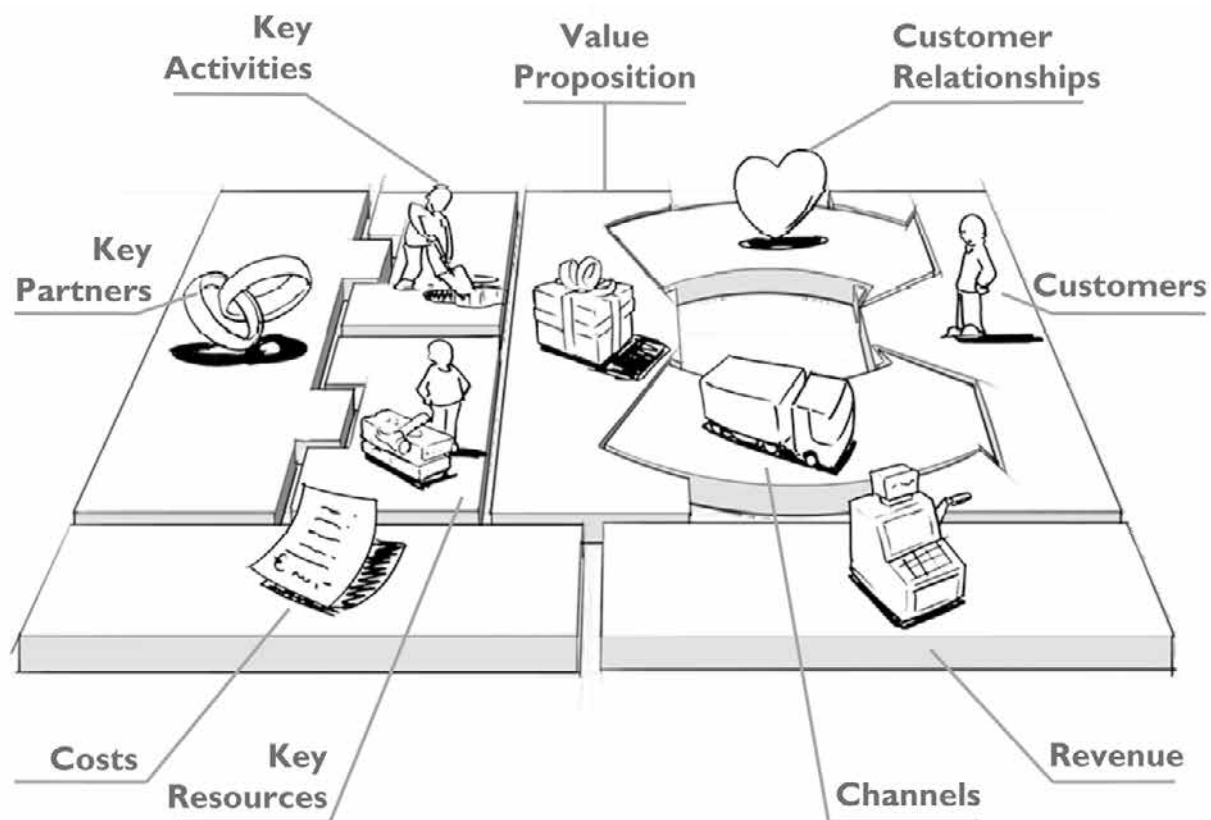


Figure 1.22: The Business Model Canvas

1.f. Why I want to make a startup

When I was younger my dream was to become an inventor so that my entrepreneurship story started very soon. On a very practical level it started in 2014 with Daffy, the skate brand I founded, and then more on a theoretical level when I started my academic path in Industrial Product Design ending with the master's degree in Product Service System Design at Politecnico di Milano. Now I feel enough confident, skilled, and experienced enough to try to make my dream become reality and move from theory to practice turning my idea, SHIFT, into an innovative PSS to launch and hit the market. In the following chapters, I will describe it in all aspects.

I can consider myself an Ambitious Junior Entrepreneur because I dream about launching my startup and change the world although I will come up against the harsh reality of business very soon, preferring a steadily uphill road rather than a safer road like that of the clerk. Well, yes, I'm saying I prefer to build MY "mountain" piece after piece instead of climbing the more secure "mountain" of someone else. I'm conscious about it but I still want

to try, but the hands one and feel the pressure of a very uncertain and risky environment because I'm very ambitious, motivated, devoted, energetic and I always feel I can do it, even when I get punched in the face.

Insights about me:

I always try to put the maximum, effort
I strongly believe in what I'm doing
I never wait for to someone tell me what to do, I do
I put heart and soul in all that I do
I'm rational and fast in taking decisions
I talk to everyone trying to create new synergies
I always look around and consider the bigger picture

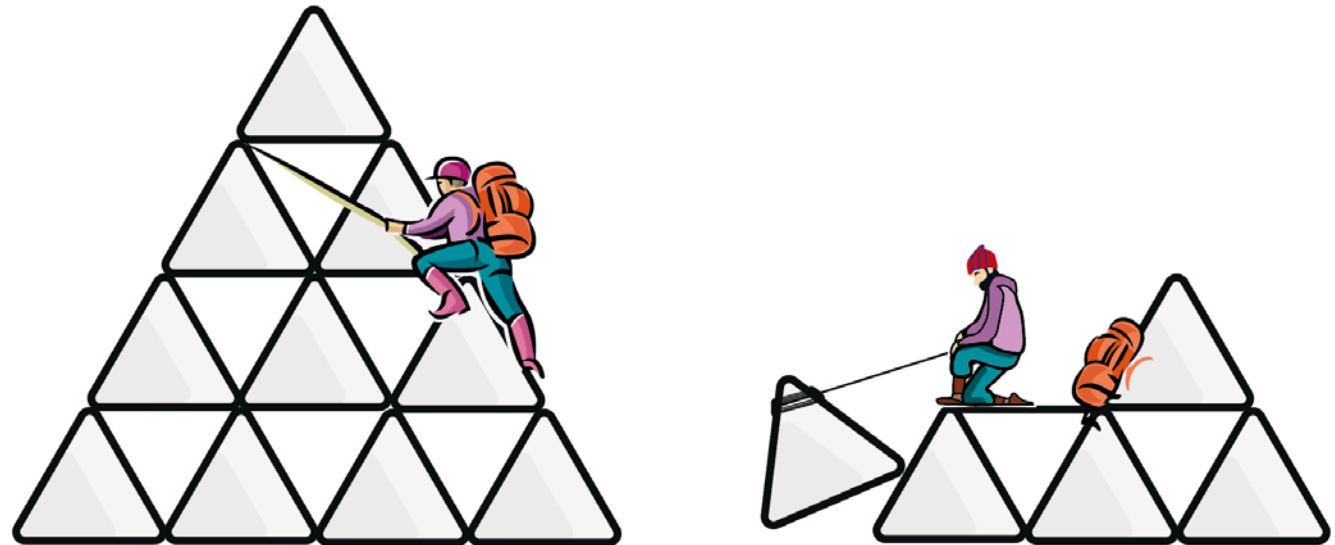


Figure 1.23. Differences between work career and be a startupper, own elaboration



SKATE INTRODUCTION

So now, after the brief introduction about start-up, try to put yourself into the shoes of a skater because we are going to dive into the skating environment considering the real case of DAFFY, the skate brand I founded back in 2014.

Figure 2.1. Venice beach skatepark

2.a. Story and basic knowledge

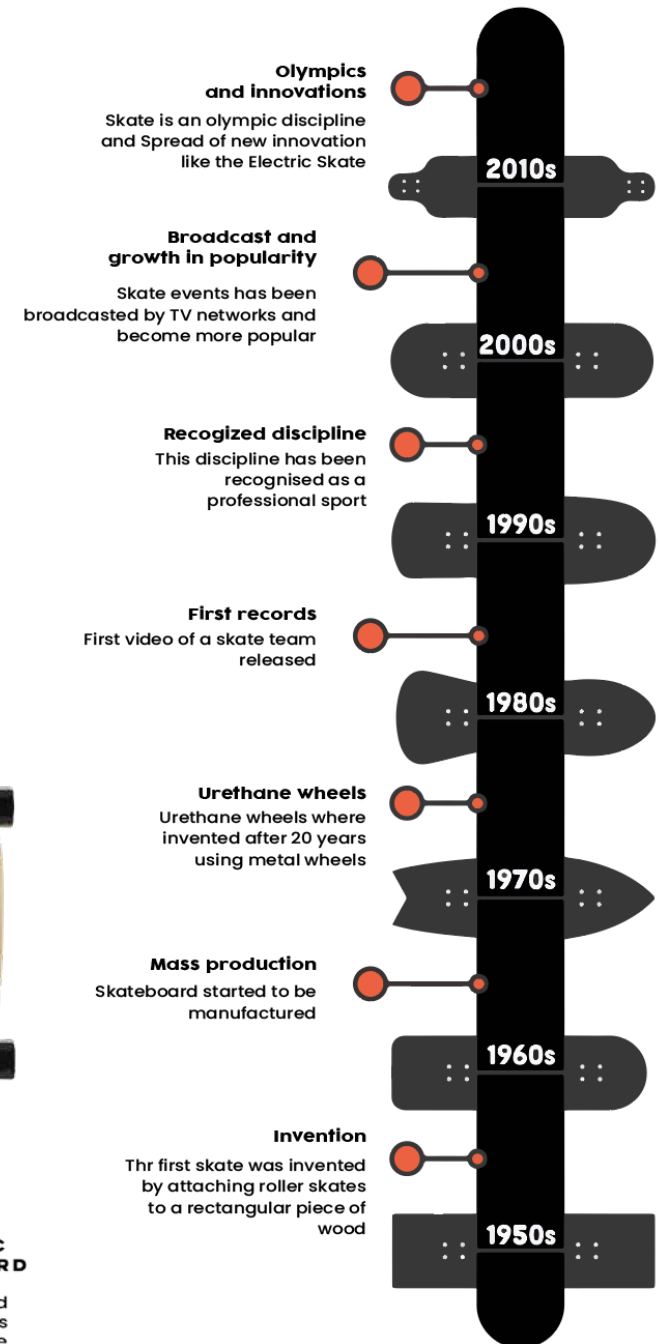
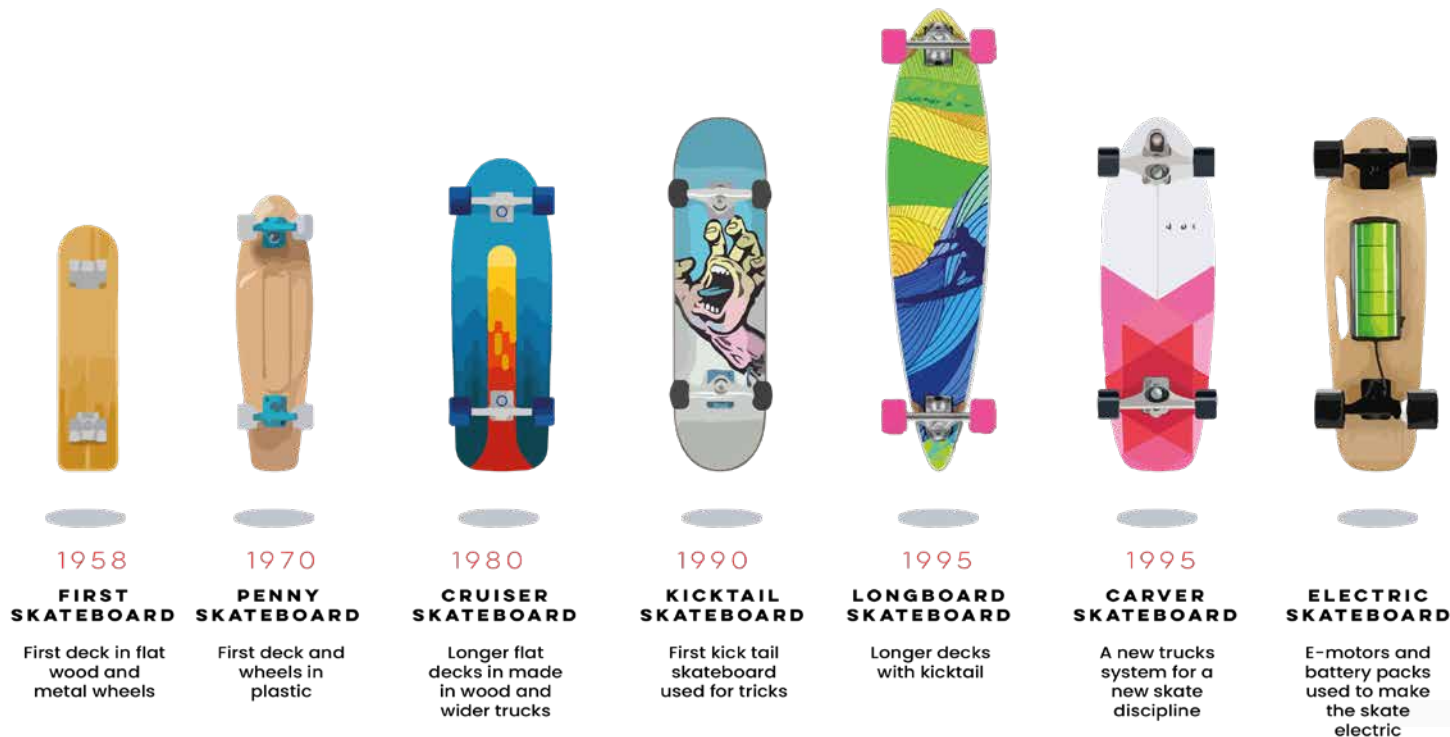
Skateboarding began in California in the 1950s when surfers wanted something to surf when the waves were flat.

The first skateboards were nothing more than wooden boxes with 4 metal wheels attached to the bottom.

The skate became so popular that companies soon formed. They built better skateboards, and by 1963, over 50 million skateboards had been sold!

Skateboarding today is much more diverse. It includes skaters of many nationalities, disciplines, and cultures, and innovations are always happening, SHIFT is going to be the next.

Figure 2.2. Skateboard evolution by product
 Figure 2.3. Skateboard evolution by main achievement,
 source: Evolve Skateboards USA



How a skateboard is made

Along the time materials and parts became more performative. Every detail of the skateboard makes the board unique and providing a completely different performance.

The parts of a skateboard are:

Deck

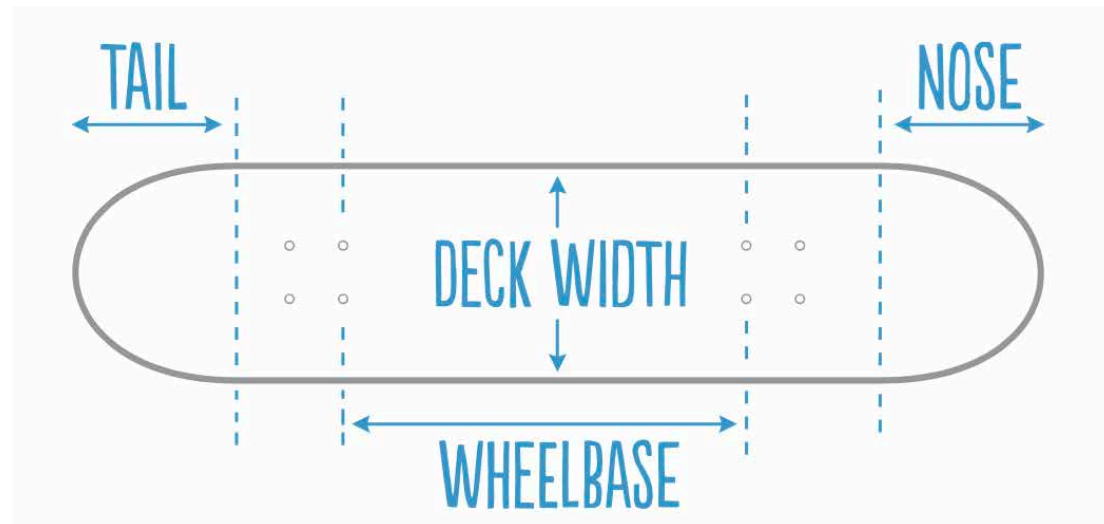
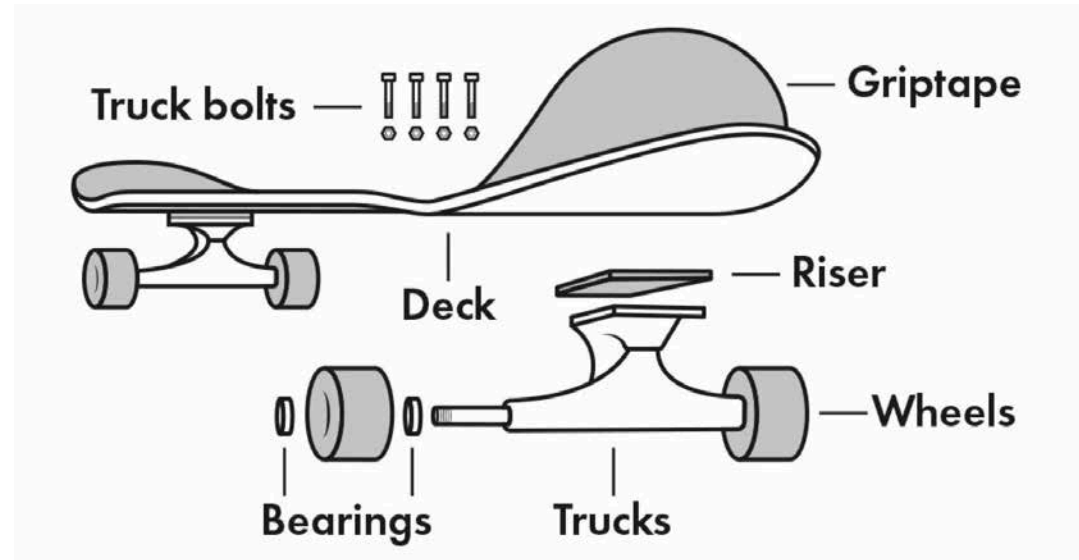
- >> Wheels
- >> Trucks
- >> Bearings
- >> Hardware
- >> Griptape

The feature to look at when buying a new board:

- >> The length of the deck
- >> The wheelbase
- >> The Kicktail
- >> The construction

Since the skate was invented the innovation was incremental and we saw deep concerning for finding always the best materials and geometry for decks and parts and radical innovation is not so common.

Figure 2.4. Exploded view of a skateboard
Figure 2.5. Skateboard technical jargon



2.b. Skate disciplines and kind of riders

By practicing a little bit skateboarding is easy to recognize which discipline you like the most so that people adapt and shape their riding style according to the board and its features.

There are street riders, cruisers, or longboards riders, and recently the new carving technology has brought many new customers to this field.



Street - street deck

Street riders are 50% of the market. This kind of rider is used to make impressive jumps, tricks, and rails. The performance is made possible by specific street decks with a double kick that allow the rider to make the board flip. This kind of rider has an extreme riding style. They use to try the same trick multiple times until they close it but the consequence is that every crash is causing you a lot of pain.

Where to perform:

- >> Skatepark
- >> Bowls
- >> Street

What to perform:

- >> Tricks
- >> Jumps
- >> Rails



Moodboard 2.6. Assorted pictures of street riders performing tricks in bowls and skateparks
Picture 2.7. Side view of a traditional street skateboard



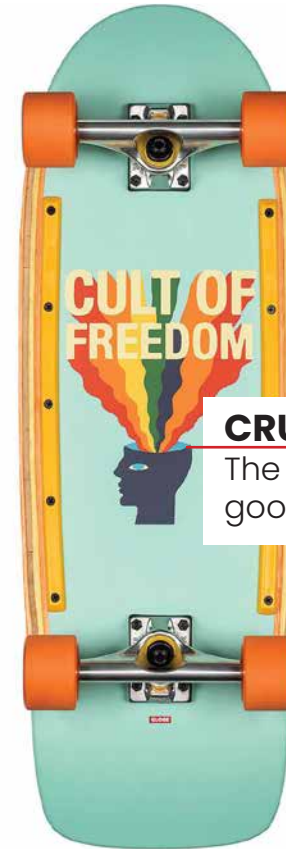
Freeride - Cruiser or longboard

In this discipline, skateboarding is more about fun and friends. Cruising is also a convenient way to move around and save time. The main reason why someone prefers to buy a longboard or a penny is the reactivity of the board, performing longer turns or shorter one.

Moodboard 2.8. Assorted pictures of cruising riders

Figure 2.9. Top view of a Cruiser board

Figure 2.10. Top view of a Longboard



CRUISER BOARD

The shorter deck is more reactive and good to perform fast continues turns



LONGBOARD

The longer deck is more stable and adapt to make long turns





Downhill - longboard

In the discipline, riders love to hurtle down the hill at high speed and feel the adrenaline in their blood. They can also reach 90 Km/h in the case of Bormio 2000 and the only way to slow down is to perform long slides on the asphalt where the wheels wear a lot.



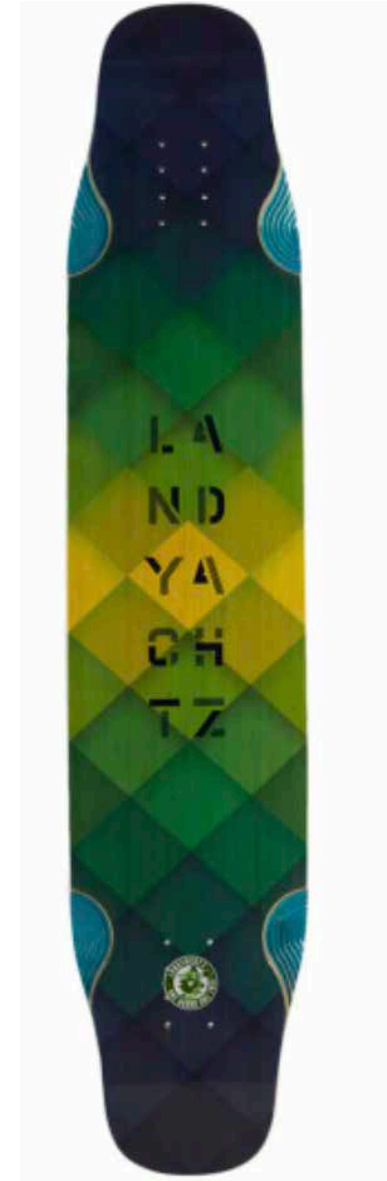
Moodboard 2.11. Assorted pictures of downhill riders
 Figure 2.12. Top view of a Downhill board
 Figure 2.13. Poster of the "Bormio 2000" Downhill Event



Dancing - longboard

Longboard dancing is a highly visual and creative outdoor activity. It combines the technicality of freestyle skating with the aesthetics, rhythm, and movements repertoire of dancing. In other words,

dancing on a longboard is taking skateboarding into the territory of performing arts. Riders use to ride longboards with multiple holes for truck settings and usually go to practice in big squares with smooth asphalt.



Moodboard 2.14. Assorted pictures of dancing riders
Figure 2.15. Top view of a Dancing board



Carving - carver

Carving is a new discipline that recently became mainstream. It has been possible thanks to the new carving technology that allows it to make quick turns as it would be on a wave.

Carving is a surf-like riding style that involves chaining quick successive turns

back and forth in an S-like shape trajectory, to build and maintain momentum and speed. If the rider has a good technique he doesn't even have to push with the feet, quick turns are enough to push.

Moodboard 2.16. Assorted pictures of Carving riders
Figure 2.17. Top view of a carver board



2.c. Carving systems

The first company introducing the new carving technology in the market was Carver. They re-designed completely the movements of the truck. They become very popular and many people were buying the CARVER system so that it become the dominant design.

Years later the younger firm YOW SURF launched the V3 system, a universal surf

adapter. YOW is the competitor number one of CARVER.

More recently in 2016 Waterborne designed a surf adapter very similar to YOW but with more attention to the design of the product.

Figure 2.18. Carver Truck System

Figure 2.19. Yow V3 System Surf Adpter

Figure 2.20. Waterborne Surf Adapter

DOMINANT DESIGN



Carver trucks system

The traditional truck is re-designed to work differently and be very performative. CARVER invented the first system to be sold at 160\$

MAIN COMPETITOR



YOW surf adapter

It's a surf adapter to put between deck and trucks. It can recreate the same performance as the CARVER truck. Is universal so that can be mounted on any skateboard and is also cheaper than CARVER.

SECONDARY COMPETITOR



WATERBORNE surf adapter

It's a surf adapter very similar to YOW and with the same functionalities as CARVER but WATERBORNE put the focus on designing details.

2.d. Global skate market

Skateboard was born in America and became famous and adopted by many curious people. During the years skate moves to Europe and Asia and started differentiating in different disciplines. When talking about skaters is important to differentiate between street skaters and cruising skaters. Street skaters consist for half of the market share and are the ones that use a skateboard to jump and make tricks, the other half of the market are the skaters that use the skate for cruising or longboarding.

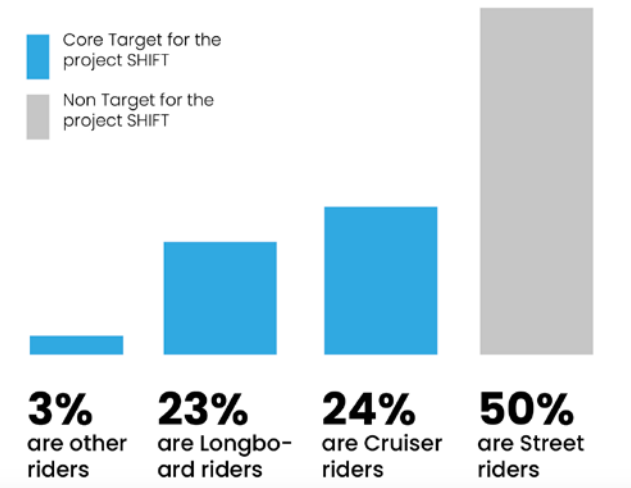
50% of the market
Cruising >> Carving, Freeride
Longboarding >> Dancing, Downhill

50% of the market are street
50,7% of all skateboard revenue came from street skateboards, making it the most popular type of skateboard.

Figure 2.21. Skate market clustered by type of riders
Figure 2.22. Skateboard market value in the United States from 2015 to 2025, by product type (in million U.S. dollars), source: Grand View Research

Size of the U.S. Skateboard market from 2015 to 2025, by product

Skateboard has a huge market share, as following the market value in the United States from 2015 to 2025, by skateboard type (in million U.S. dollars), source Grand View Research



Year	Street	Cruiser	Longboard	Others
2015	268.8	111.6	104.8	38.7
2016	273.1	110.2	105.6	34.4
2017	270.8	112.5	105.6	39
2018	270.8	114.8	107.9	39
2019	275.4	114.8	112.5	36.7
2020	277.7	121.6	114.8	39
2021	286.9	119.3	117.1	41.3
2022	296.1	126.2	117.1	43.6
2023	303	128.5	123.9	43.6
2024	312.1	135.4	128.5	45.9
2025	323.6	142.3	135.4	48.2



DAFFY
Production – promotion – sales

Figure 3.1. Me at the lab working on a new deck
Figure 3.2. Our brand mascot, the yellow boar called DAFFY



3.a. Intro DAFFY

DAFFY is the brand of skateboard I founded in 2014 as a free time hobby. Today I'm still in charge of the production, promotion, and sales and I'm going to launch soon a new product on the

market. The story began when I set up a laboratory down in my garden and I started producing handmade skateboards for me and my friends.

#STAYDAFFY and skate like a boar, since 2014

Figure 3.3. Me at the lab working on a new deck

Figure 3.4. Deck detail

Figure 3.5. Cruiser collection, spring 2017

3.b. Production - Start

In middle school, I received as a birthday gift my first penny and I immediately fell in love with it. I started practicing skateboarding and soon I discovered my passion for building them. One day I was looking at a video on youtube of a guy building his skateboard and I said I can do it, and I can do it even better. In July 2014 I built

my first skate press and I started producing 100% Handmade skateboard for me and my friends.

We had recently moved to Moltrasio where I had the opportunity to set up my laboratory in the garden and launching the production of DAFFY.

Figure 3.6. 2014, building the first skate press before to start the production

Figure 3.7. 2017, skate lab

Figure 3.8. 2014, Building the first deck ever



A lean approach since the early beginning

In the real beginning, building a skateboard was a very time-consuming activity with few standardized processes. When I built my first skateboard, which unfortunately broke under a car 2 hours later, the relation effort/result was terrible.

But I received enough positive feedback, from friends who tested it, that I got the motivation to go back to the lab and build a new one.

For any new skateboard built I was implementing a new feature and at the same time, I was refining the production process of it. I was learning and practicing at the same time trying to always fix some good practices.

Now I can recognize the main traits of the lean approach in the iterative process of building, measuring, and learning I followed in the early stages. I was continuously realizing many incremental prototypes to launch, test, and improve.

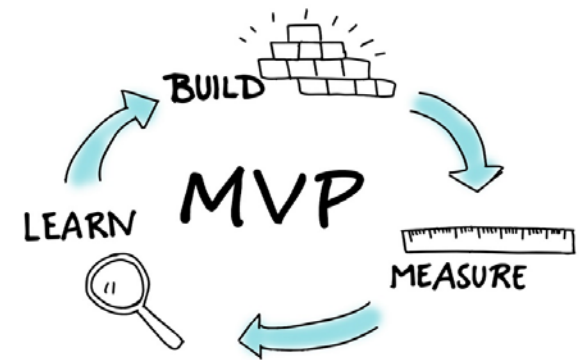


Figure 3.9. 2014, Cutting edges on a deck
Figure 3.10. 2014, The first skateboard I ever built
Figure 3.11. The first deck broken after an attempt
Figure 3.12. Me, when I started producing skateboards
Figure 3.13. The lean approach methodology and MVP



How it's made

Every DAFFY is 100% handmade and has a unique design, a single combination of shapes, materials, graphics, and proportions. Before starting the production is important to fix all those aspects, prepare the elements to put together and move to the gluing process where all the layers are glued together with Epoxy and put into the press inside the selected mold to curve the deck.

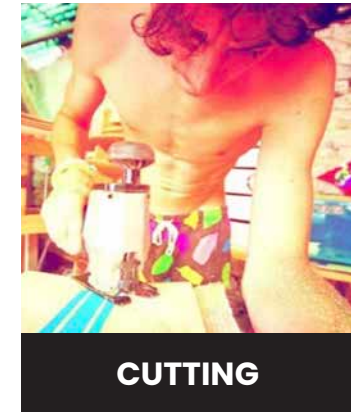
In few hours the glue is solid and ready to be worked. We start by refining edges and then carry out subsequent workings. This process is called transformation because it leads the deck to the last production process, the finishing. Here the protective varnish is applied and the final details are taken care of. Finally, the grip tape and setup are mounted and the board is ready to be tested and used.



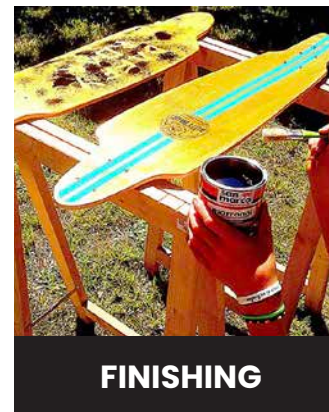
DESIGN



GLUING



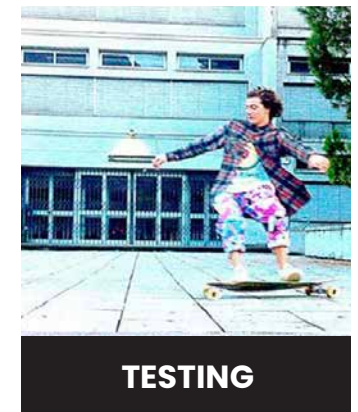
CUTTING



FINISHING



SETTING UP



TESTING

Figure 3.14. Picture taken at the Lab Image of Politecnico of Milan Moodboard 3.15. Sequence of actions and processes to make a new deck, photos taken in the lab

Production assessment

In the following period, I continued producing different models of skateboards that I tested by myself and with my friends implementing features, fixing processes, and amortizing production costs.

I can say that to assess the most appro-

priate production processes I took more than 3 years in which I continued to build prototypes after prototypes, failing after failing until I reached the right level of skills and knowledge to build a solid and performative skateboard deck produced following an efficient process while re-

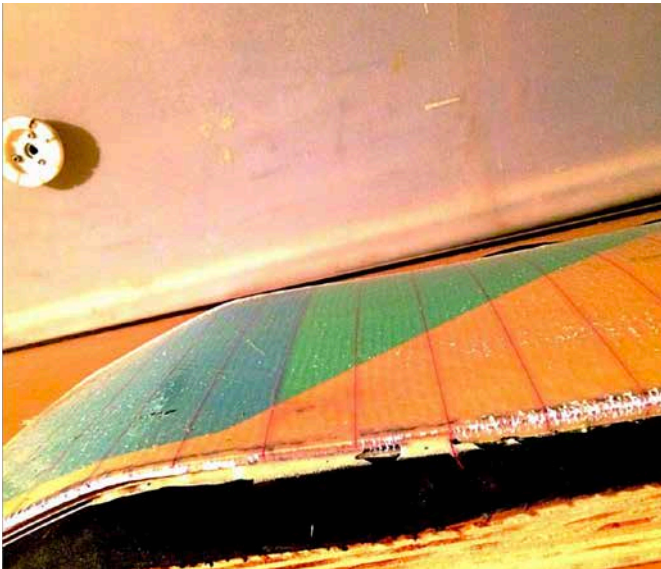
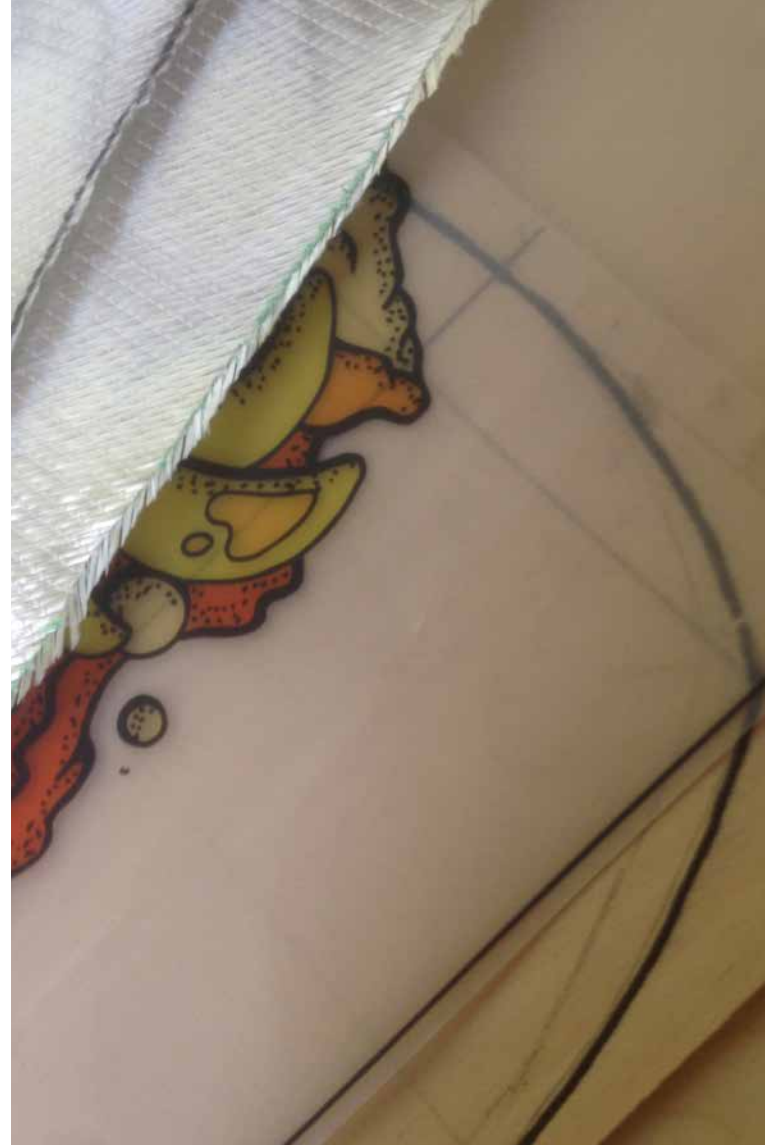


Figure 3.16. A new deck just off the press

Figure 3.17. Different layers and materials I used to build a new deck, before the press



Processes and product implementations

Time was passing and I reached out a good level of skills and mastery of the technique.

I started working with new performative materials to increase the quality of work and I decided to build a new vacuum press instead of the mechanical one, for a better surface finish and more precision.

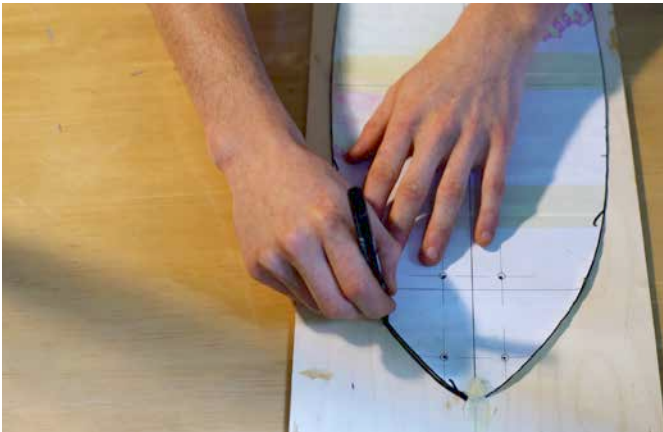
Using the new press I was able to experiment with new materials and delivering higher quality products. Moreover I got inspired by the snowboarding field and I discovered a new polymeric graphical layer to apply to any deck. I'm talking about the top-sheet allowing me to personalized graphic of the deck under request.

Figure 3.18. side view of a deck

Figure 3.19. top sheet with an unique graphic made by Nico Whites

Figure 3.20/3.21. The vacuum press

Picture 3.22/3.23. using a template to draw the board
Picture 3.24. using epoxy resin to glue layers together

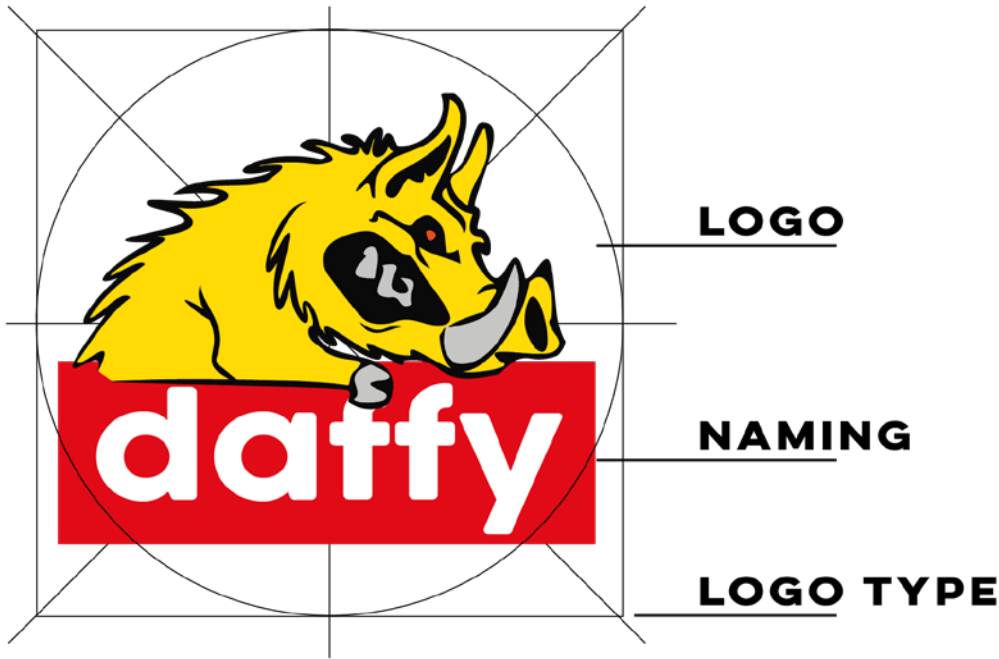


Picture 3.25. picture taken at the Lab Image of Politecnico of Milan
Picture 3.26. Me wearing a facial mask while gluing layers together with epoxy resin



HAND MADE **SKATEBOARDS**





3.c. Promotion,

Daffy is the name of the yellow boaster Boar. He became the Brand Mascotte in 2016 after I tried out many other names and logos that were less effective than this. I recognize immediately the power of this image when people started to call me boar in the streets associating DAFFY with my skate brand.

The yellow boar is memorable and eye-catching so that it was easier for me to fix the brand identity and company style too.

Figure 3.27. Daffy Logo Type

Figure 3.28. Daffy logo on a deck

Figure 3.29. First 500 stickers printed



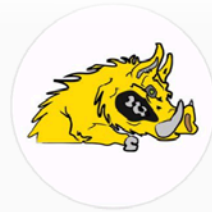
Communication online

Once we fixed a brand image we were ready to implement the communication strategy. I worked online to gain more visibility on a larger network, but also offline, on a local scale, doing a lot of PR to find effective buyers for DAFFY.

I worked a lot on social media trying to create a sense of community, I opened a business profile of DAFFY on Instagram which becomes the place where to showcase pictures of my best creations, the most exciting videos, and any other type of content. A few months later I did the same with Facebook opening the DAFFY page.

I was very motivated and engaged in doing such online promotion so that I started creating new content to be used for a promotional campaign that helped me a lot in learning the basics of digital marketing that I'm applying to relaunch the brand.

Figure 3.30. DAFFY Instagram page



daffy_skate

Modifica profilo



69 post 319 follower 1.025 profili seguiti

Daffy

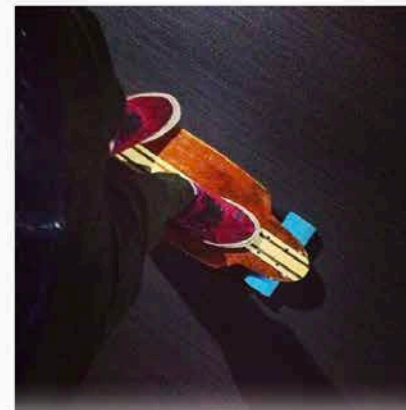
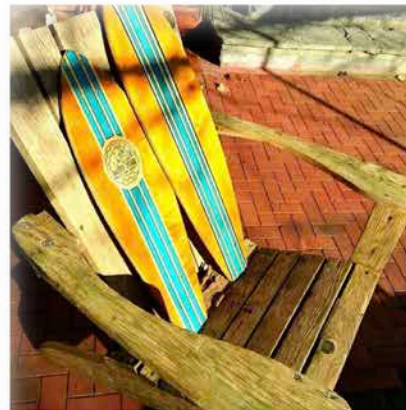
Prodotto/servizio

We are riders, shapers, innovators and wanna be a skate family

Family: 🐷 #staydaffy

Ride like a boar 🍌 🥥 🌴

Follow: 🐷 @swagstambecco



3.d. Sales and PR

If on one side I was using socials to promote the brand, on the other side I was doing physical PR trying to sell the product directly to people or passing through other channels.

For a period, I had some agreements with local stores like Morgan and Core Shop where I sold some complete skateboards. We used the format "conto Vendita" but I immediately recognise that I was losing a consistent slice of the final revenue so I didn't explore a lot the indirect sell to focus completely on the direct sales.

In 2017 with the help of one of my best friends, Joseph, we focused a lot on local and physical PR. We sold over 20 decks in one season and it was a great success.

The year after we decided to improve the communication of DAFFY organizing a big skate Event in Como, the DAFFY EVENT called Skate on the Lake by Night. We decided to partner with Circolo Olmo and Pura Vida Bar and to make a dancing night party inspired by the street skate style. It was a great success because we engage many local sponsors

and we also collected firms to support the construction of a new skatepark in Como.

Figure 3.31. An Instagram story posted by Morgan shop - Como, announcing the new cruiser spring collection of DAFFY available in the store

Figure 3.32. "Skate on the lake by Night", the 2017 DAFFY event in partnership with Pura Vida Bar and Circolo Olmo in Giardini Lago Como

Figure 3.33. Me and T.Ganzetti at the stand event while we collect signatures



DAFFY EVENT



BACKSTAGE EVENT

2018 – Slowing down production and leave space for innovation and experiments

At the end of the event, I realized that the demand for skateboards was higher than the offering so I was forced to freeze the activity for a while corresponding to the period of my new career at Politecnico.

Anyway, in those 5 years of inactivity, I kept on working on some aspects of the business and we never really stopped the production.

I found the time to start producing again some decks using more precise materials such as veneer and other types of wood and I set up a “business collection” of skateboards.

As an experiment, I also learned how to build and maintain an online website so that I built the DAFFY e-commerce.

In this period I really had the opportunity to challenge myself with a new set of skills, more digital and strategic but I also worked secretly on the innovation and development of SHIFT the new skate adapter that will change the way of intending skateboarding.



Figure 3.34. Daffy E-commerce
Figure 3.35. Photos of available boards, model: Virginia Ventura



Add to cart



Add to cart



Add to cart

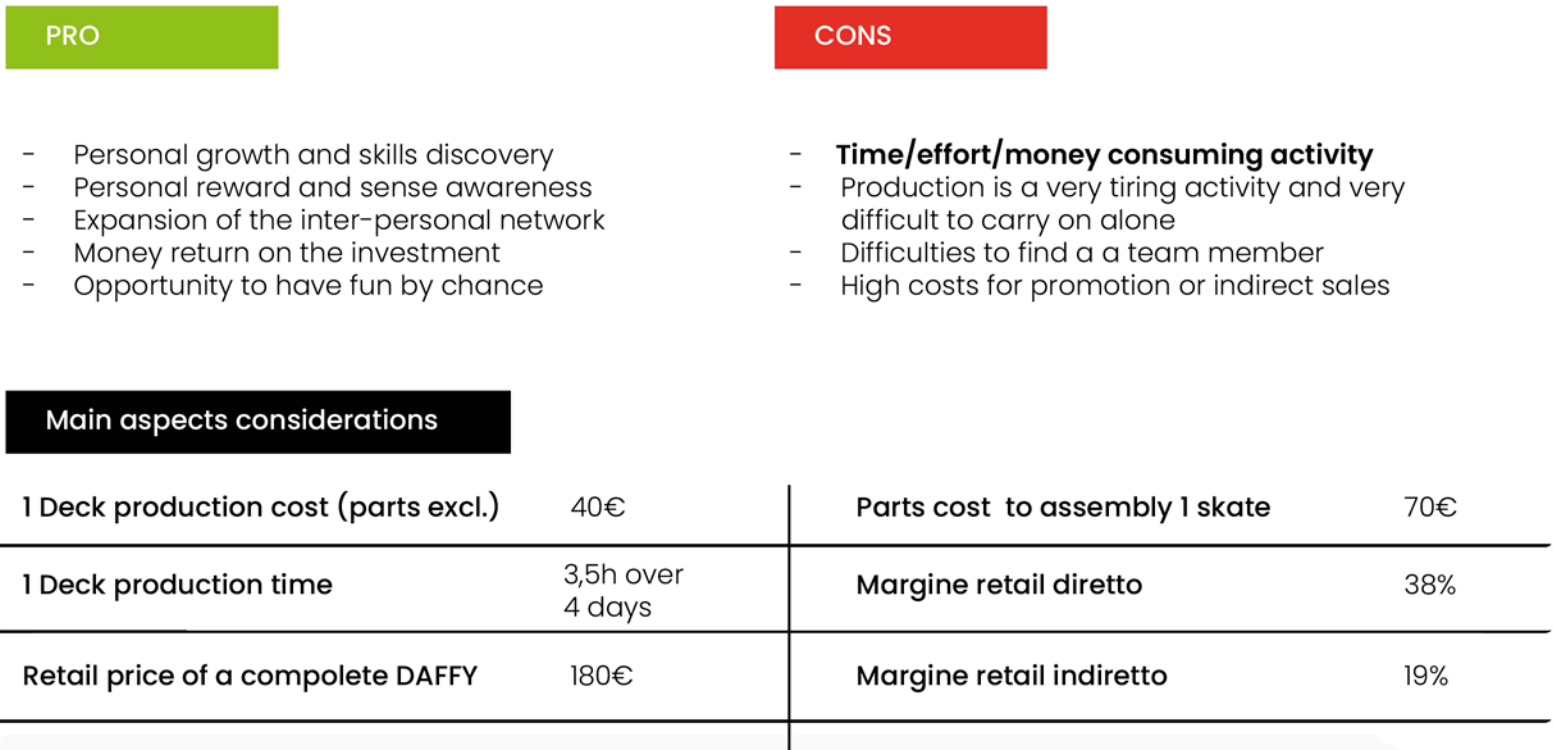


Add to cart

3.e. Evaluation of the approaches

I had to fill various professional roles and be able to adapt to different situations quickly when I was leading Daffy to growth. I was in charge of Production, Promotion, Sales so that I was able to develop many new different and complementary skills that I'm using also today in my everyday life. I'm so grateful for this opportunity of personal and technical growth that otherwise I would never have.

Figure 3.36. Summary chart and evaluation of DAFFY before the project SHIFT



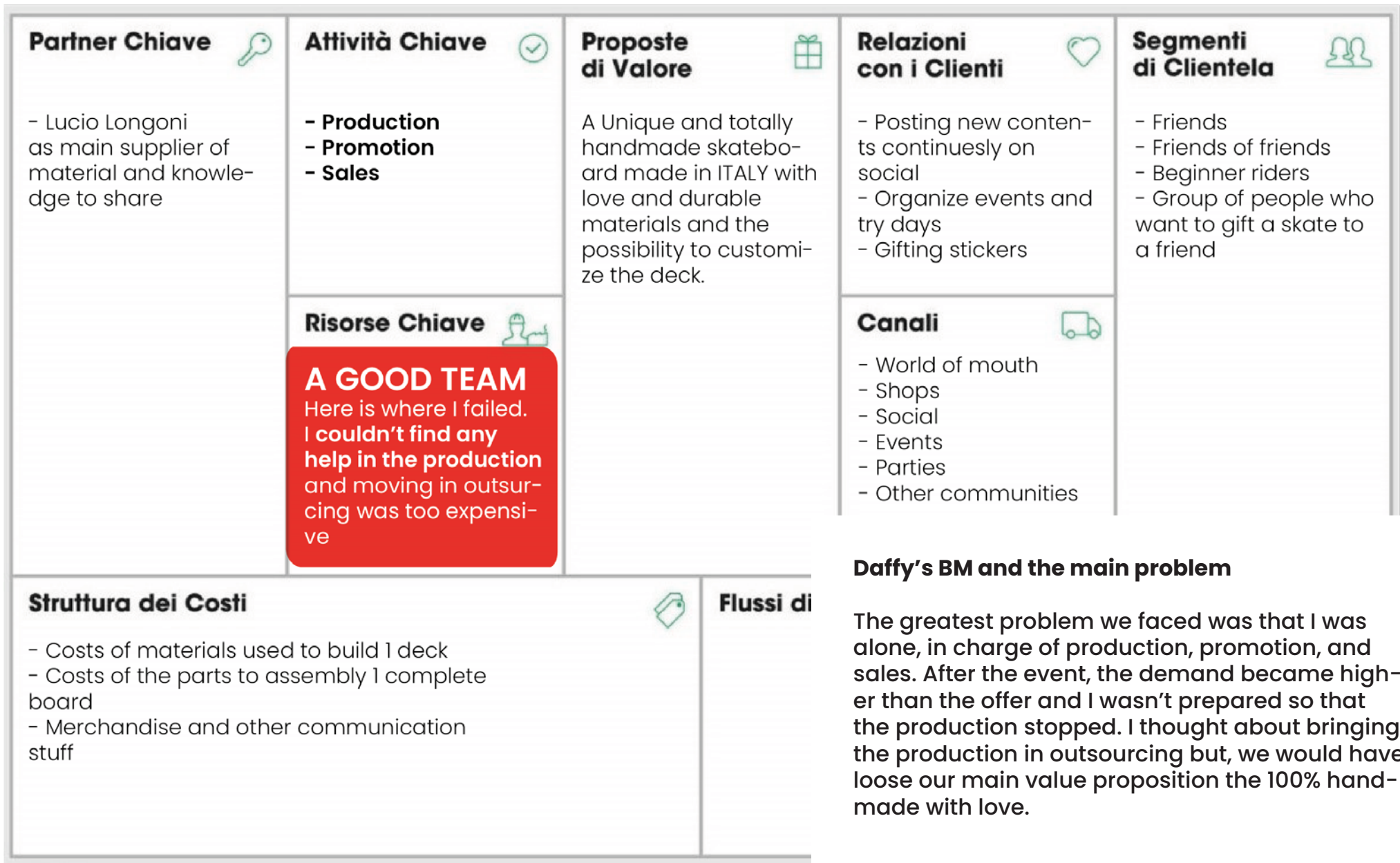


Figure 3.37. The business Model Canvas of DAFFY before the project SHIFT

3.f. From Skate Brand to Startup

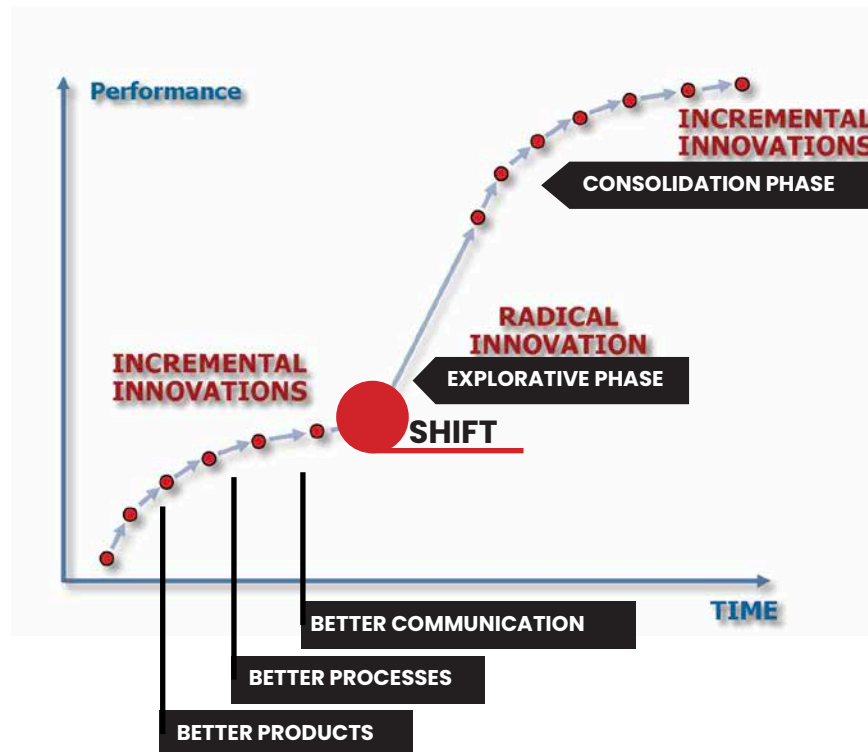
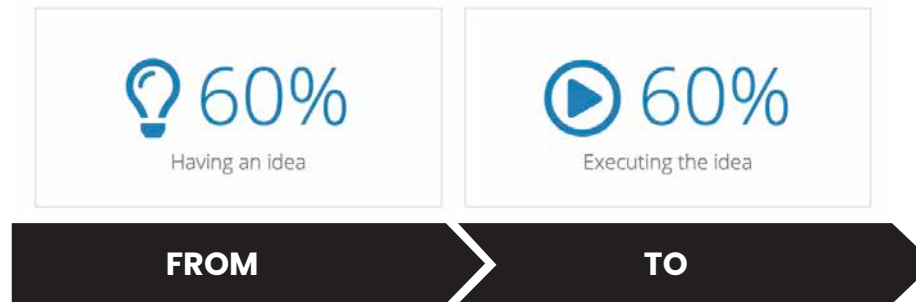
During the 4 years of activity at DAFFY, I put into practice much incremental innovation in terms of product, process, and strategy for communication and sales, and during the other 5 years of inactivity, I prepared myself and DAFFY for a new reborn.

In the next chapter I will talk about SHIFT, a new solution for the skateboard, unique for functionality and purpose. A real innovative concept in terms of meaning and performance. We will be first to market introducing it, with no competition, letting us classify SHIFT as a radical new innovative concept.

DAFFY is becoming STARTUP, trying to execute the brilliant idea of SHIFT

Figure 3.38. Experts definition of innovation

Figure 3.39. The differences between incremental and radical innovations revisited, original source L&I Course T. Baganza





SHIFT
The Wheel-Base Skate Adapter

Figure 4.1. Me at the lab doing innovation

4.a. Intro **SHIFT**

Figure 4.2. Introducing SHIFT, the first Wheel Base Skate Adapter, WBSA System by DAFFY

SHIFT

The first Wheel Base Skate Adapter



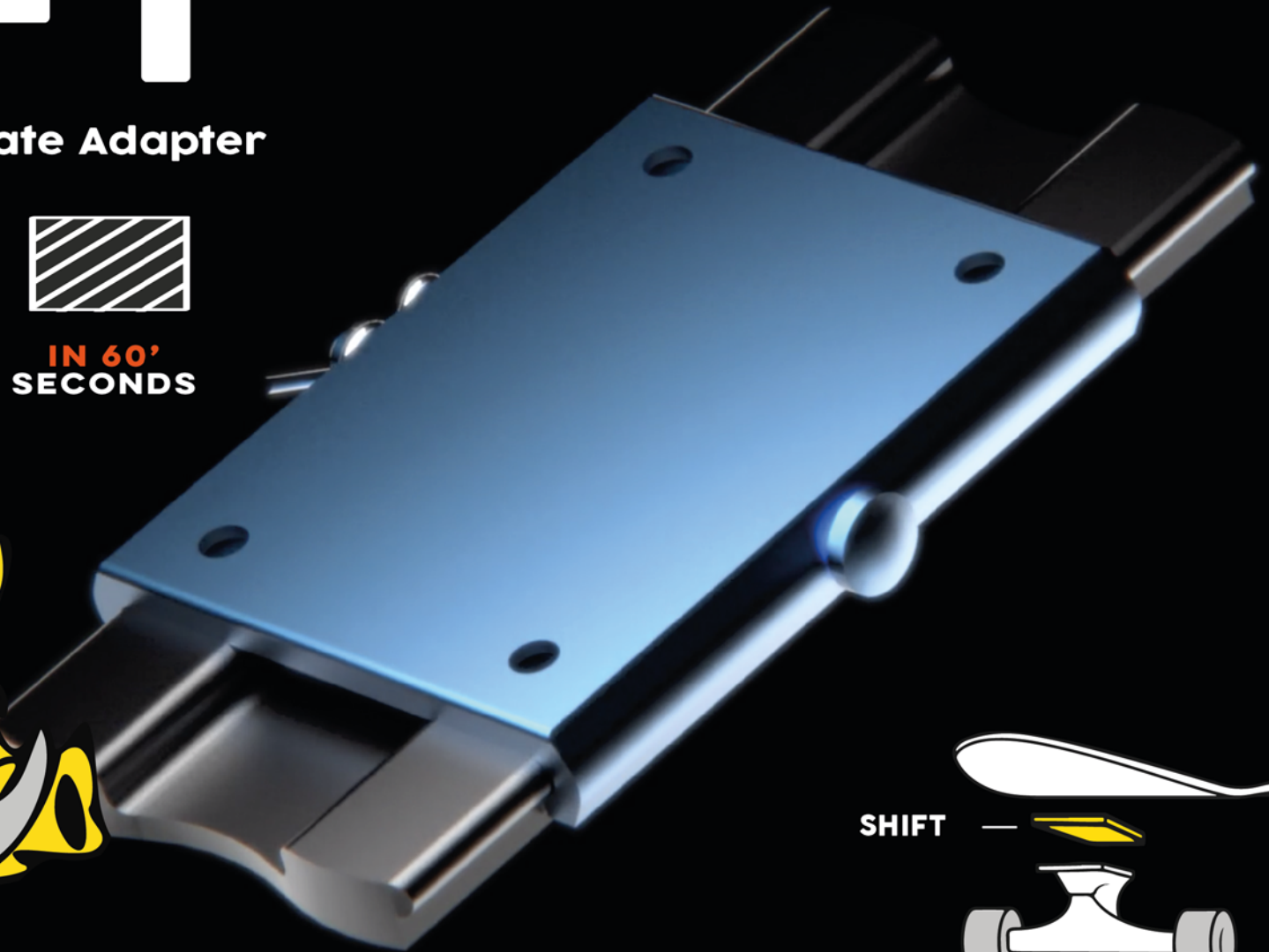
MOVE
TRUCKS



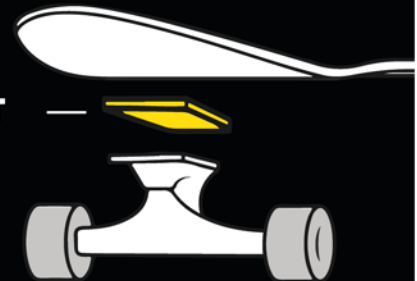
RE-MOVE
TRUCKS



IN 60'
SECONDS



SHIFT



1. FIND THE PERFECT SETTING

SLIDE TRUCKS ON THE DECK AND TRY DIFFERENT WHEELBASE CONFIGURATIONS

2. EXCHANGE YOUR SETUP

SLIDE OFF THE TRUCK AND MOVE IT TO OTHER BOARD

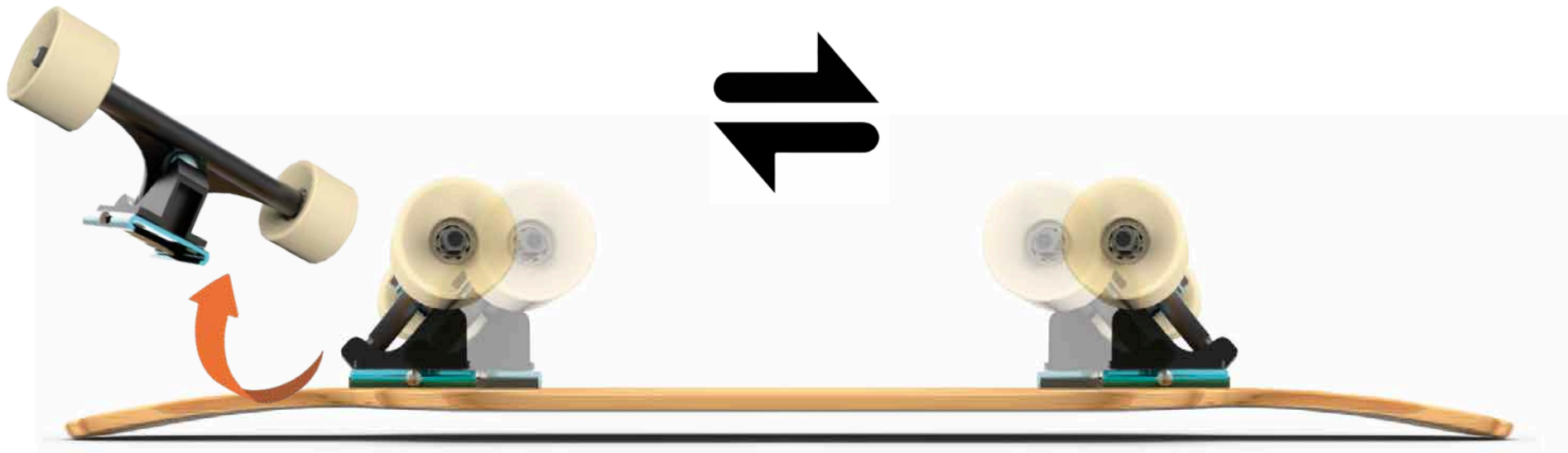
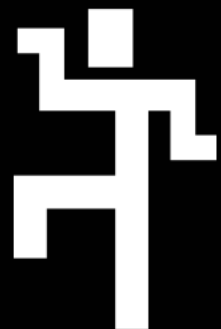


Figure 4.3. Rendering of a board mounting SHIFT, trucks can slide and be removed from the board



A REVOLUTIONARY **SKATE** EXPERIENCE



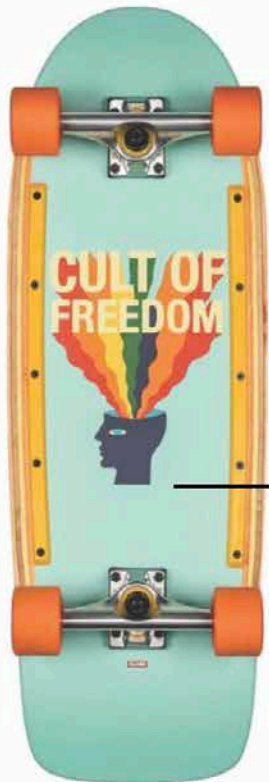
experience all riding styles in one single skate

SHIFT

FROM

LONGBOARD

LONG TURNS AND
STABLE FEELING



TO

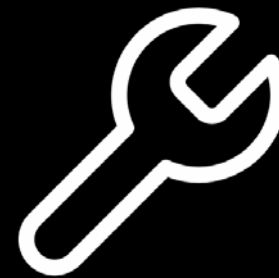
CRUISER

SHORT TURNS AND HIGH
RESPONSIVENESS

Figure 4.4. SHIFT main value proposition, allow the rider to modify the wheelbase in 60' with no tools



IN 60
SECONDS



WITH NO
TOOLS

SHIFT

choose from 5 different positions



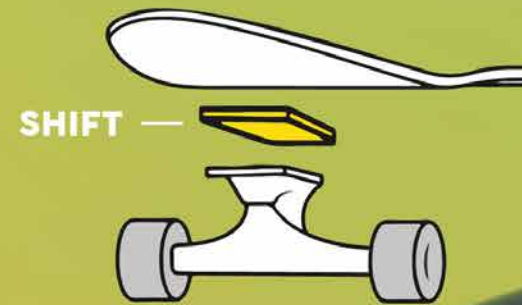
**80 MM
RANGE**



**WITH NO
TOOLS**



**IN 60'
SECONDS**

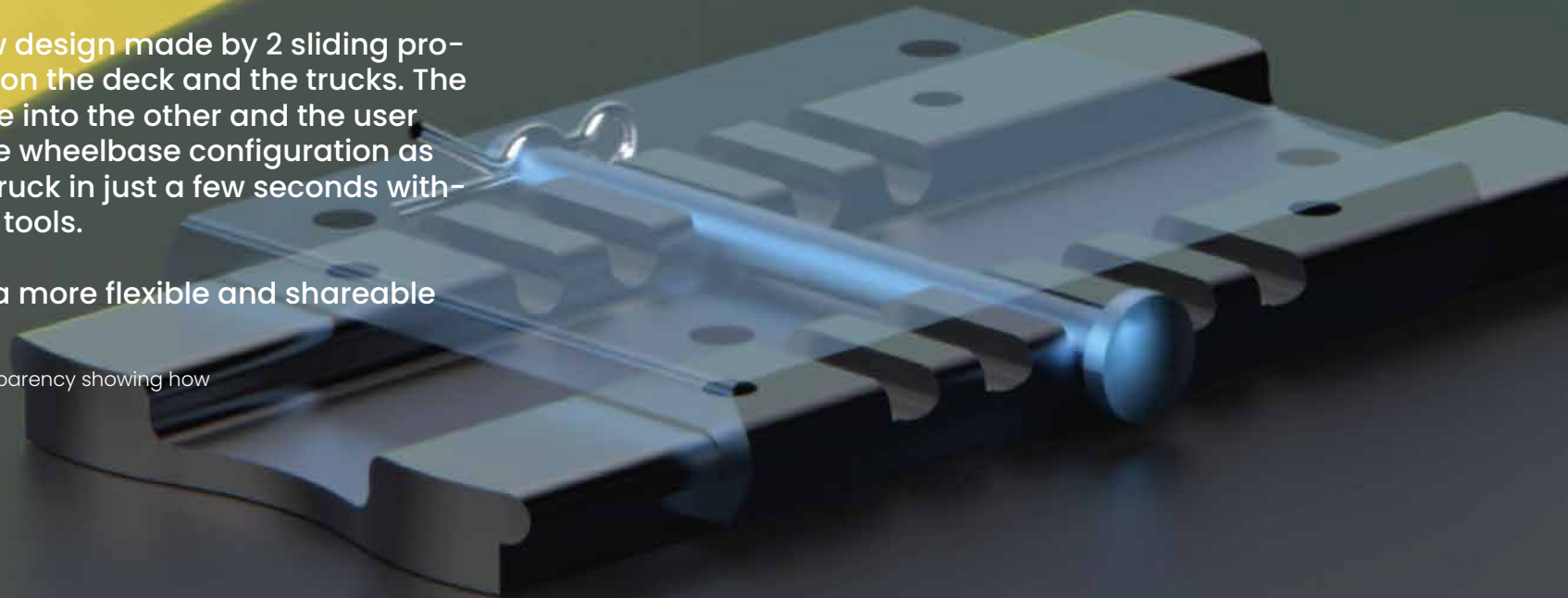


4.b. Description

SHIFT is a super cool new design made by 2 sliding profiles of Alu that are fixed on the deck and the trucks. The two profiles can slide one into the other and the user can try as much possible wheelbase configuration as possible or remove the truck in just a few seconds without the need for specific tools.

It is designed to enable a more flexible and shareable skate experience.

Figure 4.5. Rendering of SHIFT in transparency showing how the system works



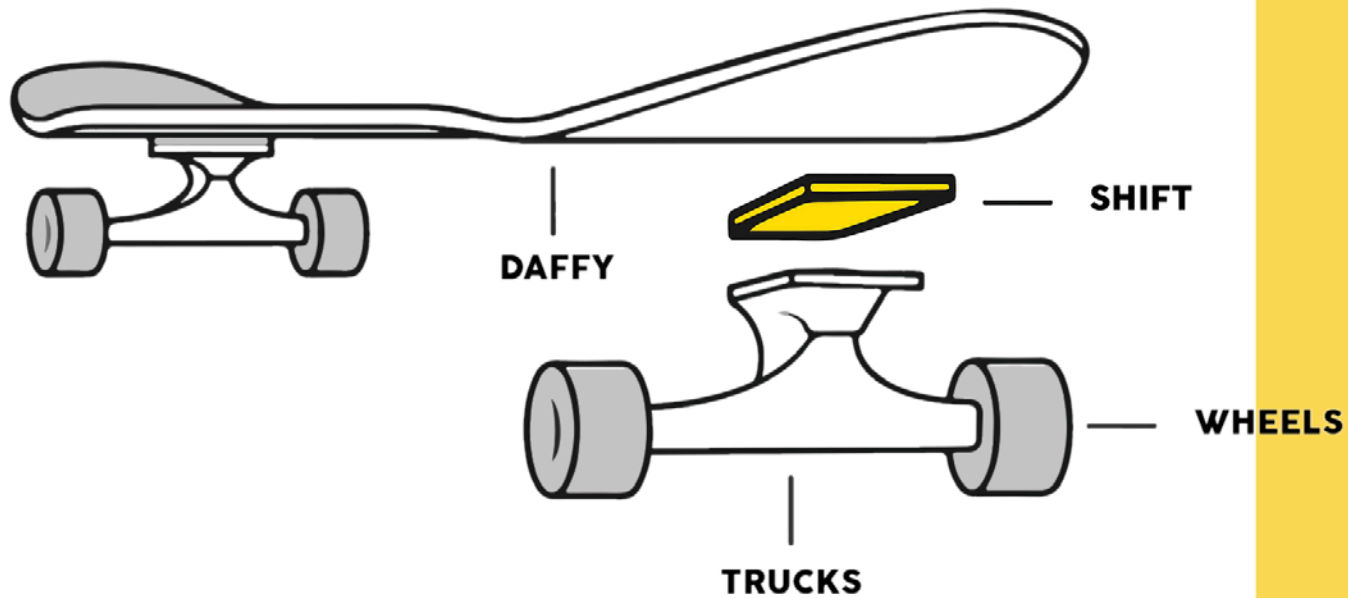
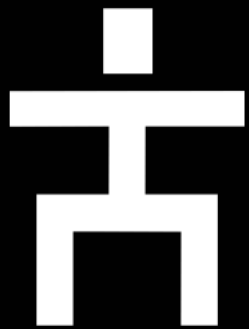


Figure 4.6. SHIFT, an universal skate component to add between the truck and deck

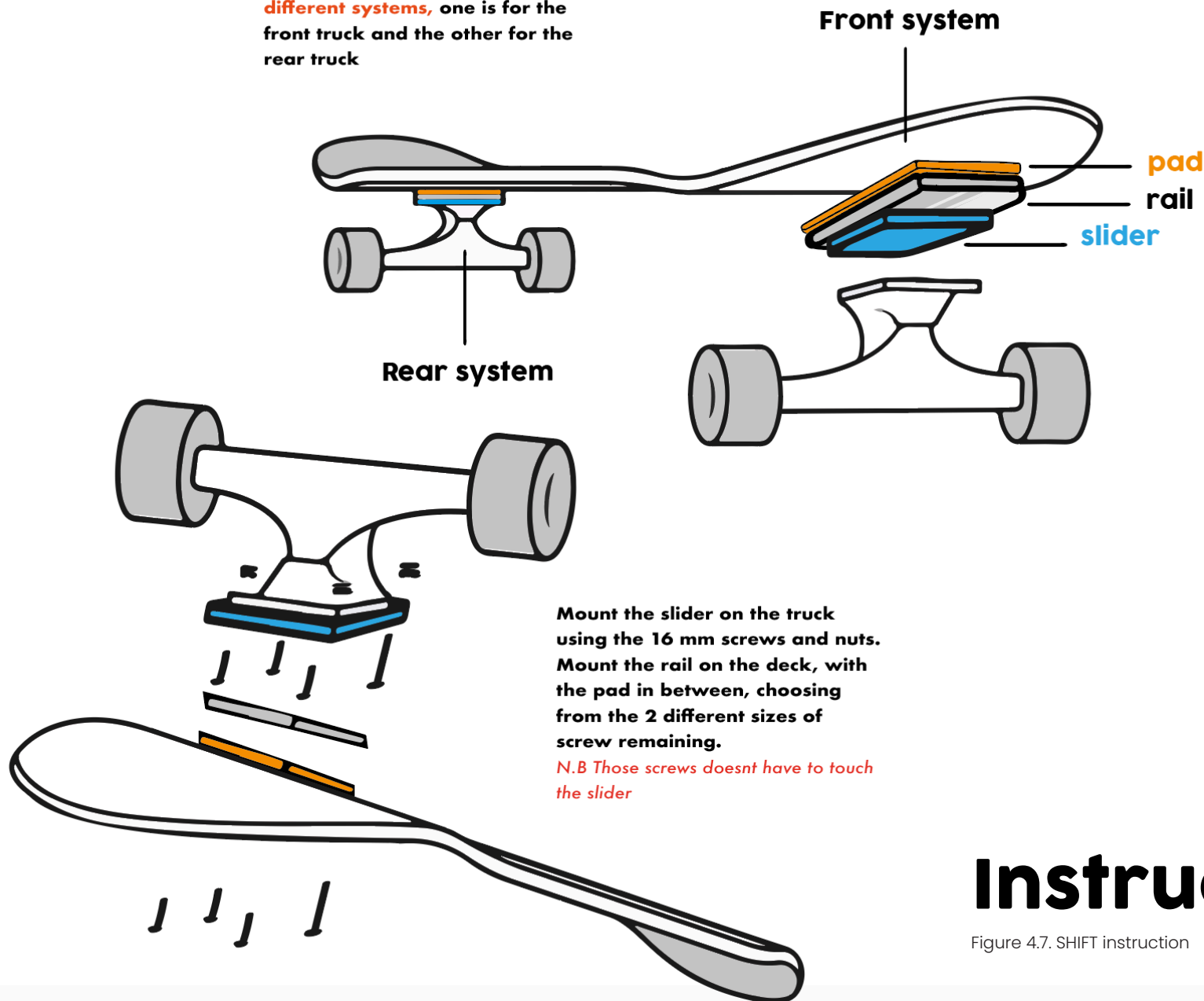
**ADD
YOUR
SHIFT**



UNIVERSAL PART

**ADD IT TO ANY SKATE BETWEEN THE DECK AND TRUCKS
AND TRY A GREAT NEW EXPERIENCE**

In the package there are 2 different systems, one is for the front truck and the other for the rear truck

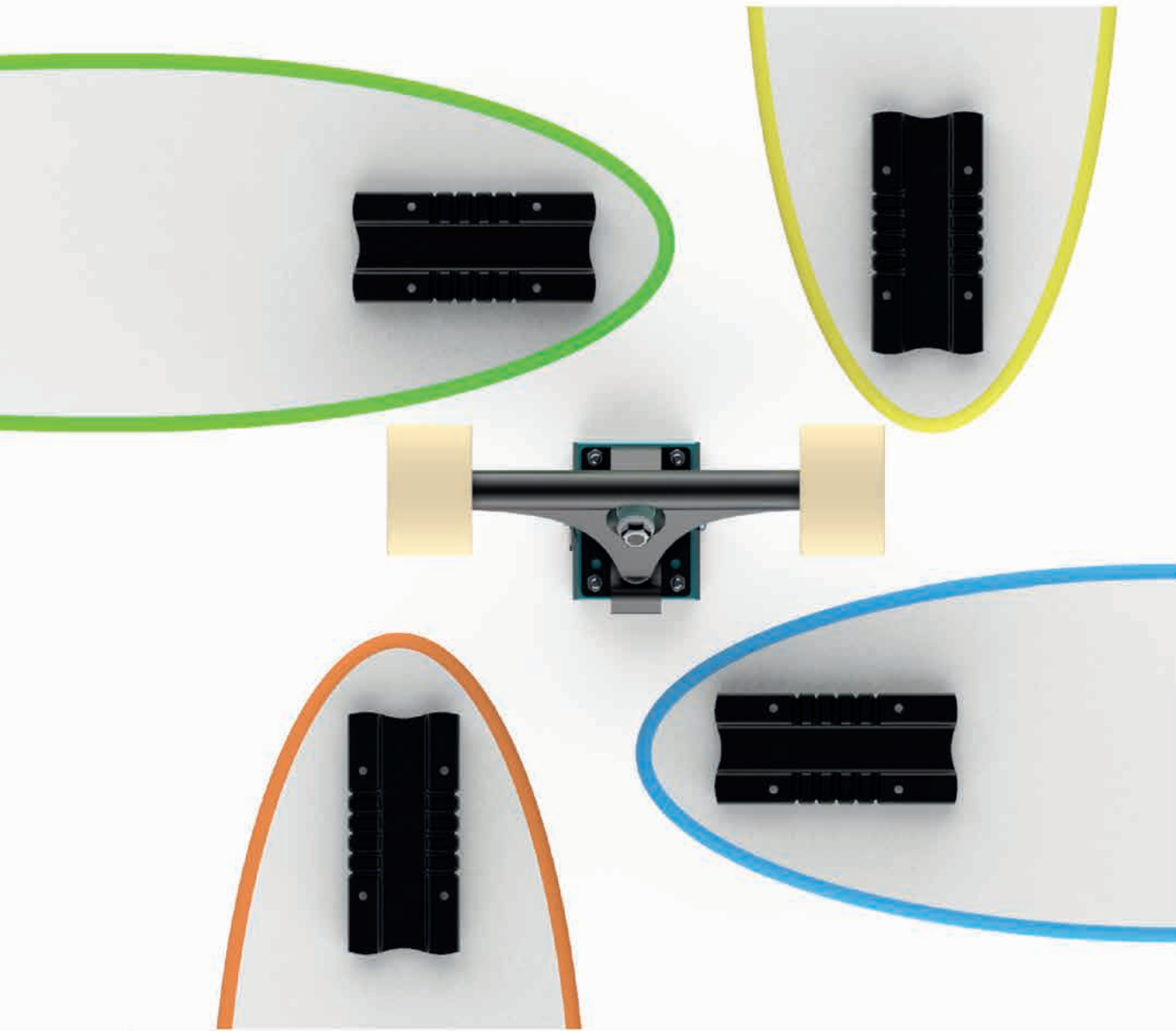


Mount the slider on the truck using the 16 mm screws and nuts. Mount the rail on the deck, with the pad in between, choosing from the 2 different sizes of screw remaining.

N.B Those screws doesnt have to touch the slider

Instructions

Figure 4.7. SHIFT instruction



ECO. SHIFT

**Instead of
buying many
skateboards
you buy 1
TRUCK and
move it to
infinite boards**



save the planet and reduce ALU wasted



3.c. The vision and problems it solve

The wheelbase is affecting a lot the performance of any 4 wheels vehicle, the skate included. The wheelbase, which determines the handling and stability characteristics of the board, is imposed by the position of the trucks on the decks and usually is preset. By modifying the wheelbase, turns become longer or shorter.

Penny is more reactive. Has a little wheelbase and allows very short curves, and is perfect for cruising and do freeride.

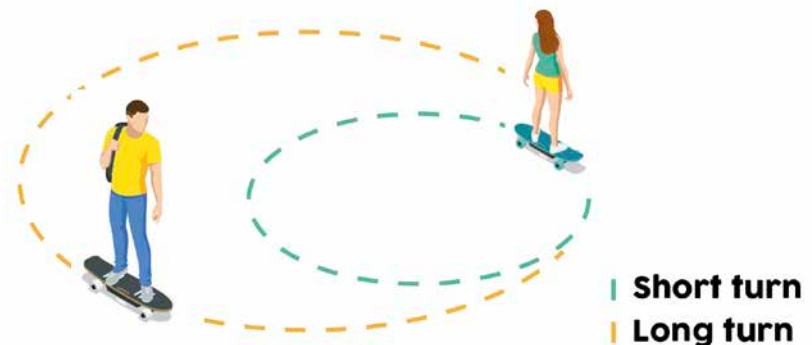
The longboard instead, is more stable. Has a longer wheelbase and allows long curves and more stability. It is recommended for traveling long distances and doing downhill at higher speeds.

How might we experiment with different riding styles in one single board shifting from a penny to a longboard?

Today with existing solutions available on the market the vision is just a vision, but with SHIFT it wouldn't be necessary any longer to have a penny and a longboard to try out different riding styles but just adding SHIFT to the deck.

Figure 4.8. Comparing a Longboard to a Short board

Figure 4.9. Different carving radius of a Longboard and a Short board, own elaboration



Problem framing

if you want to move the position of trucks on the deck 3 main elements, are needed:

- >> Multiple holes on the deck
- >> Specific tools to disassembly and reassembly the truck
- >> 10 minutes to complete the process

Few decks have multiple holes so that, except by making new holes with the drill, the position of the truck cannot be modified. One exception are longboards*

*Longboard decks sometimes are designed for a wheelbase traditional re-configuration (using tools and wasting 10 min). Downhill riders can adjust the skate settings to have a longer or shorter carving radius according to the type of road and steepness of it. The result is a more stable and responsive skateboard for any need.

First to market addressing a real problem

SHIFT allow an hassle-free and quick setting adjustment also on the boards not designed for it.

Figure 4.10. A downhill deck with multiple holes to adjust the wheel base



The main MOM

SHIFT is designed primarily to enable people of a quick reconfiguration of the skate while having a ride. This will be the main Moment Of Meaning when the rider will feel the real change.

Perfect to have fun

SHIFT makes the experience more flexible and shareable so that expert riders, beginners, and curious people would love it.

Moodboard 4.11. Sequence of actions, key MOM, to adjust the wheelbase settings using SHIFT



STOP

Understand the need of a re-configuration



RECONFIGURATION

Stop for few seconds quickly reconfigure the skate



SKATE

Step back on the skate with a completely new responsiveness



Perfect to learn the basics

SHIFT is, therefore, the cheapest, affordable and smart solution to learn and discover more about skateboarding. If new to the discipline SHIFT can help feeling more stable and secure on the skateboard riding on different terrains in various situations. SHIFT is the perfect solution to save money from buying other skates and these benefits make SHIFT also an eco-friendly new product. SHIFT costs less than the average cost of a new board.

Perfect for traveling

SHIFT makes traveling easier. Before getting on the plane you can quickly disassemble the truck from the skate without tools and save considerable space in the suitcase. The volume of a mounted skateboard is much more consistent than the dismantled one.



SAVE SPACE IN THE BAG

QUICK DISASSEMBLY

NO NEED FOR TOOLS

Figure 4.11. A man helping a kid learning how to skate
Figure 4.12. A man putting multiple disassembled decks in a travel bag at the airport

3.d. Feature and benefits

	Feature What it does	Benefits What it does for me	Today Main problems it solve
Custom	It allow the adjustment of the skate wheelbase	Will be possible to adjust the skate settings to perform longer or shorter curves according to needs	Moving truck position is a long and complicated process not always possible with every skateboard
Fast	It is fast to configuration in less than 1 minute	Will be faster to reconfigure the skate and try new settings or configurations	Moving truck position is estimated to be a 10 min action
Simple	It is easy to configurable without tools	Will be possible to move the position of trucks without the need of tools and bolts	Moving truck position requires specific tools to remove bolts and nuts.
Universal	It can be mounted to the skate with 4 traditional holes	Will be possible to add it to any skateboard without the need of new holes	Not all the skateboard deck has multiple holes so that is not always possible to move trucks position
Sharable	It make the skateboard multi reconfigurable	Will be easier to exchange skate parts between owned decks or the ones of friends	Share or exchange truckset within multiple decks is not a common practice due to the long process
Space saver	It make the removal of trucks easy and quick	Will be possible to save space in the suitcase by quickly disassembly the skate	Disassembly the skate before a plane travel is commonly but still require time and tools

Figure 4.13. Summary table of Features, Benefits and problems, own elaboration



3.e. The prototype we did and tested

Just following a lean approach we made the first prototype with the help of PROTO LABS, the real first MVP to be tested and be validated the development. During the beta, SHIFT has collected a fair consensus that makes us think that we will be able to reach the PMF.

So that let's continue with the development.

Functional and meaningful innovation

SHIFT is mostly a functional innovative concept designed to answer an idle market need but can recreate a personalized and unique experience considering it also as an emotional innovation.

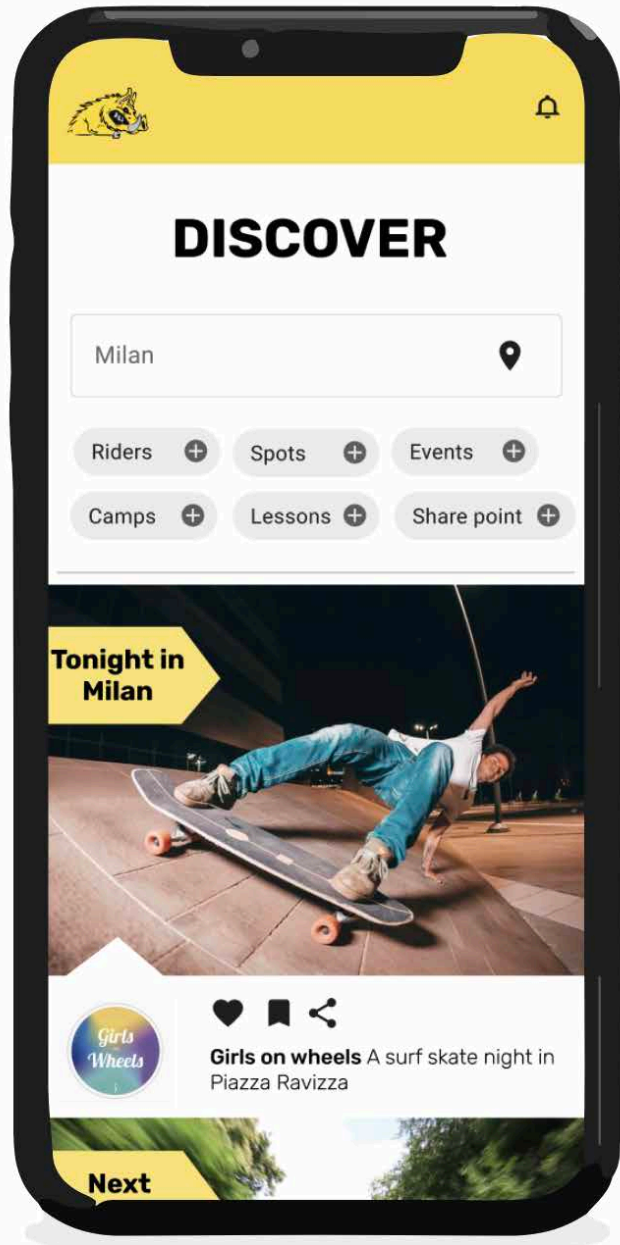
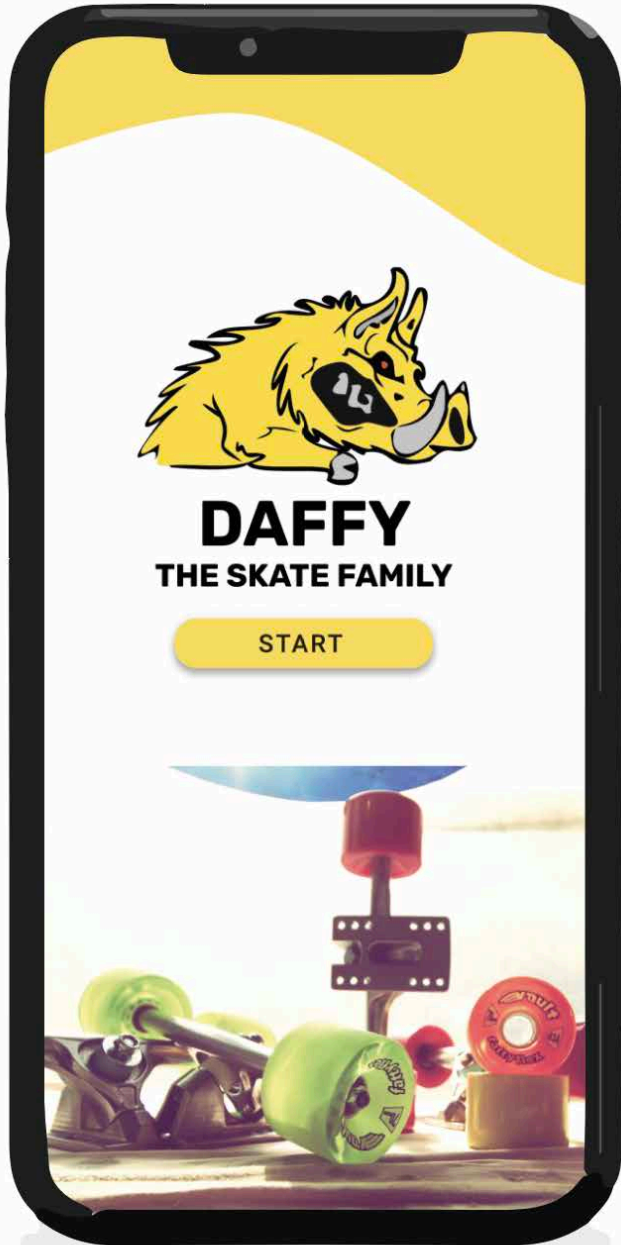


Figure 4.14. The MVP of SHIFT, prototype made in sintered PAlI
 Figure 4.15. The MVP of the package of SHIFT



DAFFY SERVICE
A sharable skate experience

Figure 5.1. The first big order of trucks and wheels, ready to sell with DAFFY decks



4.a. The Vision - DAFFY FAMILY

SHIFT means to progress and takes a step forward in the skating discipline, especially now that it has been recognized as an Olympic specialty in Tokyo 2020. With SHIFT, skateboarding becomes more accessible, easier to learn, and shareable.

We would like to allow many new aspiring skaters to enter this world and more experts to discover more and try out new disciplines, like street, carving, dancing, downhill, etc.

By doing so we are thinking to set up a skating platform able to give life to a skating movement, an inclusive community to discover this environment. The platform will allow skaters to find other passionate people, related events, and the principal SharePoints where to go and meet like-minded people to exchange skate parts.

Figure 5.2. App - Welcome page
Figure 5.3. App - Home page

A community of skaters joined by SHIFT

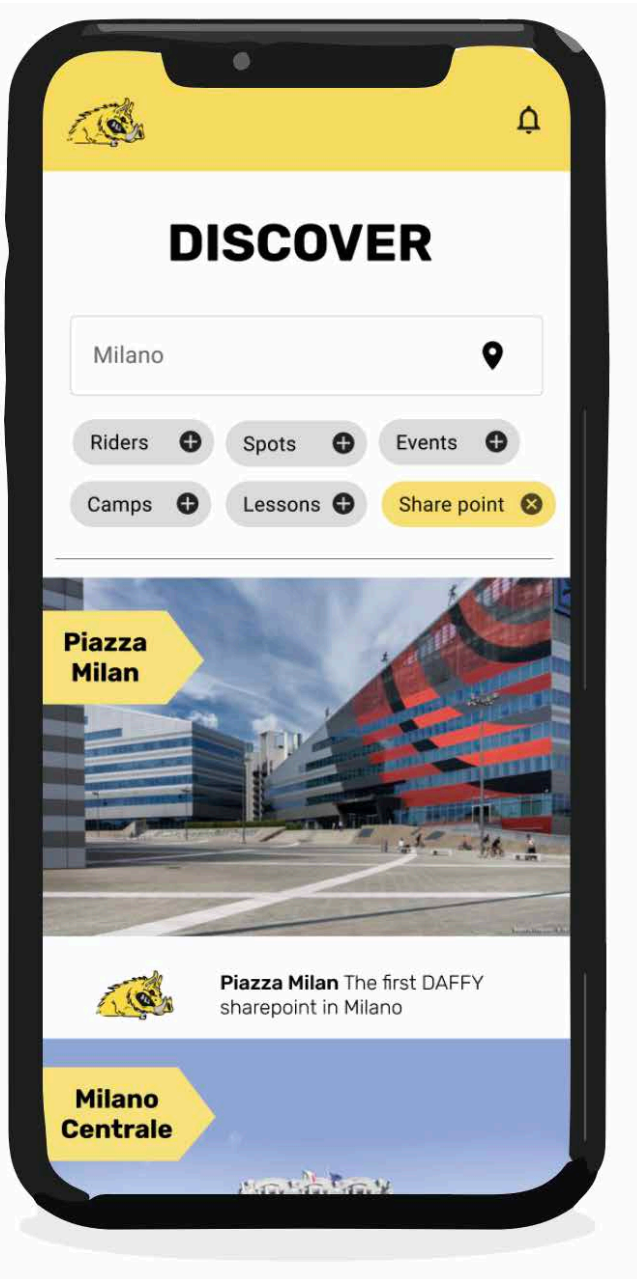
Our vision is to connect all the skaters from different disciplines in one single and great skate community the “daffy family” where people, from beginners to the more expert can meet, discover and share a completely new skate exp. Access to the Family is immediate.

No registration is required and everyone has access to all the contents. Registration will be required only to upload new content or unlock other features and then you will be allowed to create your profile that other skaters will

find and use to understand which kind of rider are you.

Moodboard 5.4. Daffy Family framework, our vision for the community we aim to build with SHIFT

Active rider				
Occasional rider				
A beginner	A free rider	A downhiller	A carver	A dancer
 <p><i>“Learning has never been so easy”</i></p>	 <p><i>“So flexible that it always fit the situation”</i></p>		 <p><i>“I never thought to exchange truck with friends so easy”</i></p>	



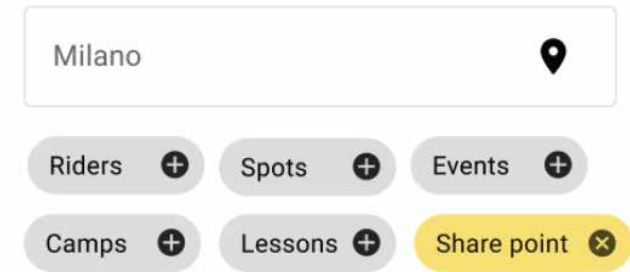
4.b. Features and App sections

DAFFY SHARE POINTS

Once inside the platform, even without registration, the navigation will be extremely guided and simple. There is a list of possible contents to look for and a search bar to look for geographic areas or keywords.

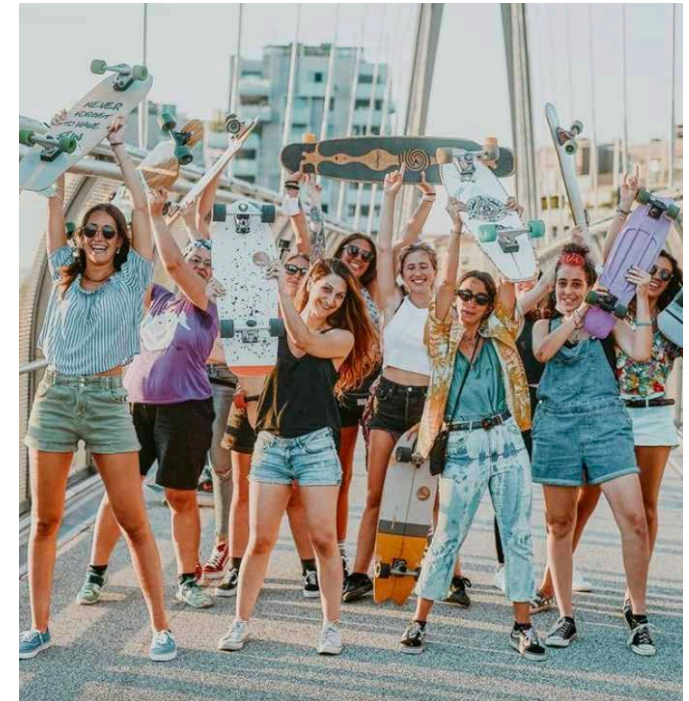
The complete list of filters will be at the end of 2022 and the first feature we will launch and test sooner is the SHARE-POINT. A filter to shows exactly the location where initially we are going to let people try SHIFT. In fact, we are going to select the best skate spots in specific cities and we are going to start from there to diffuse and distribute our

Figure 5.4. App section - Share Points
Figure 5.5. App filter bar



product.

The SHAREPOINT aims to become the most popular point of interest for any skater and different skate cities. Because the value proposition of SHIFT deals with flexibility and shareability we will try to bring skaters together, in one single place, from beginners to experts, and let them meet, exchange, and learn more about skate together.



First SHAREPOINT in Piazza Milan with GIRLS ON WHEELS

Those SHAREPOINTS will be the “DAFFY flagship stores” where to promote and make people try SHIFT while engaging and creating interest around it.

The first Italian sharepoint will be in Piazza Milan where there is “GIRLS ON WHEELS” a fast growing community of women skaters in Milano.

Figure 5.6. Rendering of the first Daffy Share Point in Piazza Milan
 Figure 5.7. Daffy Share Point with an instructor giving lessons
 Figure 5.8. Girls on Wheels crew in Piazza Milan
 Figure 5.9. Profile picture of Girls on Wheels on Instagram



Skate is a powerful social aggregator

The SHAREPOINT is an easy way to reach out to a wider target and aims to create awareness, engagement toward DAFFY.

SHIFT works as a social aggregator and the skate itself it's already a very powerful way to gather people even sharing different interest so that we aim to replicate this model also to other skate friendly cities in EUROPE where we are planning the launch of SHIFT.

At the DAFFY EVENT in 2017 when we do not invite so many people but the square was full of skaters and people super interested in trying. Same for GIRLS ON WHEELS that 2 years ago were just a few, like 5 or 10, and today organize events with more than 50 skaters, and the trend is fast growing.



Figure 5.10. Girls skating together
Figure 5.11. Main features and benefits of the Service

SHAREPOINTS

WHAT: Is a physical place in the city where to go and skate with other skater and get in touch with DAFFY

WHY: It aims at creating awareness and engagement in one place

HOW: The list of sharepoints is accessible from the App without registration

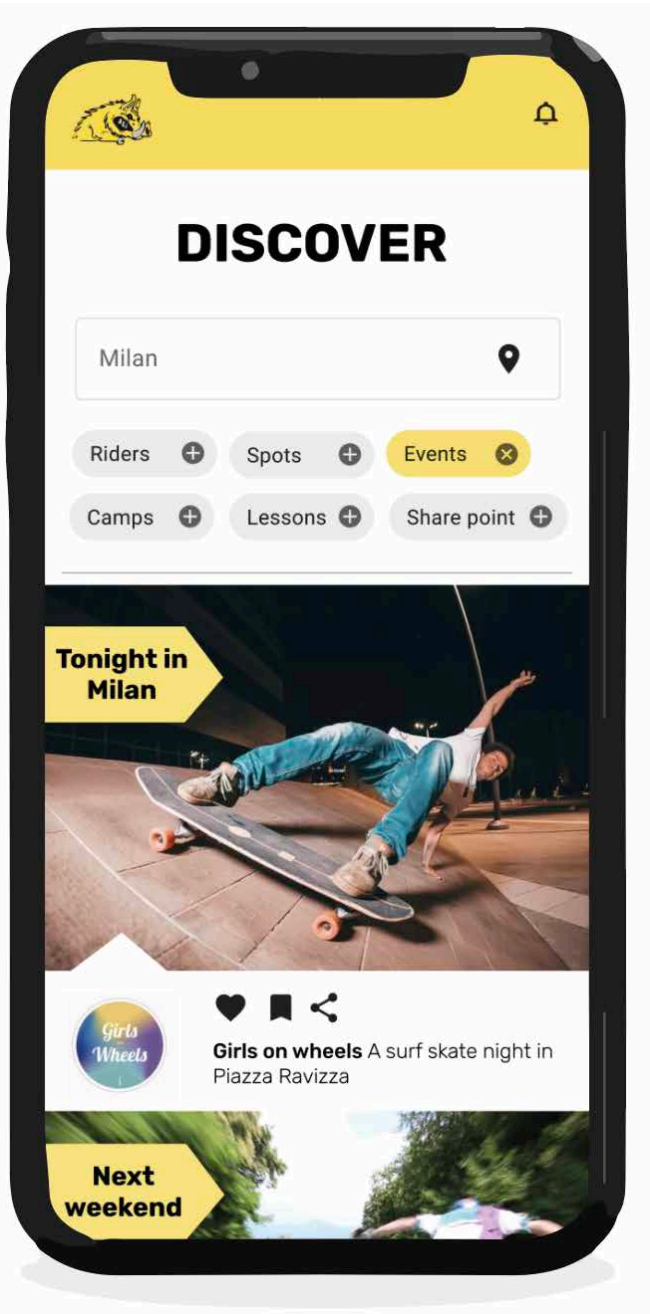
Discover and
try SHIFT

Meet like
minded people

Have fun
together

Exchange
parts

Discover
more the skate



Skate window

Like Ticket one brings together, in one place, all the events and concerts that are going to happen, DAFFY EVENT is the second feature we aim to implement. In fact there are many communities and associations that every season create new skate events but there is not a direct channel to skaters where to promote

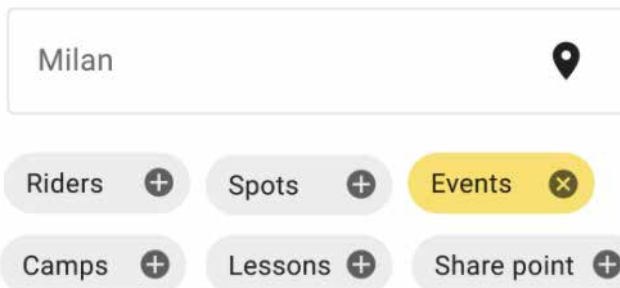
them.

DAFFY will shows on the homepage all the skate events published by the creators according to the date and location.

Figure 5.12. App section - Events

Figure 5.13. Poster of the "Bormio 2000" downhill Event, retrieved from: Italian Skateboarding Commission

Figure 5.14. Poster of the "Ghost Town Freeride" Event, retrieved from Sbanda Brianza



Skate communities - Events

In the north of Italy, there are GIRLS ON WHEELS and SBANDA BRINZA that I'm in touch with, and that every season organizes many skate events. I selected them to be the first skate events promoter on DAFFY and this way we will test and measure the impact of the new feature on the existing community and if we will notice an increase in participation in events we can think about expanding the feature to many others community and association.

Today is still not existing a skateboard (social)network of people doing it and those communities use a traditional channel like FACEBOOK AND INSTAGRAM to promote their initiative so most of them get lost in the wide web. On DAFFY they can be on the home page and reach out to a wider user base, 100% interested in what they are proposing.



Eventi in programma



DOMANI ALLE ORE 19:30 UTC+02
Girls on Wheels
 Snowave - Piazza Gino Valle

☆ Mi interessa ⌚ Parteciperò ✉ Invita ➦ ⋮



MAR, 29 GIU ALLE ORE 16:30 UTC+02 E ALTRE 22 DATE
Surf skate Night Piazza Gae Aulenti Milano - Tutti i martedì
 Snowave - Piazza Gae Aulenti

☆ Mi interessa ✉ Invita ➦ ⋮

Eventi in programma



IN CORSO
GHOST TOWN freeride 2021
 Sbanda Brianza - Consonno

👤 Daniele

☆ Mi interessa ⌚ Parteciperò ✉ Invita ➦ ⋮



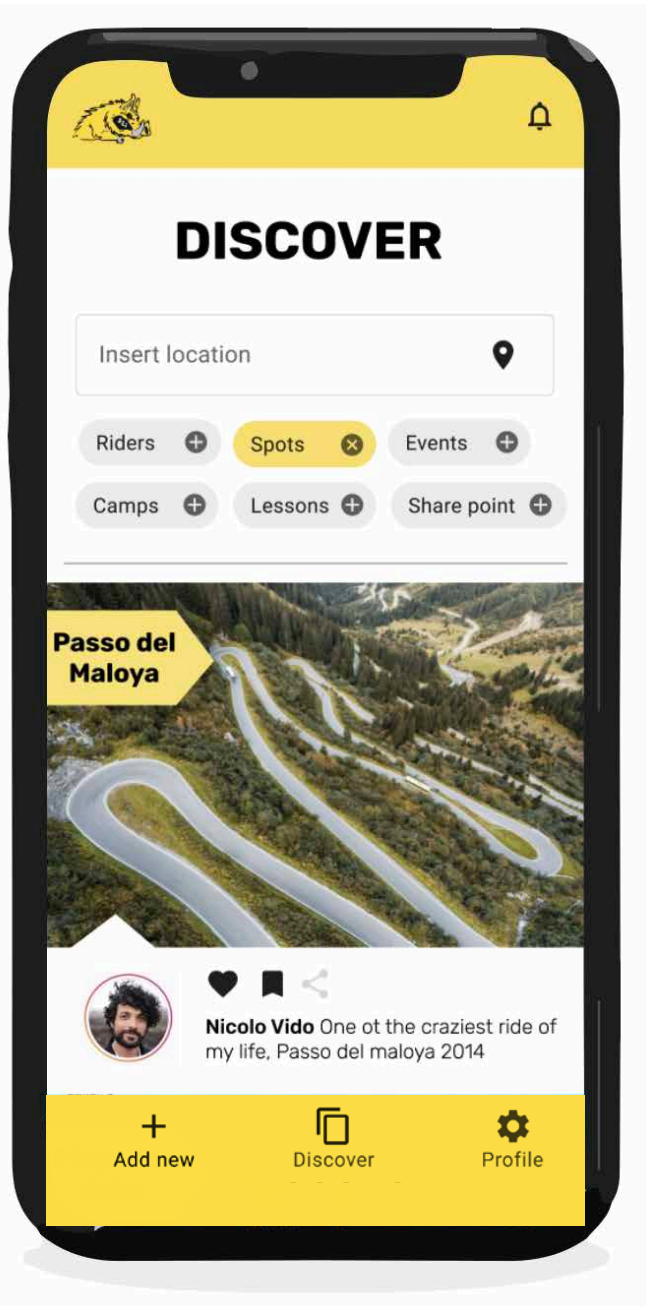
VEN, 23 LUG - 25 LUG
DOWNHILL ARENA RACE 2021
 Sbanda Brianza - Laghetto di Rogno

☆ Mi interessa ⌚ Parteciperò ✉ Invita ➦ ⋮

Figure 5.15. Planned skate events on Facebook, organized by "Girls on Wheels" and "Sbanda Brianza"

Figure 5.16. Comparison of the followers flows of "Girls on Wheels" and "Sbanda Brianza" on Instagram, source: Not Just Analytic

Retrieved from NOT JUST ANALYTICS	Spring 2020 Followers	Summer 2021 Followers	Gap Followers
Girls on wheels	3.800	4.600	+ 800
Sbanda Brianza	400	1.500	+ 1.100



Find spots or upload new one

The third feature we aim to implement is the Spot crawling. Without making the subscription to the platform any new rider that access the DAFFY FAMILY can find out the best spots where to go skate. Just by selecting from the filter list SPOTS, and by inserting a location all the relevant result will be shown.

More over any rider can upload a new spot just by clicking on the lowest bar on the button add new.

At this point the rider will be asked to create a new profile and then he will be allow to upload a new content.

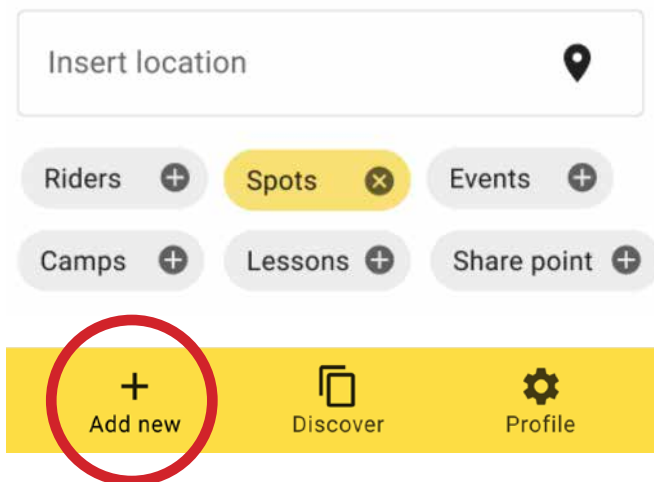


Figure 5.17. App section - Spots
Figure 5.18. Bottom bar of the App

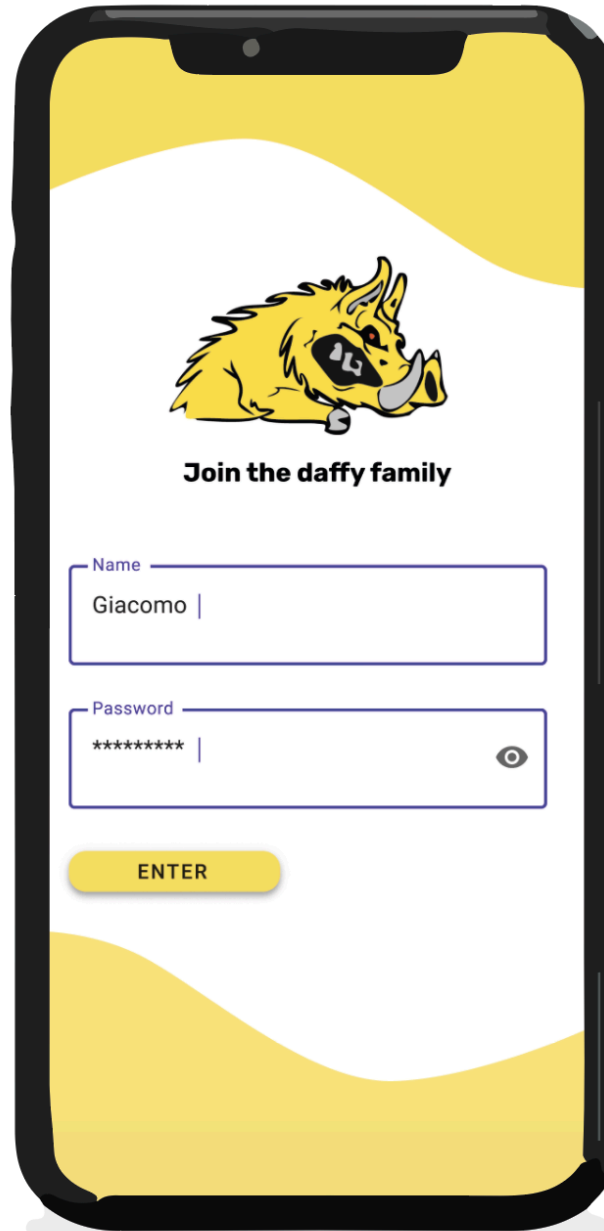
Register to the DAFFY FAMILY

To start sharing new content or unlock new features of the service, registration is needed.

By adding the name and password is possible to enter the personal area where to customize the profile.

It will be possible to add the profile image, a little description of self, the location where other people will expect to meet you, and other dimensions like "skate confidence" or the "interest in sharing parts". In this area, there will be also an activating button to share the live position on the city map that can be used by other riders to find you. This way you are communicating to other skaters that you are out for a ride and if someone is interested to skate with you can just send you a message.

Another button will let you upload the images of the parts you are willing to share with other people, like trucks, decks, or wheels. Images will be shown on the profile and another skater interested can send you a message to agree on the exchange.

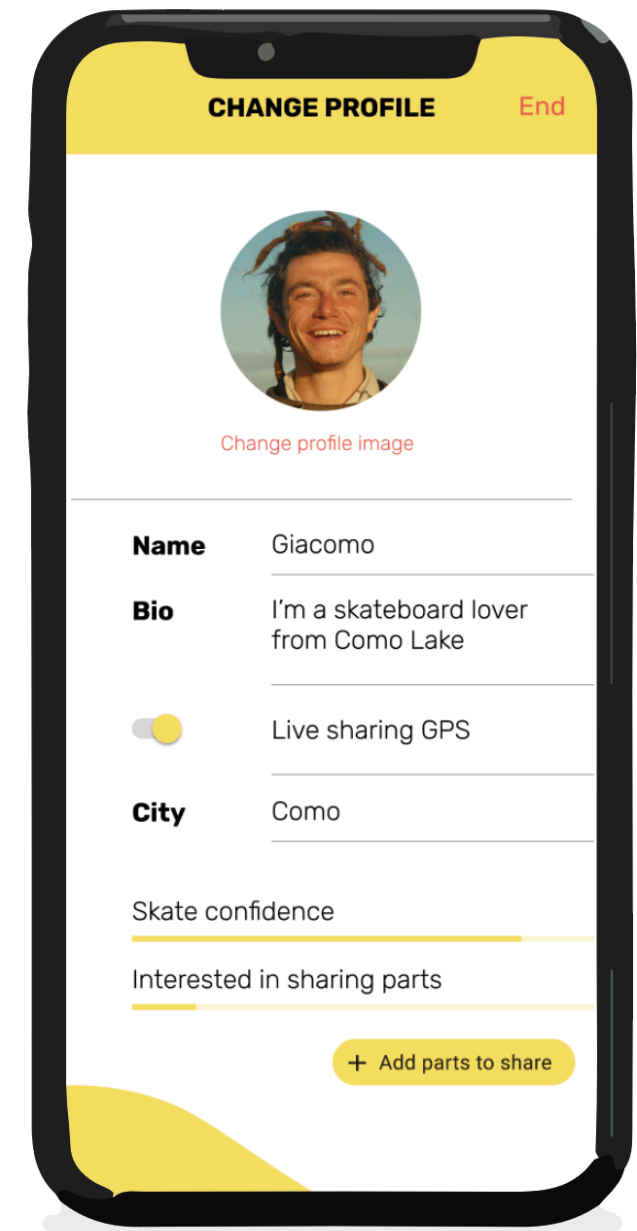


Join the daffy family

Name | Giacomo |

Password | ***** |

ENTER



CHANGE PROFILE End

Change profile image

Name Giacomo

Bio I'm a skateboard lover from Como Lake

Live sharing GPS

City Como

Skate confidence

Interested in sharing parts

+ Add parts to share


Figure 5.19. App Log-In page




Figure 5.20. App section - personal profile

Different profiles

Once the profile is created it becomes public and from the research bar selecting riders is possible to see all the skaters logged in the SKATE FAMILY. It will be possible to add any new skater as a friend or send them a direct message and by looking at the voice “out for a ride” is possible to see if the rider is skating around the city and wish to meet new friends.

Some profiles will be denser than others and will be possible to add pictures of the parts you are willing to share or specify if you are a “skate instructor” or if you are a “camps organizer” and add information about those last two aspects.



Riders  Spots  Events 




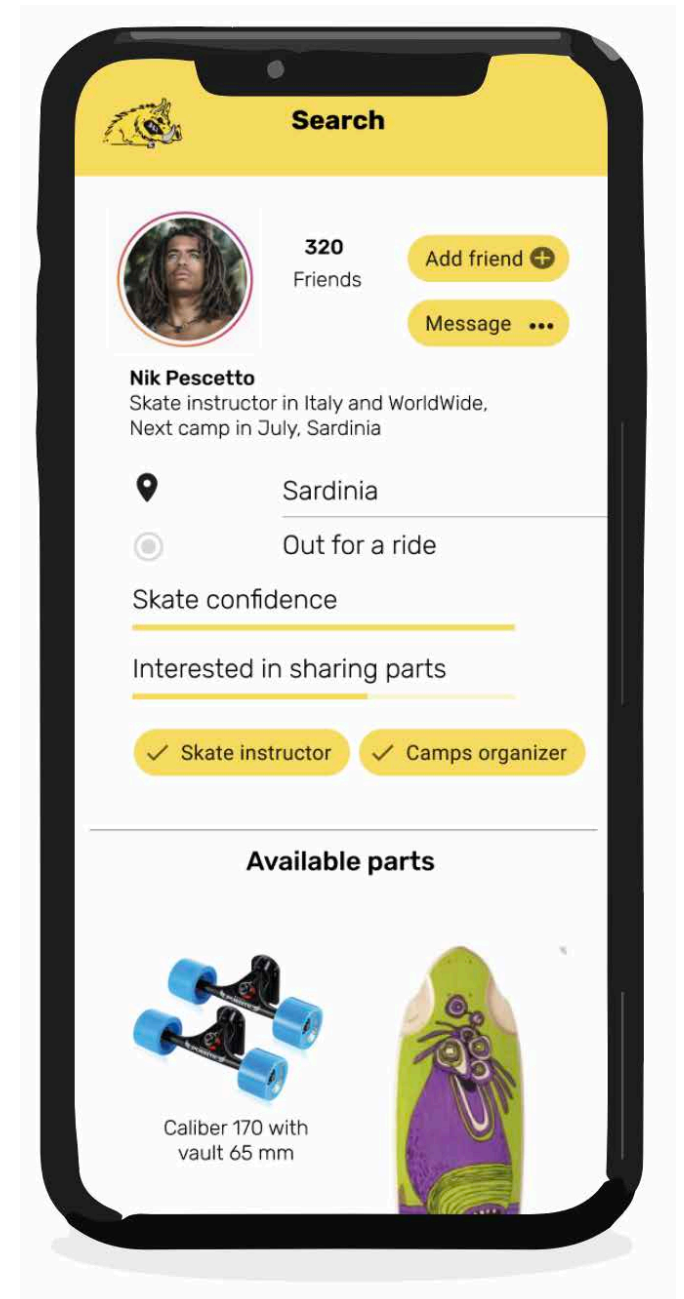
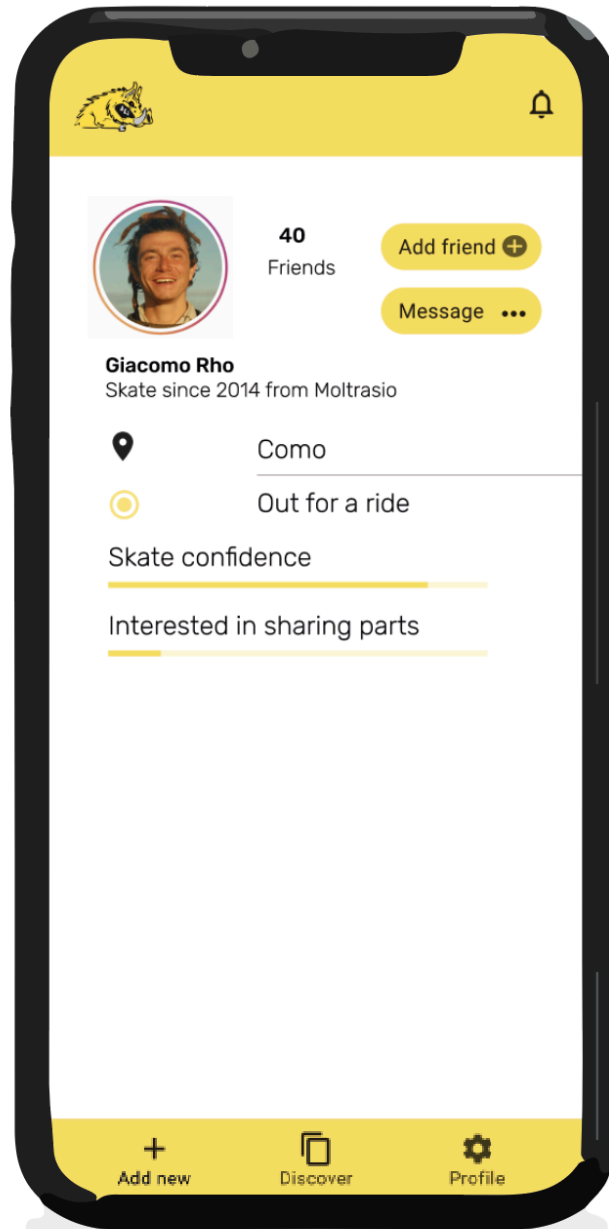
Camps  Lessons  Share point 

Figure 5.21. App - Giacomo Rho visible profile
Figure 5.22. App - Nick Pescetto visible profile



Lessons and camp for all

Moreover, we want to let new riders, beginners or not, spending good times with like-minded people sharing the same passion for skateboarding. We want those, people to discover, learn and participate in skateboarding through events, camps and dedicate lessons for every kind of rider.

In fact, especially after the pandemic, there is an increasing demand for skate lessons because more and more people want to start practicing skateboarding. On the other side, many skaters are good at skateboarding and can easily become skate instructors to help other skaters quickly improve their skills. Providing skate lessons can become a new opportunity for many young skaters that are willing to become an instructor and earn a little of extra money.

Figure 5.23. App section - Lessons
Figure 5.24. App section - Camps

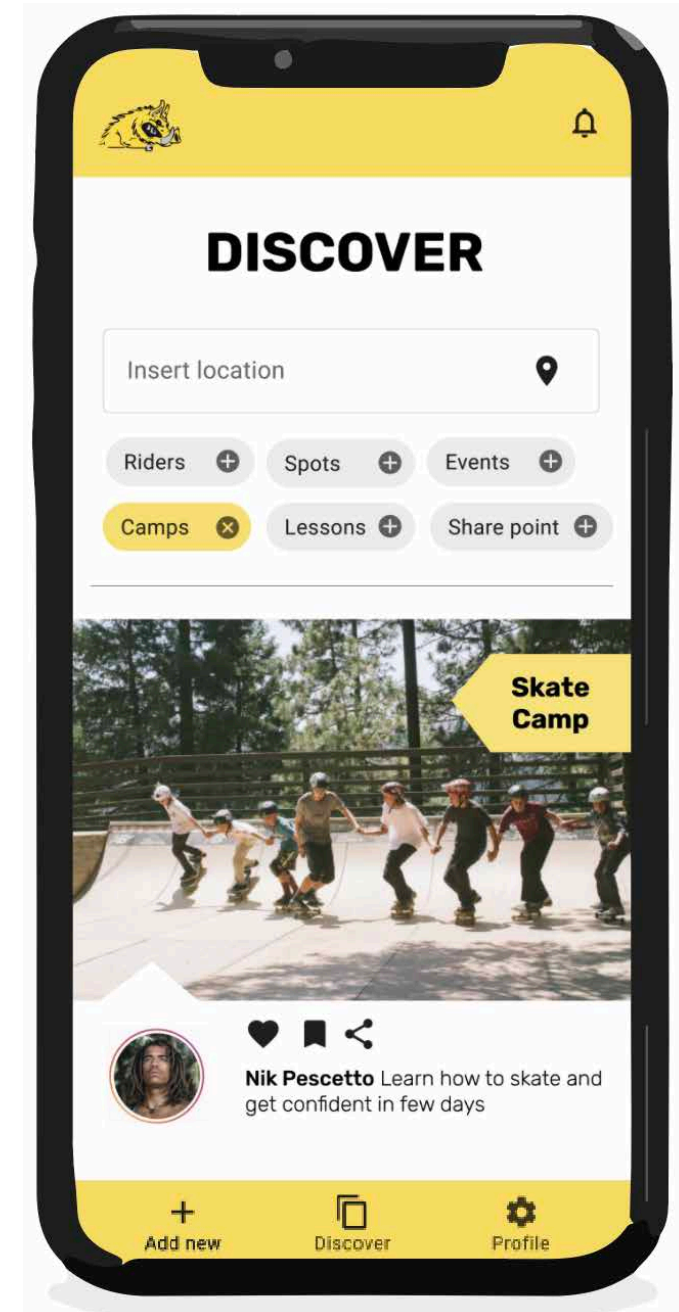
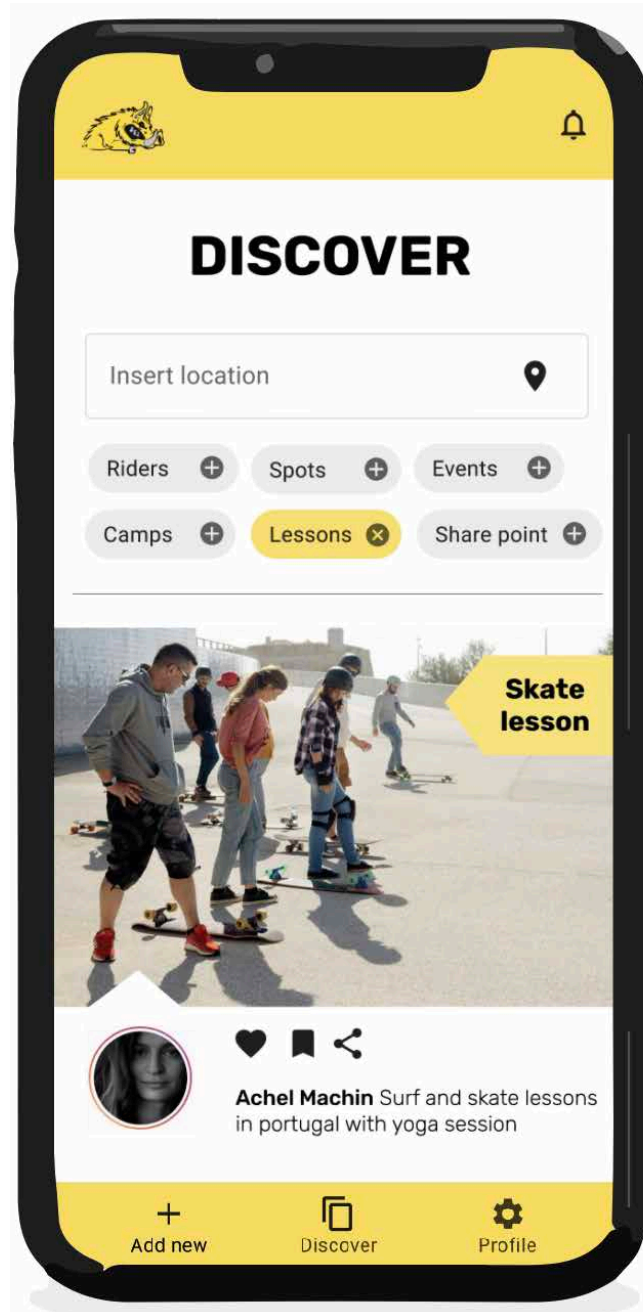




Figure 5.25. Me and friends out for a jointed ride

4.c. Service summary

The platform aims to become a social aggregator because is designed for the inclusion of all kind of skaters letting them discover the skating environment a new and more meaningful way. Any rider can explore by location and find out their favorite skate spots, find

out other local skaters, meet up at the SharePoint or find events, lessons, and skate camps. Similar to STRAVA we bring skaters together and give them a collective space and the possibility to mutually talk and share information.

Not a simple social network where to reach out random skate contents but the first platform dedicated only to skaters.

The change of meaning, toward a more collective experience

In conclusion, we hope that SHIFT will generate a great follow and appreciation not only because it is a functional innovation but because it has a new message, a new meaning which is that skateboard is becoming more open, flexible, shareable, and inclusive.

SHIFT is just the enabling product of a larger movement behind the DAFFY FAMILY. SHIFT is in between the Market pull area, because it solves a real problem that some riders may have, but is also into the area of meaning-driven innovation

because using SHIFT riders might have a new reason why to go and skate. And the DAFFY FAMILY will be the aggregation element generating and sharing the collective experience.

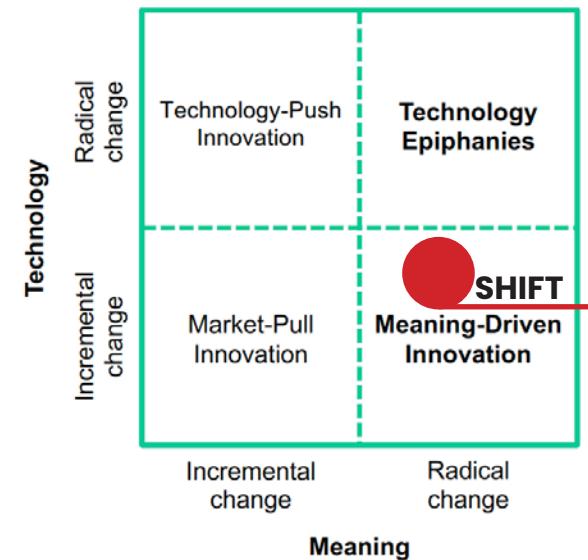
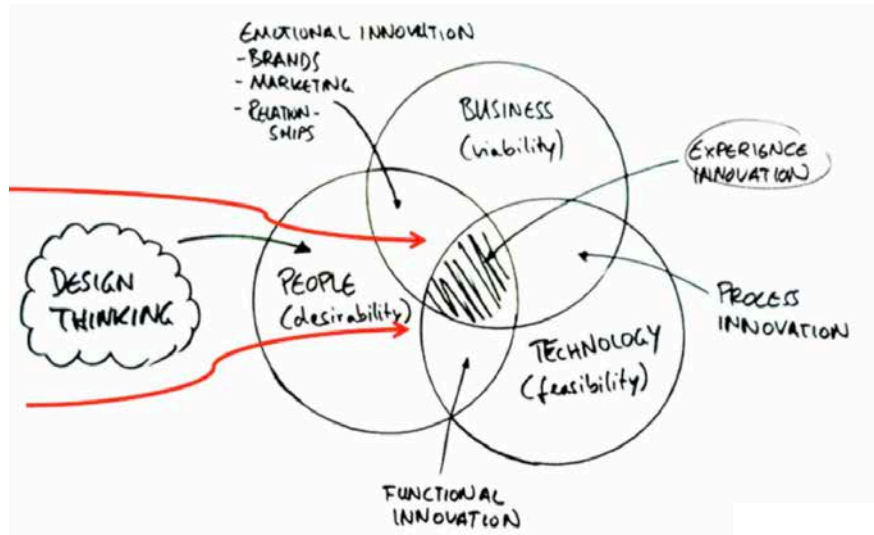


Figure 5.26. How to achieve innovation, source: IDEO

Figure 5.27. How to cluster innovation, source: L&I course T. Buganza



ENVIRONMENTAL ANALYSIS

Benchmarking, UCD and trends

Figure 6.1. A junior business man on a skateboard
Figure 6.2. Olympic logo

5.a. Main product competitors

SHIFT is new to the market with a new functionality and value proposition. The only existing similar solution, produced on a small scale, is LEAF a lightweight skateboard that can be adjusted in terms of wheelbase. Thanks to the unique deck made in titanium alloy the truck can slide on 2 rails allowing the rider to reconfigure the wheelbase.

This is actually the only similar solution to SHIFT.

The case of YOW and WATERBORNE is therefore interesting to take into account. Those systems are nothing more than a skate adapter to be added between the deck and truck enabling the possibility to surf skate even with a traditional skateboard.

YOW was first to market right after the more popular CARVER, the world's first surf skate system, and became viral in a small time so that the younger WATERBORNE is gaining a little success too.

LEAF	Not for sale
YOW SYSTEM	110\$
CARVER TRUCK	160\$
WATERBORNE	100€

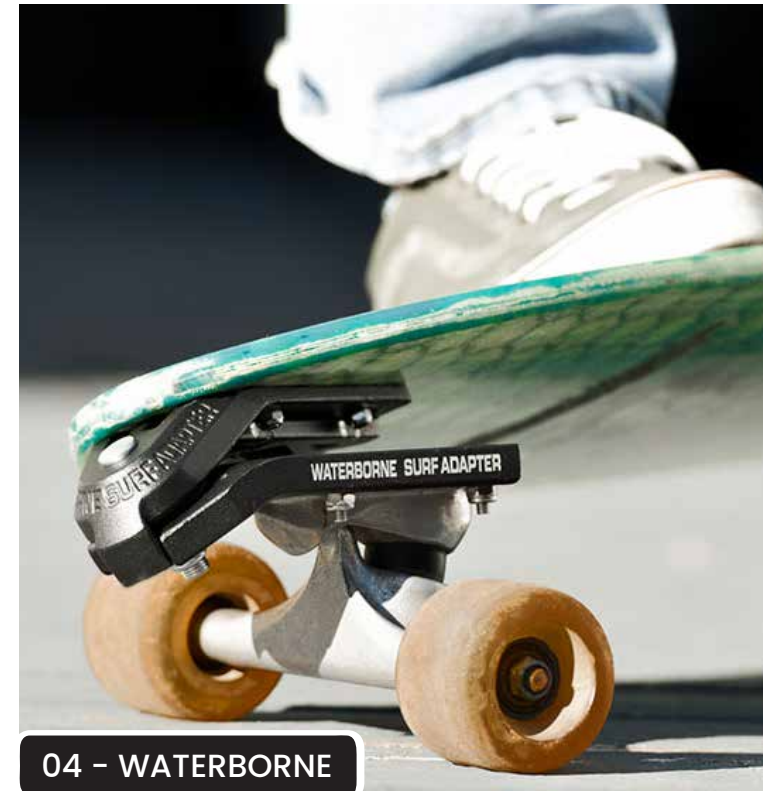


01 - LEAF



02 - YOW

03 - CARVER



04 - WATERBORNE

Figure 6.3. 2019, Lightweight skateboard , Shenzhen Hanma Creative Technology Co., Ltd, retrived from World Design Guide

Figure 6.4. YOW system package

Figure 6.5. Carver truck system package

Figure 6.6. Waterborne Surf Adapter



Figure 6.7. Yow skateboard and logo

Figure 6.8. Yow growth strategy at early stages and scale up

YOW – Early stages

A good and new system

Engaging the right influencers

Growing community and engagement

YOW – Scale up

Selling a complete skateboard with the system

Strategic partnerships with suppliers and dealers

From few specific cities to big distribution

The case of YOW SURF

YOW is a good example to take inspiration from. They were the first on the market selling a surf skate adapter. The performances of the new system were comparable to the one of the incumbent CARVER so that it doesn't take too much that YOW becomes mainstream when stated to sell complete skateboards too, becoming the N°1 competitor of CARVER in the surf skate world. YOW increased quickly his awareness, reputation but also revenues because the income generated by selling a complete skate rather than just the system is much higher.

YOW was super powerful in creating the community, by proposing quality posts and content to his skate community. In the scale-up, they were very fast signing new partnerships with many specific shops, online and offline, social media influencers and became viral very soon.

N.B. YOW had all this success because the 3 founders, Irola's brothers were also founders of HLC, one of the leading producers and suppliers of the skateboard in Europe.

5.b. SHIFT positioning

It's impressive to see that by positioning our concept in a cartesian scheme we see us alone on a completely uncovered market segment. The area where there should be a skate adapter, which means universal for any skate, that at the same time let the rider adjust the setting of the deck rapidly and easily.

Many times when talking to people about this idea they kindly asked me which was the reason why other firms didn't produce it before. My answer is because they didn't think about it. Sounds impossible but it is the only reasonable answer. To support what I'm saying I did by myself a search for anteriority using Espacenet and any relevant, or recent, patents come out, and also by looking on the browser nothing similar pops out, great!

SHIFT is so simple but at the same time so Innovative so it has the potential to go viral. No relevant direct competition and a strong value proposition are making SHIFT a good example for a BLUE SKY strategy.

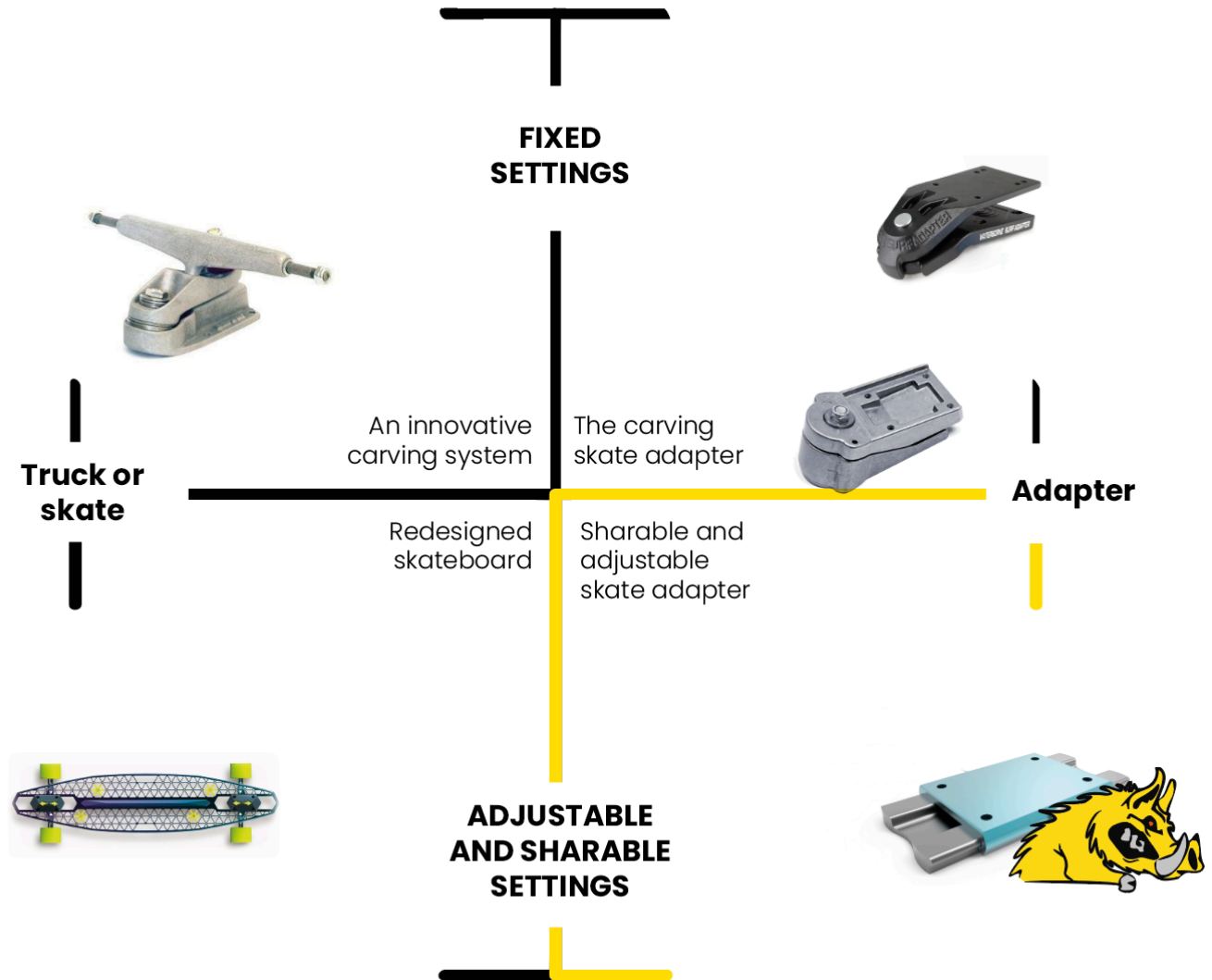


Figure 6.9. Positioning map of SHIFT

5.c. Main service competitors

From the service side, we aim to be the N°1 service app for skating. The first platform entirely dedicated to meet other skaters and discover this world. Skaters are very connected offline and online so if you want to meet other skaters you should look for local Facebook, Instagram, or Meet-up groups, or physically go to events and parks where skaters are used to meet. Here the competition is a little bit higher but we are not going to fight in a

red ocean because our value proposition is unique for this market share and a skate social network is still not existing. Problem framing: There are so many communities or groups of skaters that can be easily be found online and that are used to meet, make events organize camps, and provide lessons. But all those activities and services cannot be founded in one single platform or place making the skateboard a non-democratic and inclusive sport.

Case study of STRAVA:

Similar to STRAVA we bring skaters together and give them a collective space and the possibility to mutually talk and share pieces of information regarding their passion.

Strava is an American internet service for tracking human exercise which incorporates social network features. It is mostly used for cycling and running using GPS data. Their business model is based on selling GPS data of the riders making it a good example of an Orthogonal 2 sided platform.

Only for bikers and runners

- >> Personalize personal profile with also the type of bike
- >> Track human exercise
- >> Let create a new path or find one on the map
- >> Let find other athletes from the finder and add them as a friend
- >> Let post new content and info on social network arena



Figure 6.10. Strava mockup and logo

Case study of Meet up

Meetup is a platform for finding and building local communities. People use Meetup to meet new people, learn new things, find support, get out of their comfort zones, and pursue their passions, together.

On Meetup there are many participants interested in skateboarding and many groups are promoting events that will likely be a big reunion for skaters.

The Meetup logo is written in a red, cursive, handwritten-style font.

Designed for every person who wants to meetup:

- Find by location and keyword
- Join physically the event and meetup other like-minded people

Events - Sessions, Reunions, Lessons

Groups - People interested in the event that can meet

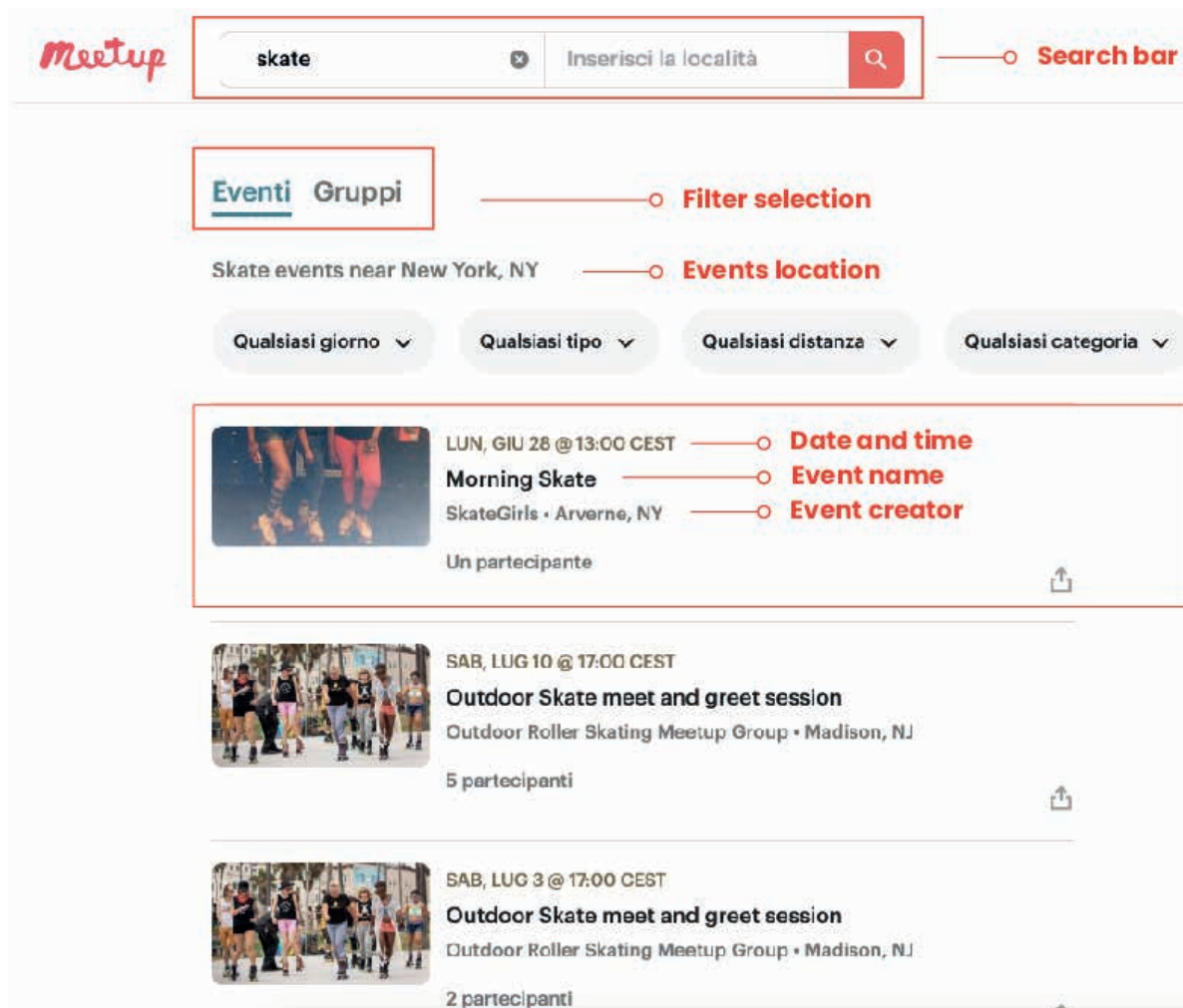
A screenshot of the Meetup website interface. At the top left is the Meetup logo. To its right is a search bar containing the keyword 'skate' and a placeholder 'Inserisci la località'. Below the search bar are two tabs: 'Eventi' (selected) and 'Gruppi'. To the right of these tabs is a 'Filter selection' link. Below the tabs is the text 'Skate events near New York, NY' with an 'Events location' link. There are four filter buttons: 'Qualsiasi giorno', 'Qualsiasi tipo', 'Qualsiasi distanza', and 'Qualsiasi categoria'. The main content area shows three event listings. The first listing is for 'Morning Skate' on 'LUN, GIU 28 @ 13:00 CEST' by 'SkateGirls · Arverne, NY' with 'Un partecipante'. The second listing is for 'Outdoor Skate meet and greet session' on 'SAB, LUG 10 @ 17:00 CEST' by 'Outdoor Roller Skating Meetup Group · Madison, NJ' with '5 partecipanti'. The third listing is for 'Outdoor Skate meet and greet session' on 'SAB, LUG 3 @ 17:00 CEST' by 'Outdoor Roller Skating Meetup Group · Madison, NJ' with '2 partecipanti'. Red lines and circles highlight specific elements in the interface: the search bar, the 'Eventi' tab, the 'Filter selection' link, the 'Events location' link, the date and time of the first event, the event name, the event creator, and the number of participants for each event.

Figure 6.11. Analysis of a Meet up page with skate events

Figure 6.12. Meet up logo

Case study of Dock Session

DockSession is an international community movement for the promotion of longboarding, launched in April 2014 in Paris, then extended to other French cities and also internationally including *Morocco, Japan, Spain, Peru, United States, Singapore, the Netherlands and Canada.*

The main purpose of DockSession is to promote longboarding, to create a link between the different global longboard communities, to shed light on young talents, but also to give the opportunity to riders to come together and share their passion through weekly sessions and punctual longboard events.



docksessionbcn
Docksession Barcelona



docksessionlisbon
DockSession Lisbon



docksessionvlc
DockSession Valencia



docksessionberlin
Dock Session Berlin

The founder:

Lotfiwoodwalker is the founder and Brand ambassador of Dock Session. Pro longboarder and stoke spreader since 2008.



Figure 6.13. Lotfiwoodwalker the founder of Dock Session
Figure 6.14. Dock session list of instagram communities
Figure 6.15. Dock sessionbcn community





Figure 6.17. Picture of an highlight at the "Ghost town freeride" 2020
 Figure 6.18. FISR logo

Case study of FISR and The ITALIAN SKATEBOARD COMMISSION

FISR, the Italian Roller Sports Federation, and the Italian Skateboarding Commission are responsible for all-wheel sports in Italy and have the purpose of organizing and disciplining all the related events, participation in competitions, and other activities.

Moreover, through these institutions, it is possible to obtain a license as a skateboard instructor, to be able to offer skateboarding lessons to people



Case study of Sbanda Brianza

Smaller associations and brands such as SBANDA BRIANZA are trying to bring the trend up and gain more visibility toward skateboard organizing events, reunions, challenges, and other types of activity to engage riders and other curious people in skate friendly cities of Italy.

The Ghost Town Freeride

An example of an event is the ghost town freeride is an event that takes place every year in Consonno, a real abandoned town next to Lecco, where downhill riders ride down the hill very fast.








							
	Girls on Wheels	Sbanda Brianza	FISR	Dock session	Meet up	STRAVA	DAFFY
Influence	Milan	Brianza	Italy	Global	Global	Global	Global
Classification	Individual Community	Individual Community	Association	Link of communities	App	App	App
IG followers	2.105	4.773	22.7 MILA	16.3 MILA	1 MLN	57.6 MILA	
Description	A small community spreading skate culture	A small community spreading skate culture	The association to regulate the skate environment	Community wide organization that organize open and inclusive skate sessions	A social network for athletes, bikers and runner	A search engine for any type of events and people	A social network for skaters with a search engine for events and others

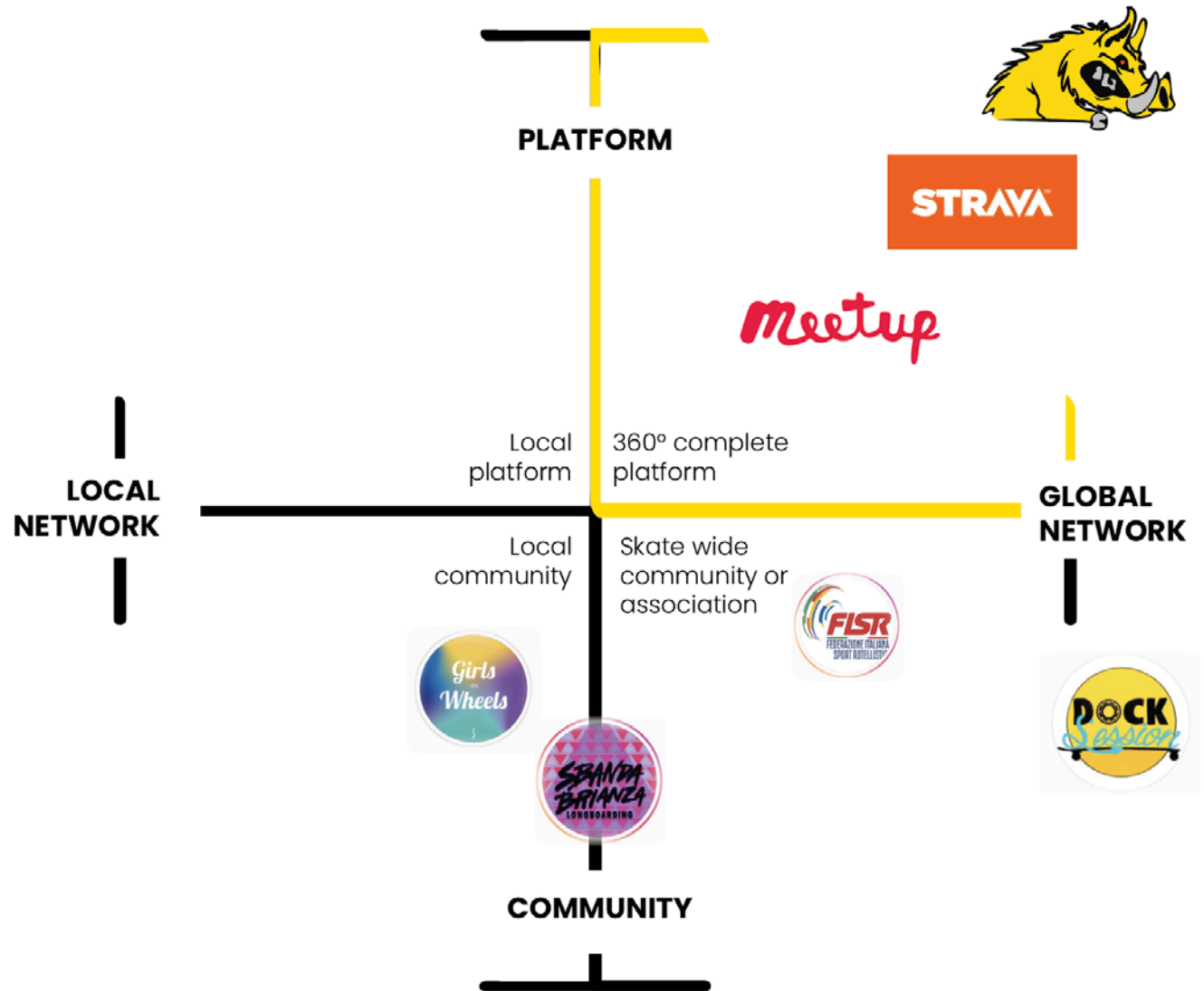
Figure 6.19. Table of comparison of competitors and DAFFY service

5.d. Service Positioning

The N°1 app to discover the skate dimension

The service we aim to provide is a platform base service. Actually, there are many skate communities around the globe easy to find on social, but just typing skate platforms on the browser no results appear. On the 2 axes, there are Community / Platform and Local Network / Interconnected Network. We aim to be on the top right of the map with a similar value proposition of STRAVA or MEETUP, providing an inclusive space for skaters where people with the same interests can meet and share something, from content to services.

Picture 6.20. Positioning map Daffy Service





FUNKY STORE IN MILAN



ISACCO THE FUNDER OF FUNKY



THRASHER APPAREL



VANS APPAREL

5.e. Skate trends and diffusion

The relation between skate and fashion

Skateboarding first boomed in the '60s and '70s and with it, the skater style began to develop. However, it wasn't until the '90s that skating transformed from a niche sport into a global phenomenon. It was then that widespread adoption of the skate culture and fashion took place. Practical and comfortable, the skater style is all about loose and functional clothing that is appropriate for the sport and provided some protection. We can mention VANS or later, THRASHER MAGAZINE as leading skate brands. Today, the look is on-trend once again with major designers, brands, and influencers all-embracing the skater style.

The case study of FUNKY SNOWBOARDS

is the brand of Isacco Mantegazza one of my friends and is a good reference to show how an Italian firm initially committed to producing and selling snowboards is now pushing a lot on the apparel side. Today, especially after the pandemic, they are surviving thanks to the apparel with a new FlagShip store in Milano Corso di Porta Ticinese.

Figure 6.21. Luca, Co-founder of FUNKY

Figure 6.22. The new Funky physical store in Corso di Porta Ticinese, Milano

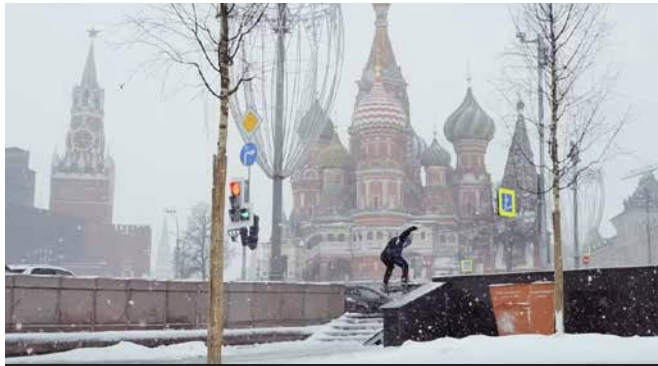
Figure 6.23. Thrasher Magazine Hoodie

Figure 6.24. Vans off The Wall T-shirt

>> 2017, La scommessa di Funky Marchio anni '80 per sfidare i giganti Usa, retrieved from La Provincia di Como



BARCELONA



MOSCOW



PARIS



LONDON



BERLIN



COPENAGHEN

Skate friendly cities - EUROPE and WORLD

Moving out from Italy the skateboard culture is much more diffused. We have selected the 6 most representative EU cities for the skate culture and we are going to launch DAFFY there. Only by the following years, we aim to move to America and Asia where skate culture is very diffused too. The most representative and skate friendly cities worldwide are:

**600.000
POTENTIAL USERS**

EUROPE:

- 1_ Barcellona - Spain
- 2_ Berlino - Germany
- 3_ Copenhagen - Dk
- 4_ Parigi - France
- 5_ Mosca - Russia
- 6_ Londra - England

**3,25 Mln
POTENTIAL USERS**

WORLD:

- New york - US
- Los Angeles - US
- San francisco - US
- Shenzhen - China
- Tel Aviv - Israel
- Buenos Aires

**17.000
POTENTIAL USERS**

ITALY:

- Milano
- Livorno
- Sassari

Moodboard 6.25. Skate friendly cities in EU
>> Mackenzie Eisenhour, 2017, 10 Best Cities to Skate in the World, retrived from Skateboarding Transworld

A growing trend with the Olympics

Tokyo 2020 will see the absolute debut of skateboarding at the Olympic Games. It promises to be an exciting and important event. It has also been proposed that it be part of the Paris olympics 2024 program.

The riders will take part in challenges according to the 2 main disciplines: park and street.

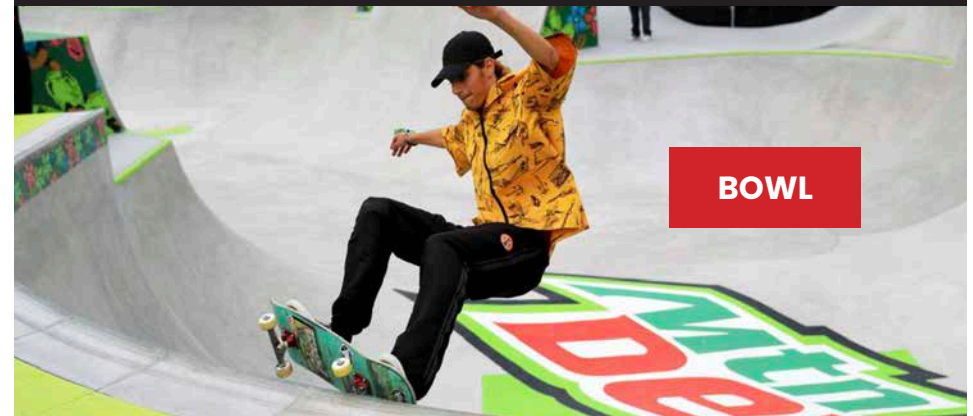
>> **Park** is the skating discipline that has its roots firmly in the drained swimming pools that skaters first used in the Venice Beach area of Los Angeles when skateboarding first emerged. The smooth bowls have steep curved inclines meaning skaters can achieve massive height and have the freedom to put together a run as they want. The competitors are scored for the difficulty and the originality of the tricks.

>> **Street** is a skateboarding discipline that focuses on flat ground tricks, grinds, slides, and aerials within obstacles and environmental structures. A time limit is set but and skaters are free to choose whatever route they want around the stairs, handrails, curbs, benches, walls, and slopes. Some factors in working out the scores are the difficulty of the tricks, height, speed, originality, execution, and composition.

Moodboard 6.26. 2021 Olympic Games, the new skate discipline
>> 2020, Everything you need to know about Olympic Skateboarding at Tokyo 2020, retri ved from Olymics.com



SKATE AT OLYMPICS



BOWL

PARK DISCIPLINE



RAILS

STREET DISCIPLINE

Skate: +3.8% by 2025

Also due to the Olympics, skateboarding is expected to grow and become more and more popular. As we said skateboard culture is not only about the skate itself, the fashion culture behind is pushing a lot to keep the trend up. These other complementary market segments are useful to measure the impact and

the growth rate of the discipline over years.

According to Grand View Research, longboarding is expected to annually grow at a CAGR (Compound Annual Growth Rate) of 3.8% from 2019 to 2025. Grand View Research takes into consideration decks, Apparel and Shoes, and others.

>> **Skate is a \$1,94 Billion Market**
In 2018 the global skateboard market size was valued at USD 1,94 billion, including regular skate, cruisers and longboards

>> **85 Million skaters worldwide**
In 2016 there were about 85 million skateboarders worldwide and 6.44 in the US, source: 2021, SkateboardsHQ, 50 Facts about Skateboards

>> **Cost for a complete skate - 250€** The average price for a professional complete skateboard is around 250\$ in US.

>> **390\$ average year expense**
A family spends about 390 U.S. dollars each year per child doing skateboard. And 109 consists of buying equipment.

U.S. skateboard market size, by product, 2015 - 2025, (USD Million)

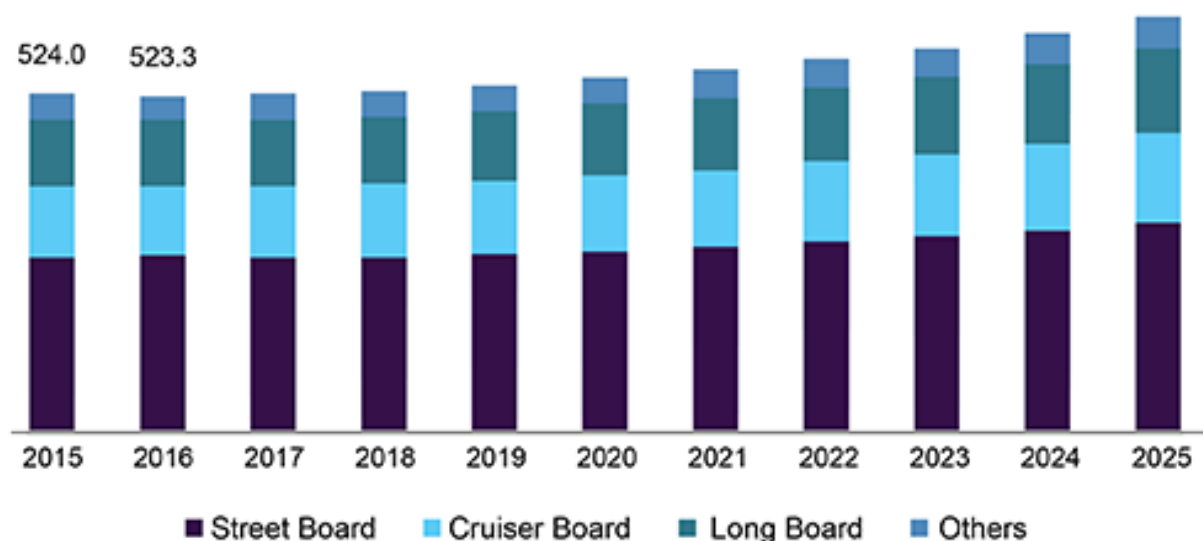


Figure 6.27. U.S. Skateboard market size, by product, 2015 - 2025 (USD), source Grand View Research >> 2021, 52 Skateboarding Statistics & Facts, SkateboardsHQ

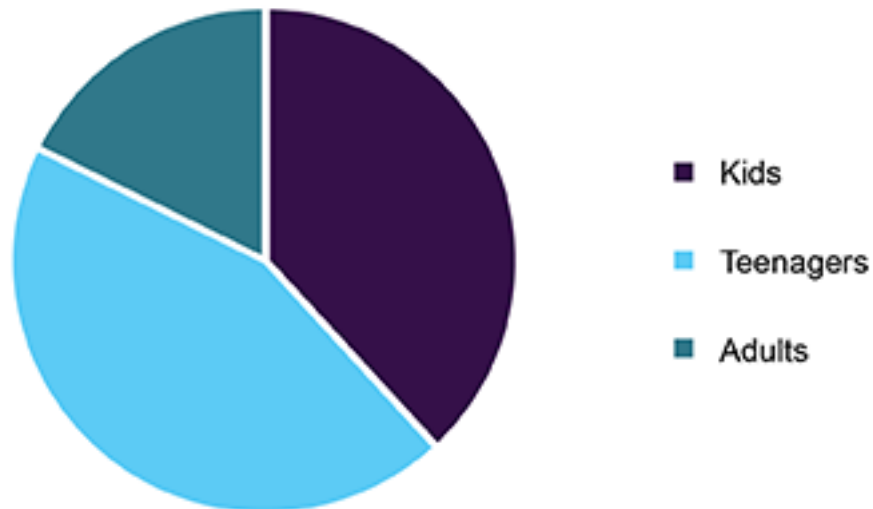
5.f. Skater profiles and segmentation

Stereotypes about skaters are that they are potheads, they dress a certain way, they have a certain slang, are rude and loud, etc.

In reality, all skaters are very different because there are many types of skaters and disciplines. They might believe in the same thing and have the same goal, but all skaters are different when it

comes to their interests, their style, and their idea of what good skating is. Skaters are almost very young people like kids who just want to try this sport with parents supporting them, or Teenagers, the more active riders, and finally, adults that already had great experiences on their back but now are leaving the floor to younger generations.

Global skateboard market share, by end user, 2018 (%)



Skate is for the under 18

The vast majority of riders are under 18, then there are teenagers and finally adult until 30 years old.

Figure 6.28. U.S. Global skateboard market share, by end user, 2018%, source Grand View Research

A more in-depth analysis

To better understand the core target we talked about, we spy and engaged with them. We collected insights and feedback to better drive innovation according to real desires and problems.

SHIFT is the result of years of UCD and the continuous implementation of new aspects. We have been doing interviews, reading from blogs, and observing friends get exactly their explicit needs.

More recently with the first prototype, we had the opportunity to test it with real beta users and we generally get out positive feedback. "SHIFT is definitely useful and enjoyable".

For the service side, I had been through ethnography and some interviews with skaters, and when I finally made the mockup I let it try by 2 of my skate

friends who said: " I would download it on my phone". A more in-depth testing phase and co-design will be set in place immediately after the official launch of SHIFT.

In the following pages, there are main insights collected from 5 different skaters we decided to engage in the design process of SHIFT.

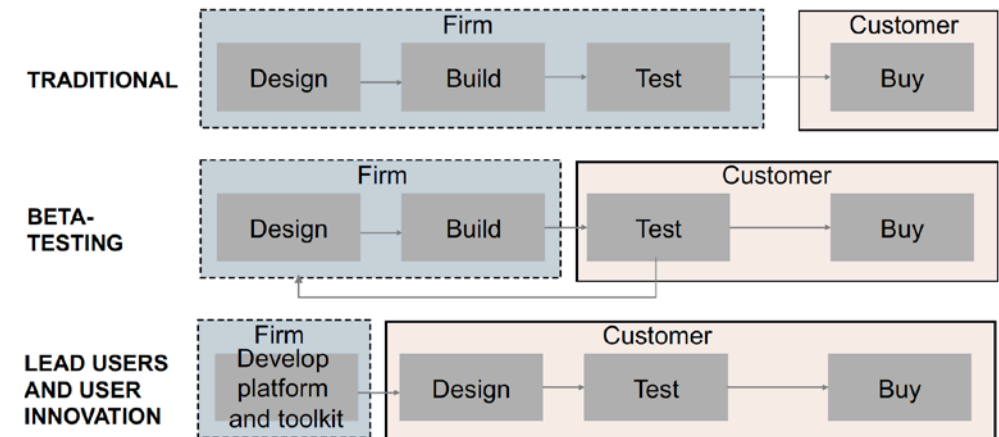
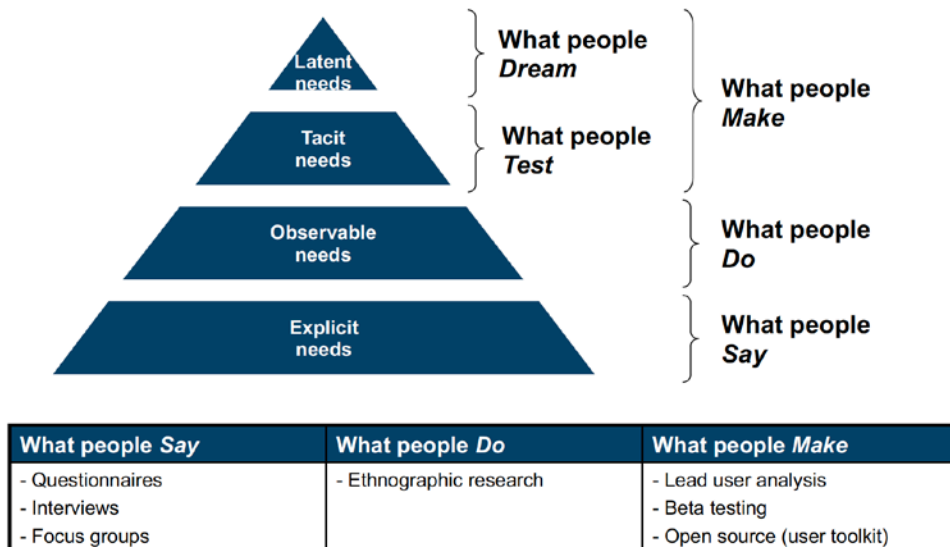


Figure 6.29. Understanding needs, source L&I course T. Buganza
 Figure 6.30. Co developing Innovation, source L&I course T. Buganza

Our core target

During the early stages our target will be small, a very precise niche in the market, and we need to reach the PMF without wasting too much efforts and resources to address our PSS to the wrong target.

Initially we have to target mostly Kids, Teenagers, especially the more active riders, and beginners. Adults will be target too.

Only in a second moment we can start considering occasional riders, because they not might even perceive the need to use SHIFT.

An active rider is someone practicing skate almost everyday. It can be for passion toward skating or, for need when the rider perceive that by moving using the skate is much more

convenient than without.

Rather, the occasional rider use to ride few times in the year, mostly in summer with friends.

Finally the beginner are those who want to start practicing skate and maybe has never try it before. Those person can be early beginners so kids or late beginners for example teenagers and adults who want to try.

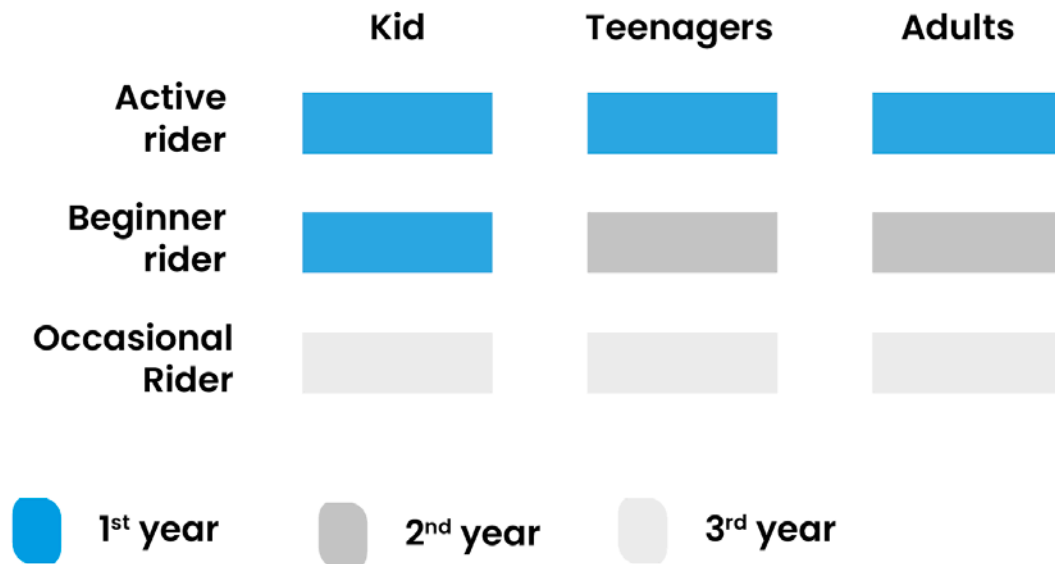


Figure 6.31. Daffy Target segmentation



Andrea Molteni

is downhill athlete that use to participate to competitions. For this reason he has multiple decks and trucks according to the paths to ride. He recently did the Ghost town freeride in Consonno.

Quotes: "I'm a downhiller and my board has multiple holes so I use to adjust setting according to my specific needs. Unfortunately it always take 15 minutes to move my truck using the toolkit"

"Is not hard for me to find the events and competitions because I'm in the right network but could be interesting to search from a list"

"The last deck I bought didn't have multiple holes so I decided to open new holes on the deck and put trucks in the position I wanted"

Active Rider **Downhill** **24 years**

Moodboard 6.32. Andrea Molteni interview, identikit, attitudes and problems
Moodboard 6.33. Charles Vandrepol interview, identikit, attitudes and problems

Charles Vandrepol

is use to skate every day for passion and is trying to discover also other disciplines like the dancing, going to practice with his friend at the square.

Quote: "I have a great selection of skateboard that I choose from, according to my daily needs"

"When I take my skate and I go out for a ride, I always go in the same squares where the asphalt is smooth. Once I'm there I use to meet also other skaters"

"I never thought about sharing my skate parts with other skater but it can be interesting and useful to learn quicker"



Active Rider **All disciplines** **24 years**



Michele Bonomo

is from Portugal and he is use to skate every day. When travelling he is always bringing his skateboard with him.

Quote: “When traveling by plane I always prepare the deck disassembled by the truck in advance in order to save space in my bag”

“When I travel in a new place I always look for the best skate spots and roads where to go and I tals a lot with local people”

Active Rider

Freeride

25 years

Moodboard 6.34. Michele Bonomo interview, identikit, attitudes and problems
Moodboard 6.35. Andrea Rho interview, identikit, attitudes and problems

Andrea Rho

is an aspirant skater who just started to skate. His father, Matteo bought him a Penny but now Andrea is demanding for a longboard because he doesn't feel so confident on such a small deck.

Quote from Matteo: “When I was to buy the skate for Andrea I choose the penny because was the smallest, but I didn't know that maybe another solution would be better.



Kid

Beginner

9 years



Silvia Pintavalle

started to skate 5 years ago and now she likes to go skate with her friends. Sometimes she take part to skate events around Milan especially the ones organized by Girls on Wheels.

Quote: "I don't have a real skate network, I just use Instagram but I'm interested in knowing the other skaters of my city"

"I like to meet other skaters and have a good time with them also because they teach me how to improve my skills"

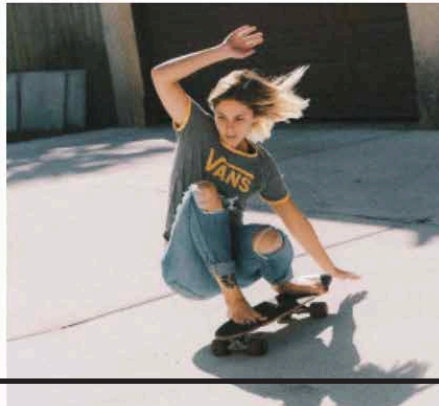
Occasional

24 years

Moodboard 6.36. Silvia Pintavalle interview, identikit, attitudes and problems

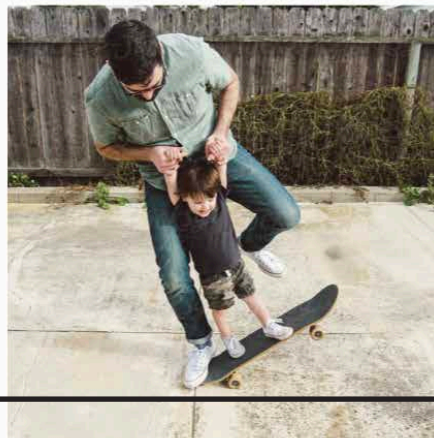
Buyer personas

According to the insights and quotes collected by my friends I'm ready to build the buyer personas of DAFFY. Alessia is going to be the 24 years active rider and Andrea, the kid demanding for a new skateboard to the father.



Name: Alessia
Age: 24 years
Budget: low
Location: Milano

Active Rider



Name: Andrea
Father: Matteo
Age: 9 years
Budget: Father's budget
Location: Bergamo

Beginner



Name: Alessia
Age: 24 years
Budget: low
Location: Milano
Product sold: Only SHIFT



Bio: Alessia is an active rider that use to skate everyday both for passion and for need. She has more than one boards and sometimes adjust the skate configuration. She is is perfectly confident on the skate and when traveling he is use to bring the skate with her

“Skateboarding brings people together”

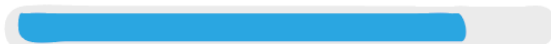
Ability to skate



Frequency of skate



Interested in skate events



Interst in find other skaters



Interest in find new spot



Core Needs:

- Configure the new skate settings in a shorter time
- Find out other riders, spots and skate events in her city

Frustration:

- The time wasted to reconfigure the skate settings
- Cost to buy a new skateboard is high

Motivations:

- Skating with friends and meet new people
- Try out other friends skateboards and perceive a difference
- Participate to events and take part in competitions
- Help other skater to learn the discipline
- Discover new skate spots or paths where to ride

Figure 6.37. Buyer persona 1 - Alessia



Alessia is 24 from Milano and she is use to skate since 12. She is practicing dancing and loves to go skate with her friends around Milano. She is curious about new skateboards or new skate accesories to improve her performance

Target: Alessia
 Product sold: Only SHIFT
 Sales: Direct sales -- DAFFY Website

- LESSON
- LIVE GPS
- SHAREPOINTS
- EVENTS
- MOM

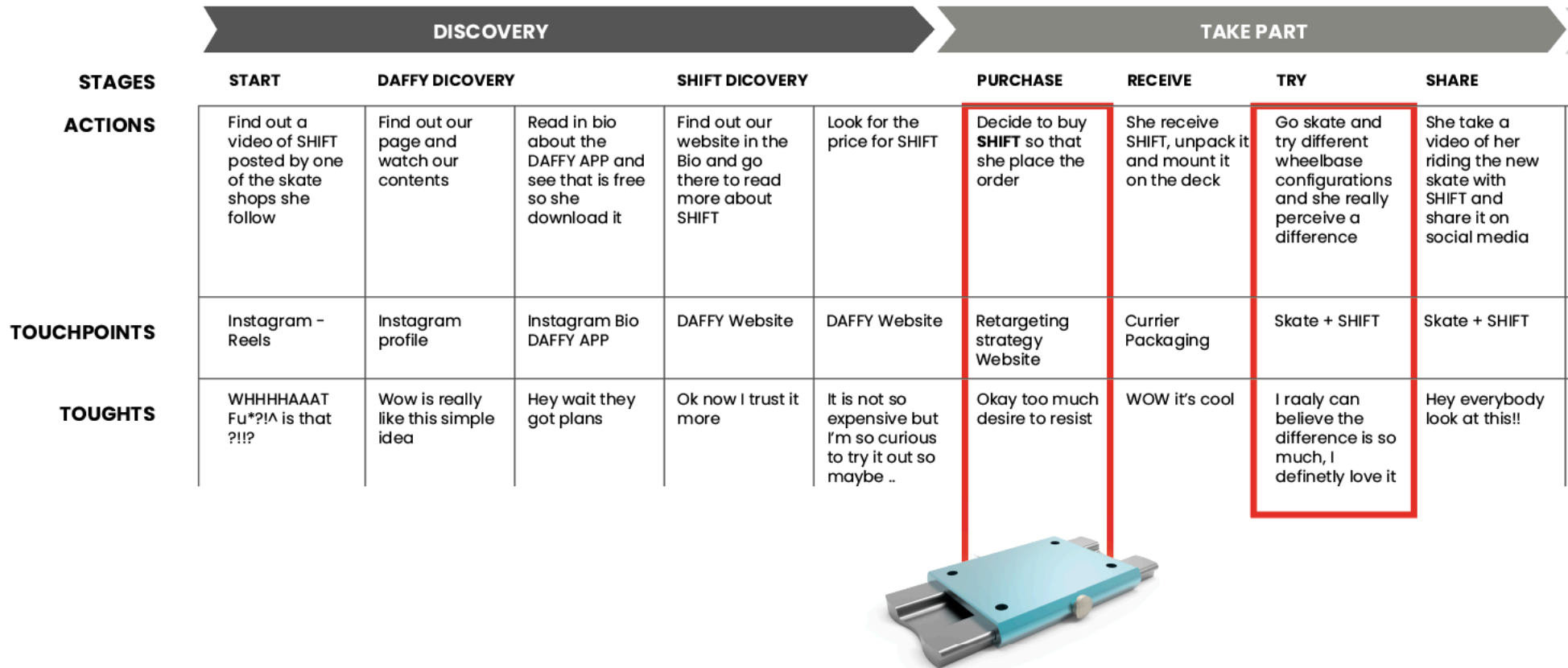


Figure 6.38. CMJ of Alessia



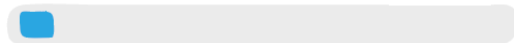
POST EXPERIENCE						
SHAREPOINTS DISCOVERY		LIVE GPS	EVENTS DISCOVERY		PROVIDE SKATE LESSONS	
She use the DAFFY APP to find a SHAREPOINTS	Goes there and meet other like minded skaters. She also try to exchange some parts with them.	She try the live GPS tracking and meet up with 2 new guys	Stay up to date on the DAFFY APP to find out upcoming events	She participate to an event and arrives second at the competition	For this reason she decide to start providing skate lessons for free on the platform	She also decide to add SPOT of the skate lesson on the app and takes very cool pictures to upload
DAFFY APP Sharepoints filter	SHAREPOINT	DAFFY APP Live GPS City	DAFFY APP Event filter	DAFFY APP Event filter	DAFFY APP Lesson filter	DAFFY APP Spot filter
Let's discover what is a sharepoint, if it is what I imagine is going to be super cool	Other skaters in a square with the smoothest asphalt of the city, GREAT	It was a great skate session and now I have 2 more friends	FINALLY ! All skate evenits in one sinle place	YEAH	May I can try to give some lessons to childrens mmmmh	Let's try to see if someone is interested in this spot

Figure 6.38. CMJ of Alessia



“When my son told me he wanted to learn skating I was not sure if to buy him a longboard or a penny”

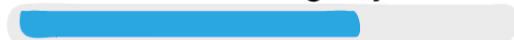
Ability to skate



Interest for lessons and camps



Interested in setting adjustments



Name: Andrea
Father: Matteo
Age: 9 years
Budget: Father’s budget
Location: Bergamo
Product sold: Complete skateboard



Bio: Andrea is a kid that has just asked to his father to buy him a skateboard. He desire to learn how to skate. He never tried a skateboard before so he doesn’t know which one to choose.

Core Needs:

- Demanding for something very stable and safety
- Demanding for a flexible skateboard
- Looking for an instructor and skate lessons

Frustration:

- Buying the first skateboard is a “blind purchase”. Is difficult to know if it will suit the needs of the kid or not.
- Isn’t so easy to find out a good skate instructor from internet

Motivation:

- Learning skate with one board that works as a penny or a longboard
- Learning skate in the more flexible and safer way

Figure 6.39. Buyer persona 2 – Andrea



Andrea is a 9 years old guy from MILANO who is asking to his father Matteo a new skateboard and start learning the discipline.

Target: Matteo
 Product sold: A Complete skateboard
 Sales: Indirect sales -- Amazon

- LESSON
- CAMPS
- MOM



STAGES	DISCOVERY		TAKE PART				POST EXPERIENCE							
	DEMAND	SEARCH ONLINE		PURCHASE	RECEIVE	TRY	APP DOWNLOAD	LESSON FINDING IN MILANO			CAMP FINDING			
ACTIONS	The child ask to the father to start practicing skateboarding	The father look online at some skateboards for Andrea, considering the price and functionalities.	Finds in the first search results an Amazon's advertisement of a cool skateboard with SHIFT	Matteo go to see more details of the product online on our website	Matteo and Andrea are convinced by SHIFT and they decide to buy the skateboard online	They receive the skate with SHIFT and immediatly try out in the path next to home	They try out different wheelbase configuration and understand that Andrea is more stable with a longer one	Matteo receive an email to inform that can have access to lessons through the DAFFY APP	The father download the DAFFY APP	Andrea and Matteo look for activities to take part and find out Alessia from MILANO providing skate lessons for children	Matteo check out the rider profile on DAFFY app, INSTAGRAM and FACEBOOK to be sure is a reliable guy	Matteo talks to Alessia to book a lesson for Andrea and find an agreement	Matteo and Andrea goes to the SPOT shared by Alessia and take a 1h lesson	Before summers Matteo discover a skate camp in the app that csn be super cool for Andrea and enroll him.
TOUCHPOINTS		Google SEO	Amazon advertisement	DAFFY Website	Amazon	Packaging	Skate + SHIFT	E-mail	DAFFY APP	DAFFY APP Lessons filter	DAFFY APP Riders filters Other social	DAFFY APP DM messages	SPOT	DAFFY APP Camps Filter
TOUGHTS		There is a wide selection of many skates, I don't know which to buy	Ohhh let's see what is SHIFT because I never heard about it	Looks simple and useful. More over is cheap ..	Le't try this one, looks cool	Le't go	It's incredible to have a penny and longboard within the same skate	Exactly what I was looking for Andrea	Free, no registration, OKAY	39 DAFFY skaters in BERGAMO, wow				39 DAFFY skaters in BERGAMO, wow



Figure 6.40. CMJ of Andrea



PSS DEVELOPMENT
System design to enter the practical phase

Figure 7.1. Designing and developing SHIFT

6.a. Social copy strategy

Before entering the detail of the development phase let's have a small recap of the things done. DAFFY aims at generating a strong social impact and revolutionizing the way to intend skateboarding. SHIFT will enable this revolutionary skate experience. Starting distributing SHIFT in selected cities and communities we aim at generating follow and interest so that will be easier and faster to introduce the supportive service.

Social promise

Skateboarding has to power to bring together many people but is not so easy to find out news, events, or find another rider to skate with.

With SHIFT, skateboarding becomes more accessible, easier to learn, and shareable and with the DAFFY platform, all the skaters have a new inclusive channel to communicate, meet up and share skate-related content.

Values

Learning in a very flexible and secure way

Practice and discover more about skate

Save money from buying new boards

Network, community, engagement, inclusion and possibility to share skate related contents

Stay up to date for any skate news

Find or provide services on the platform such as lessons and camps

Target

Active riders from Kids to adults, Beginners both in the early stages.

Adults, and finally, occasional riders.

Reason why

The desire to try out and experience something new and expand the skate passion to the next level, intending skateboarding as a more interconnected, social, and inclusive discipline.

The desire to use the skateboard to meet new people and be active while having a good time with like-minded people.

Feasibility and Viability

The development phase takes into account the feasibility and the viability of the project once the desirability of it is already proved. Producing and selling SHIFT will be the primary focus followed by the pilot test and launch of the service followed by the

launch of an apparel DAFFY LINE. In this phase, we better understand the whole system, from the offering to demand. The operative model and organizational structure, partners, channels, strategies, and finally economics and business performance.

To compete with this part I has to focus very much on the side of engineering of the product and dealing with sales strategies and marketing identifying key activities and resources needed to achieve the goal.



Figure 7.2. DAFFY evolution over time

6.b. System map at early stages

To understand the whole system and all the relationships that DAFFY has with the stakeholders at different development phases I prepared 2 maps.

One for the kick-off in which we will be mostly in charge of the production and launch of SHIFT.

And the second one describing the bigger picture aiming at scale-up and achieve the goal.

Initially, the main partners will be for the production and logistics and, we will have in charge all the activities related to assembly, promotion, and sales.

To reach out to the early adopters we will start with a crowdfunding campaign and later we will reach the core target with physical touchpoints such as specialized stores (indirect sales) and digital touchpoints like our e-commerce and social media (direct sales).

1st year EUROPE

Early stages

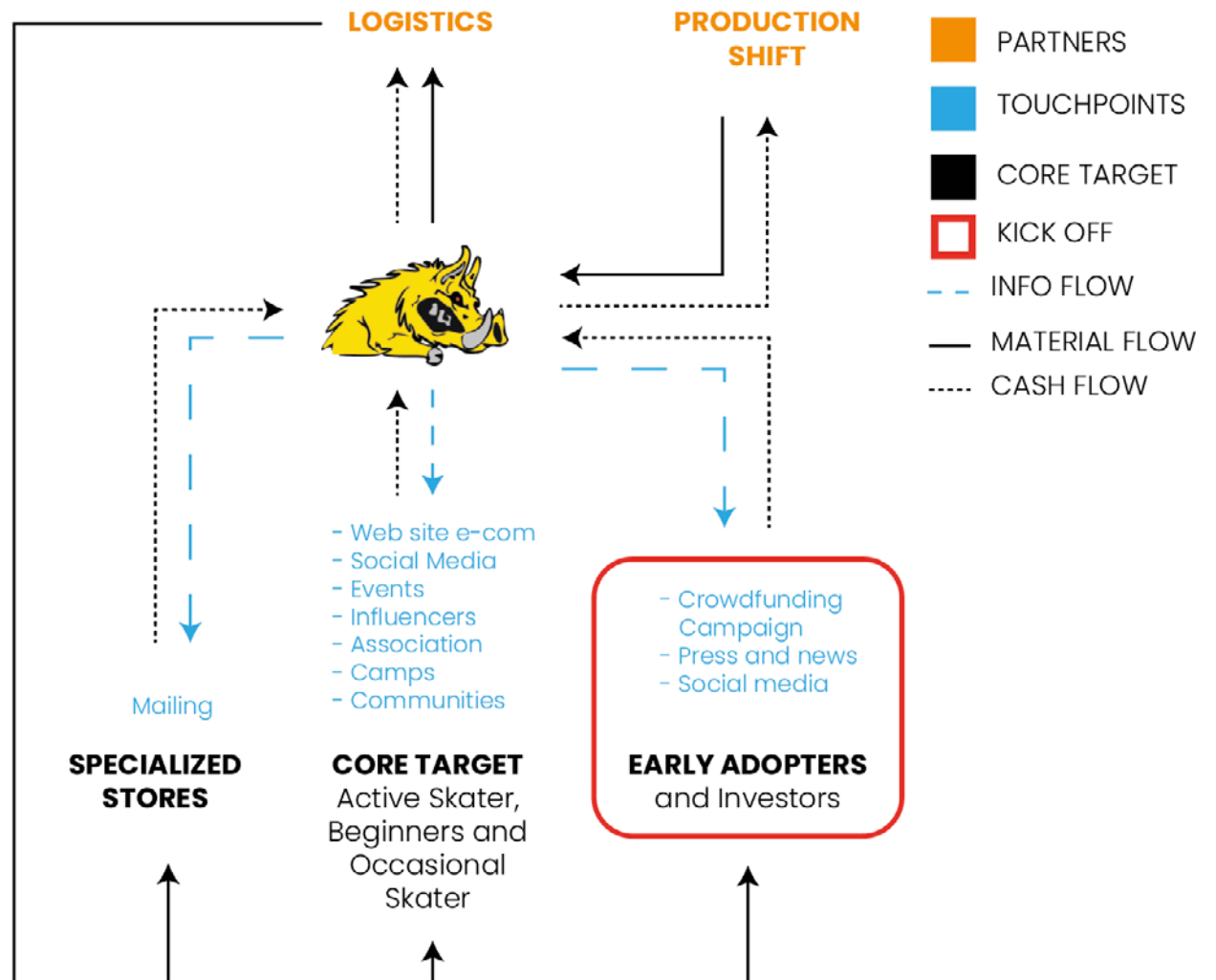


Figure 7.3. DAFFY system map in the early stages

6.c. System map at scale up

This map is for the scale-up phase. There will be a supplier of skate parts to start selling complete skateboards + SHIFT instead of selling only the system. This way we can easily go viral following the footsteps of YOW. Moreover, distributors will become parts of the logistics of the system helping DAFFY to expand rapidly and become capillary worldwide. Finally, an IT and Digital Marketing partner will be necessary for the creation of the community and the spread of the new service increasing people the awareness of our brand by making the experience as memorable and desirable as possible.

* A. FRASER, S. MAGNANINI, and A. SCIPIO are suggested to me start selling a complete skateboard as soon as possible.

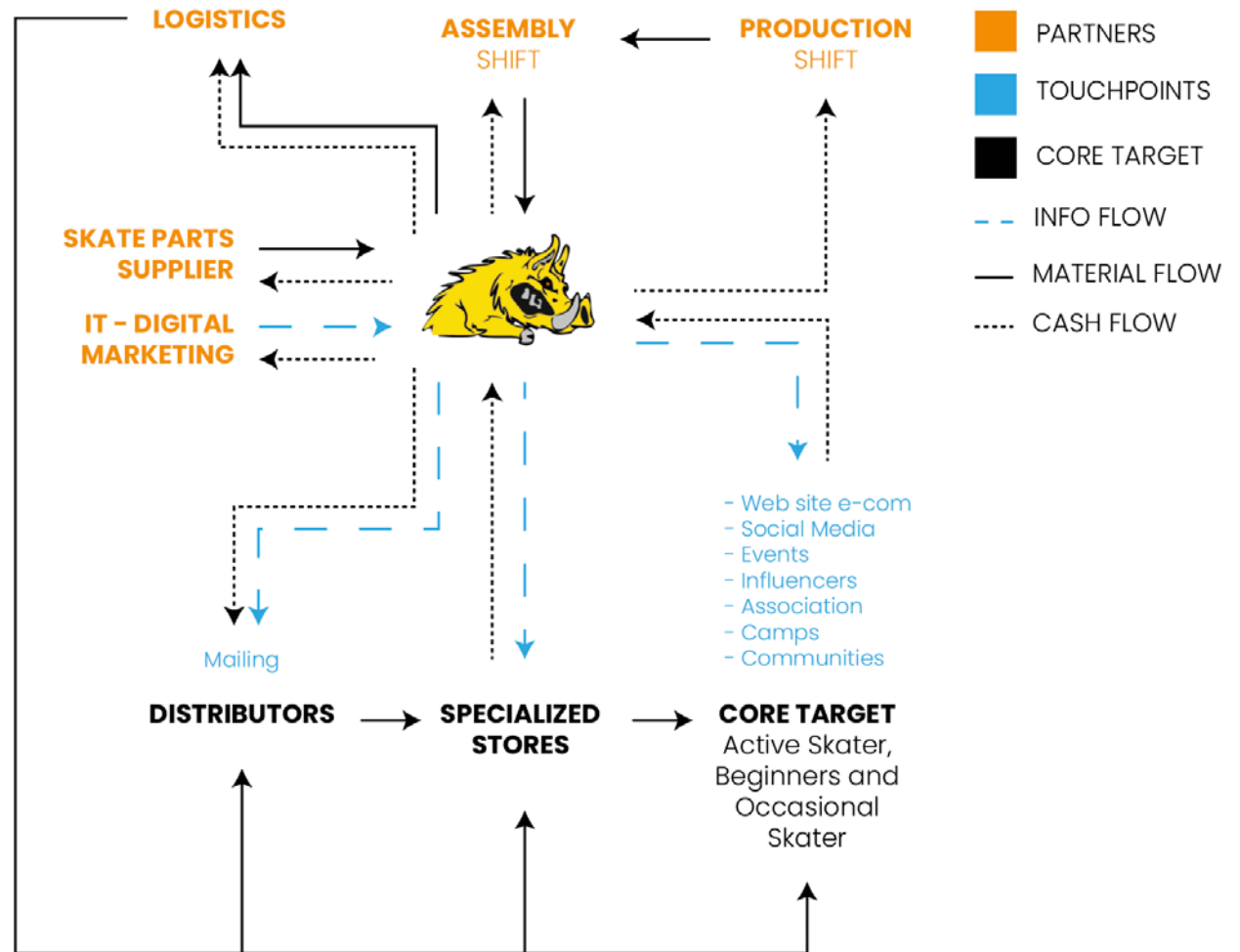


Figure 7.4. DAFFY system map in the scale up phase

2nd year WORLD

Scale Up

6.d. Operative model

As following the value chain and organizational structure of DAFFY in the early stages trying to follow a POLISM approach

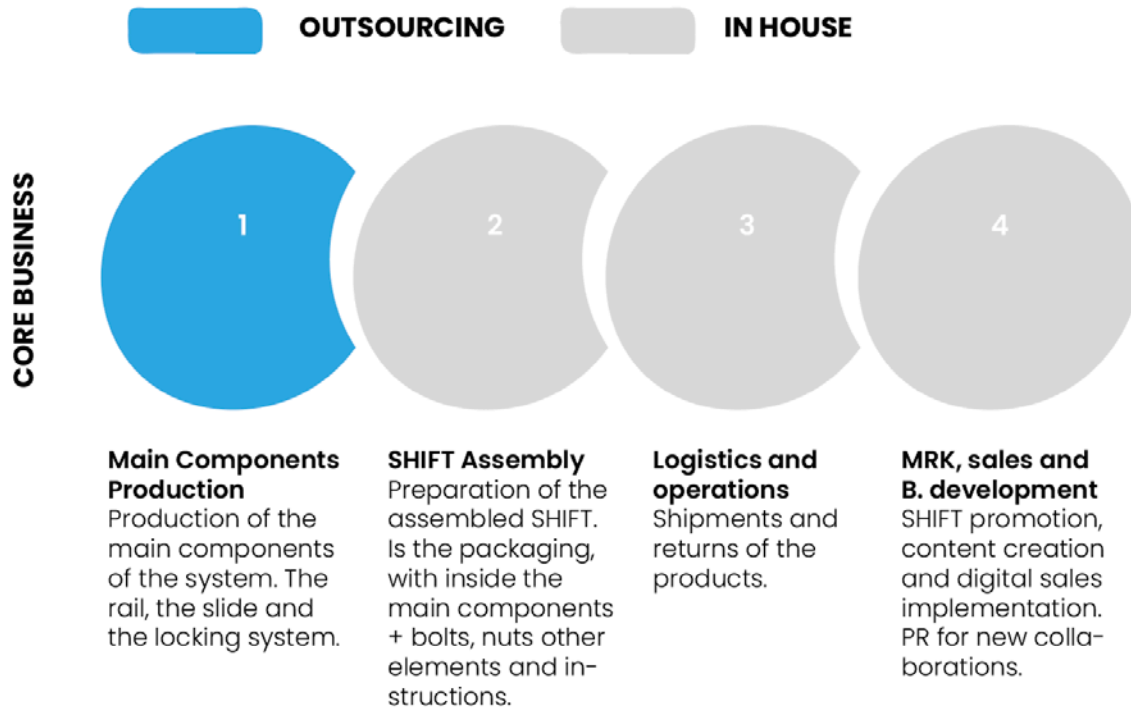


Figure 7.5. DAFFY value chain

Figure 7.6. Matrix of activities and responsibility

ID	Accountable*	Responsible*
1	CEO(1) / CPO(2)	Alexia alluminio
2	CEO	CEO / COO(2)
3	CEO(1) / COO(2)	CEO / COO(2)
4	CMO	CMO / SMM(2)

Accountable: the one who has responsibility for the result of the activity.

Responsible: the one who carries out and assigns the activity.

ID is associated with activities.

Other numbers next to the professional figures needed indicate the year

6.e. Organizational structure

On the side, we imagined the organization chart with only the more essential figure needed to run the whole business in the early stages. Initially, there must be at least the CEO and CMO, then in a second year, the COO and CPO could reinforce the strengths and effectiveness of the team.

Main partners/suppliers:

ALEXIA ALLUMINIO

Main components supplier factory

Poste Italiane

Courier for shipments and returns

SHOPIFY

E-commerce

FLIP FLOP

Digital Agency - pack "all you can web" and app development

JAS PROMOTION

Merchandise and apparel factory with graphics on request

HLC

Skate parts suppliers including decks, wheels and trucks

BLAST

Distribution in EUROPE and USA

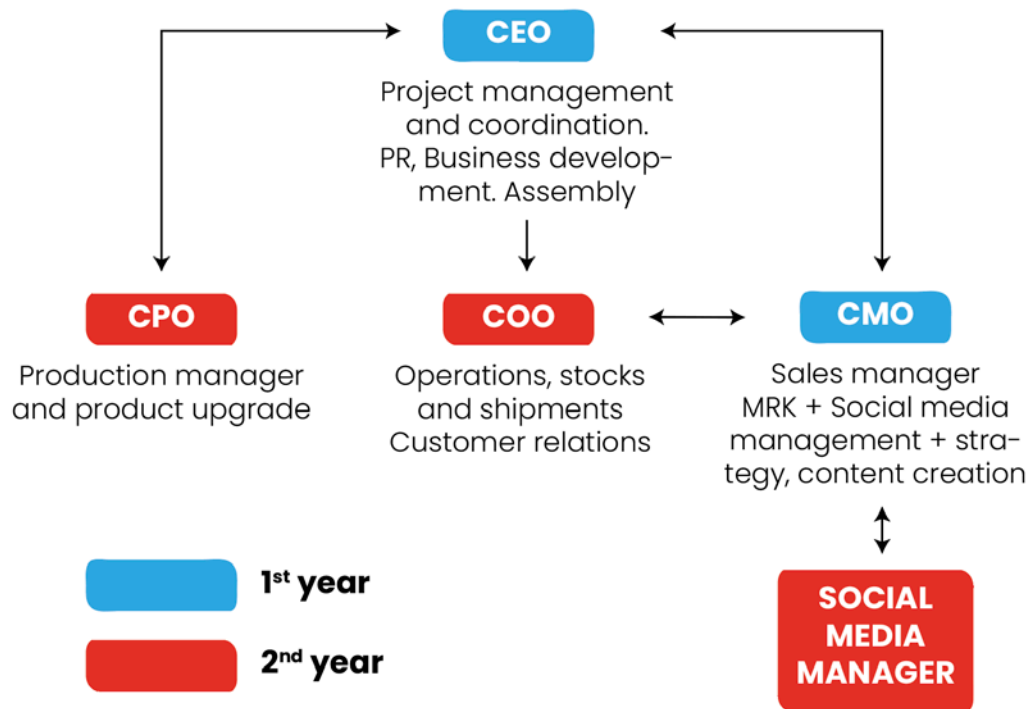


Figure 7.7. DAFFY organizational structure and evolution over time

Key activities and resources to execute the business

The project innovation funnel is getting to the end, we got a complete PSS that thanks to the design techniques and methodologies had been tested and approved so that we are now entering the phase of execution of the manufacturing and distribution.

Those 2 phases are the more important to execute the project and require a lot of flexibility, adaptability, and intelligence. C. Grassi, the co-founder of FLIP FLOP digital agency told me: "true intelligence lies in being able to quickly adapt to

situations that are sometimes very different from each other". Real entrepreneurs need to work smart and be able to adapt fast, moreover consistency, perseverance, rhythm, motivation are key ingredients for good execution.

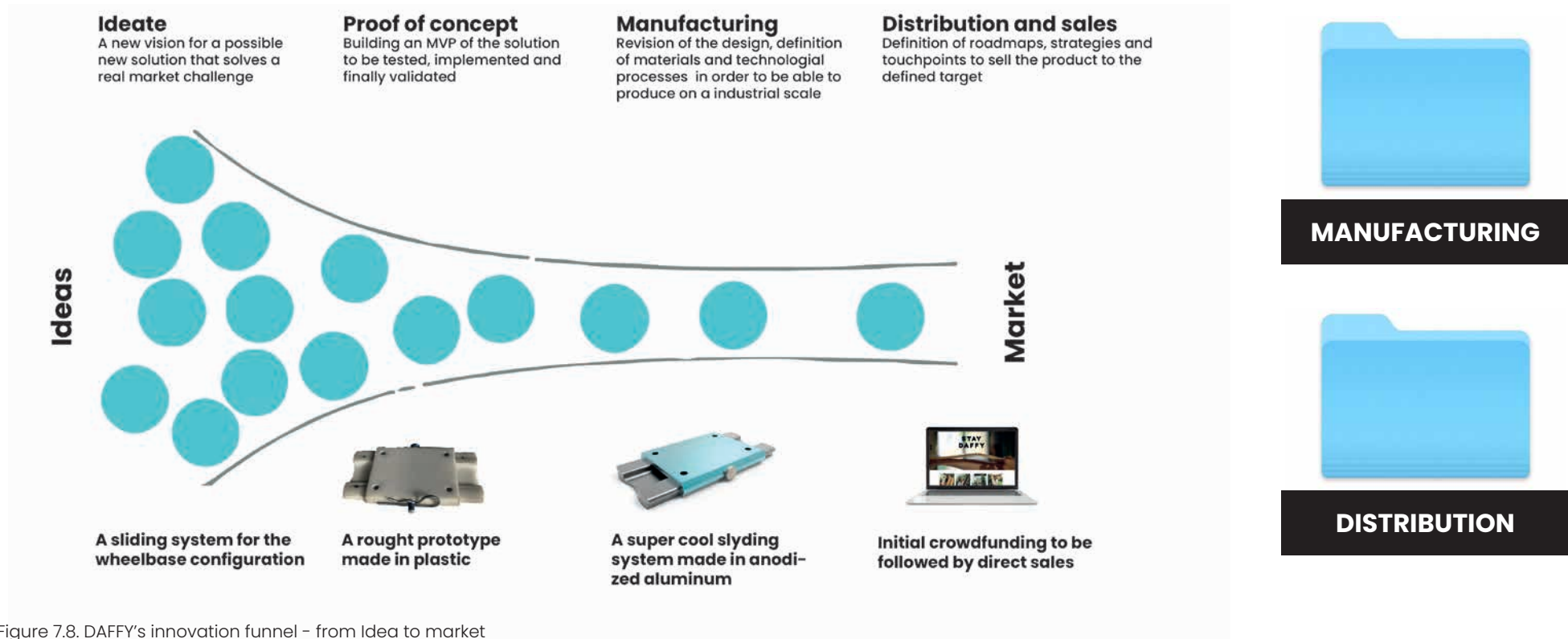


Figure 7.8. DAFFY's innovation funnel - from Idea to market

6.f. Engineering and production

On the side of the production here is the Gantt considering, in blue, all the activities that we have done and the ones in grey still to be done.

On the x axe is possible to see a white timeline, the expected one, and in or-

ange the effective one.

We arrived longer than the expected plan but in a sense, we got extra time to finish the plan and be now ready for the official launch.

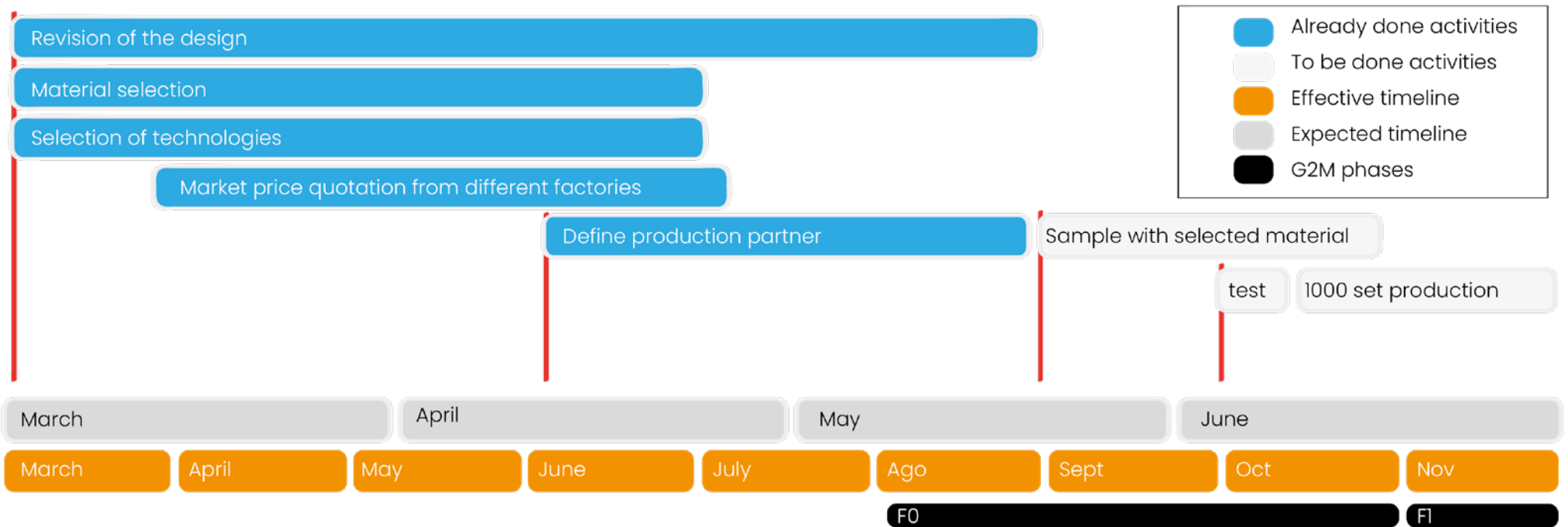
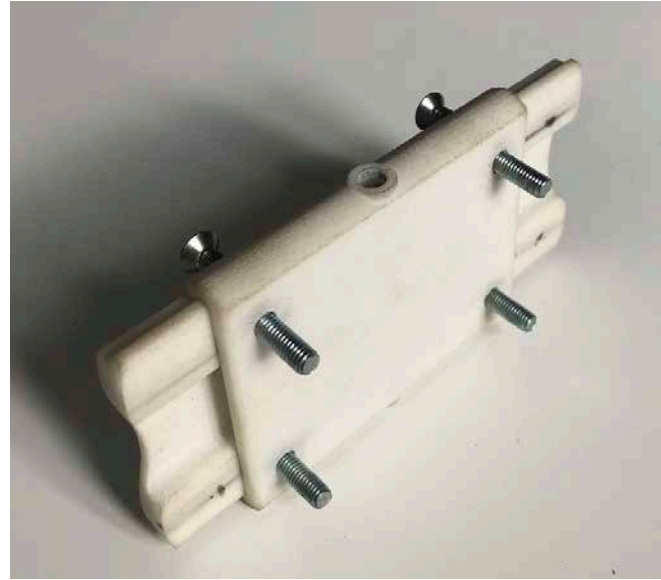


Figure 7.9. project plan - engineering and production of SHIFT

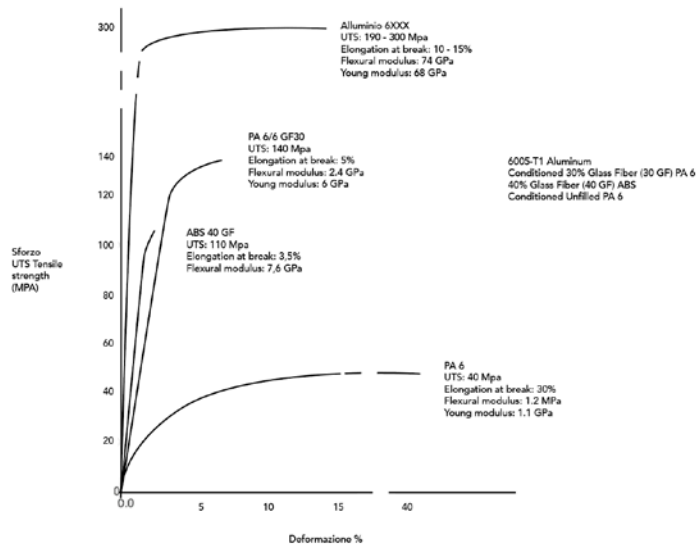


Production

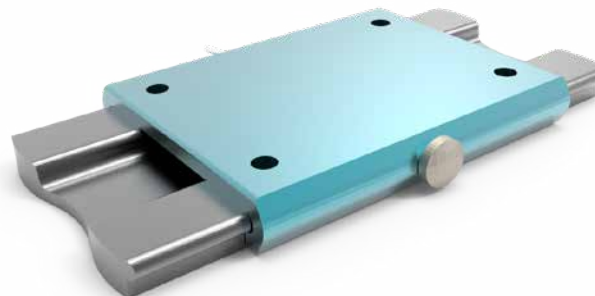
The first prototype was perfectly working so now the second great step is to bring it to mass production.

Engineers like Taddeo Osculati, Marco Rho, and Maurizio Castiglioni recommended to me to first fix the material and then doing a sort of revision to fix geometry and production methods too. After getting in touch with more than 20 factories working the plastic and aluminum I got that the cheapest and most affordable way will be to work with aluminum extruded and processed.

We are actually working with Alexia Alluminio who made us the best quotation for the production of the main components and the final assembly of the whole pack.



ADI ASSOCIAZIONE
PER IL DISEGNO
INDUSTRIALE



Moodboard 7.10. SHIFT prototype in PA 11

Figure 7.11. Rendering of SHIFT

Figure 7.12. Different materials compared on a strain- stress map, used to select the most appropriate one

Figure 7.13. ADI logo

Figure 7.14. Table of recap with main costs of production and buy parts for a kit

MAKE	
2 die for extrusion	400€ + 400€
Aluminium cost/Kg	4,11 €/Kg
MOQ	500 + 500 Kg.
Processing cost/pc.	13 €/pc.
Finishing cost/pc.	2 €/pc
BUY	
Accessories/pc.	1 €/pc.
Packaging/pc.	0,5 €/pc.
TOT	16,50€

6.g. G2M and Sales strategies

On the other side, promotion and sales are other important element of the SYSTEM. Initially, we will gain visibility through the 1 month crowdfunding reward campaign but then we need to start investing a lot of money and effort

in the sales strategies. We are planning to give away a lot of products and let people try them during dedicated TEST DAYS. Moreover, we are going to engaging INFLUENCERS, skate communities, and shops to spread our

message quickly.

Claudia and Ale are actually my advisors and Virginia is a real team member. Then Mattia and Claudio will help me in Marketing.

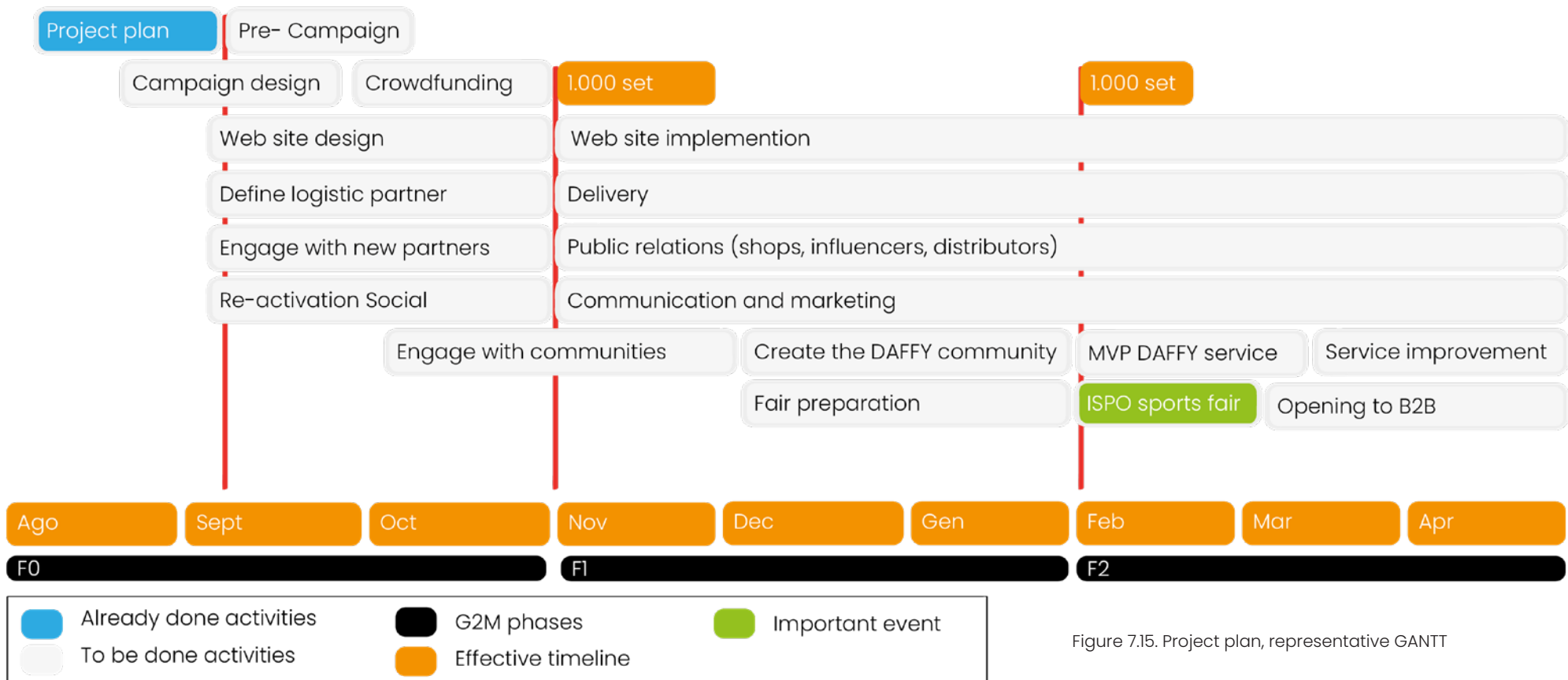


Figure 7.15. Project plan, representative GANTT

Direct sales

DAFFY E.COM DAFFY SOCIAL MEDIA

Pro: Main touchpoint where to show off our real identity

Cons: maintenance and new contents to be up-graded everyday

Indirect sales

SPECIALIZED STORES

Pro: Visibility, people can touch it and try it out

Cons: Lower income

DISTRIBUTORS

Pro: Less effort to become capillary

Cons: Performance fee

Channels and key partners

Our sales strategy to reach out the core target and G2M will be initially based on the crowdfunding reward campaign and then we expect to mark up mostly in direct sales but for sure we will pass through specialized stores like Boardriders and Quicksilver, in Europe and then in America to reach out our goal.

We will set up a new website with integrated e-commerce to let people discover more about our philosophy and product and we will work a lot on promoting our social media pages to expand the fanbase. We will concentrate more of our effort on direct sales that will provide us the greatest income.



blue-tomato



BOARDRIDERS



QUICKSILVER

Figure 7.16. App logos of main channels considered for the distribution of SHIFT

Figure 7.17. Board Stories store in Barcelona main square

Figure 7.18. Quicksilver store in Penice

Partners and channels for awareness / information

FRIENDS and INFLUENCERS

Pro: growth of communication and visibility offline and online

Cons: Influencer need to be paid

SKATE CAMPS, ASSOCIATION and COMMUNITIES

Pro: a wide user base and a lot of engagement

EMERGING STREET FASHION BRAND

Pro: a lot of engagement and possibility to be mentioned by news and press magazines

PRESS, NEWS AND MAGAZINES

Pro: a lot of readers
Cons: Need to have something original to say

EVENTS

Pro: a wide user base and a lot of engagement



Dario Vignali
Freeride | Barsa
Followers: 259k



Sven Schiefer
Dance | Zurich
Followers: 6k



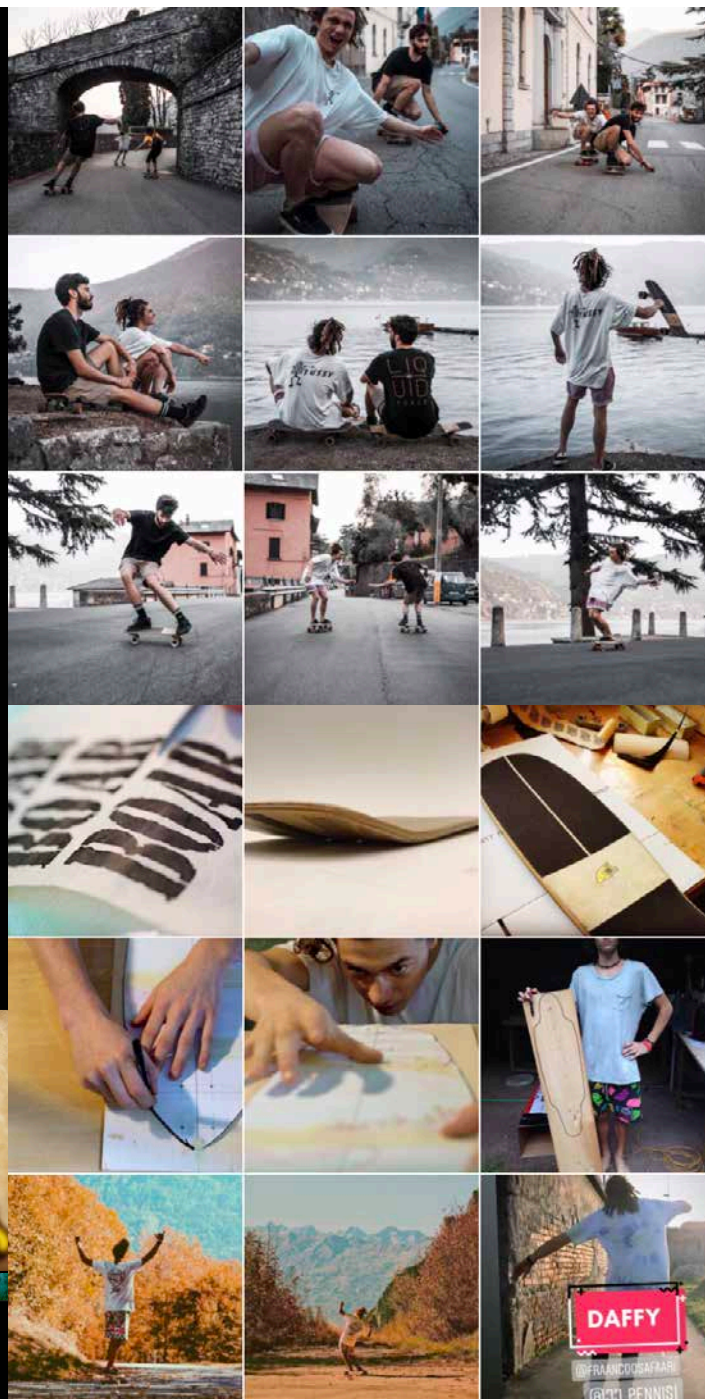
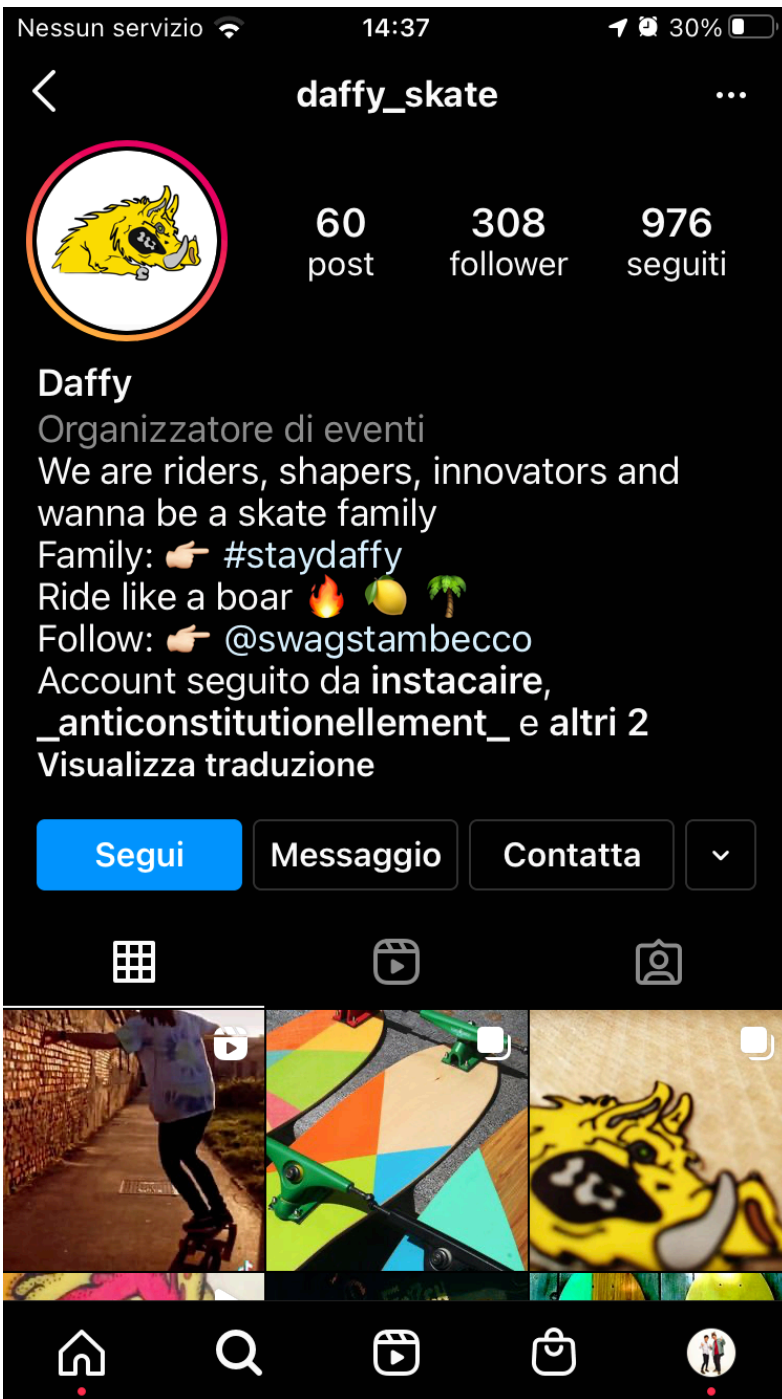
Veriya Gogunskaya
Dance | Portugal
Followers: 183k



Lotfiwood Walker
Freestyle | Paris
Followers: 137k

We will continue to create engagement by organizing on social media GIVE AWAY moments every day and we will spread SHIFT in different countries of EUROPE thanks to the help of INFLUENCERS, SKATE COMMUNITIES, ASSOCIATIONS and we will organize dedicated events, TRY DAYS, letting people try out SHIFT. Moreover, we can partner with upcoming skate brands and be mentioned by the stamp for our achievement. By the side 4 selected Influencers for DAFFY.

Figure 7.19. Dario vignali
Figure 7.20. Sven Schiefer
Figure 7.21. Veriya Gogunskaya
Figure 7.22. Lotfiwoodwalker



Social Media Management

I have been in charge of the communication of DAFFY for years and I'm not going to stop now but I will definitely need help to reach out the goal passing from the existing user base of 300 followers to many thousands of followers.

The CMO or the Marketing Agency will be in charge to run an accurate marketing campaign targeting all possible people in target.

FLIP UP package "all you can web"
--> 3.000€/month

*By the side my proposal for a more professional and serious communication on socials

Moodboard 7.23. DAFFY's personal profile on IG



Kick off - Expo at Fuorisalone

Social media would no longer be enough to speak at people we target, so that we are already organizing physical events in Milano and Fuorisalone to spread the DAFFY new message and making people more aware about the new HOT DROP of SHIFT.

- >> 1st event 9-9-2021 MI GARDEN
 - >> 2nd event 12-9-2021 GIRLS ON WHEELS
- On the side a new website and email management system is taking place and we are actually working on the official crowd-funding campaign soon on Kickstareter.

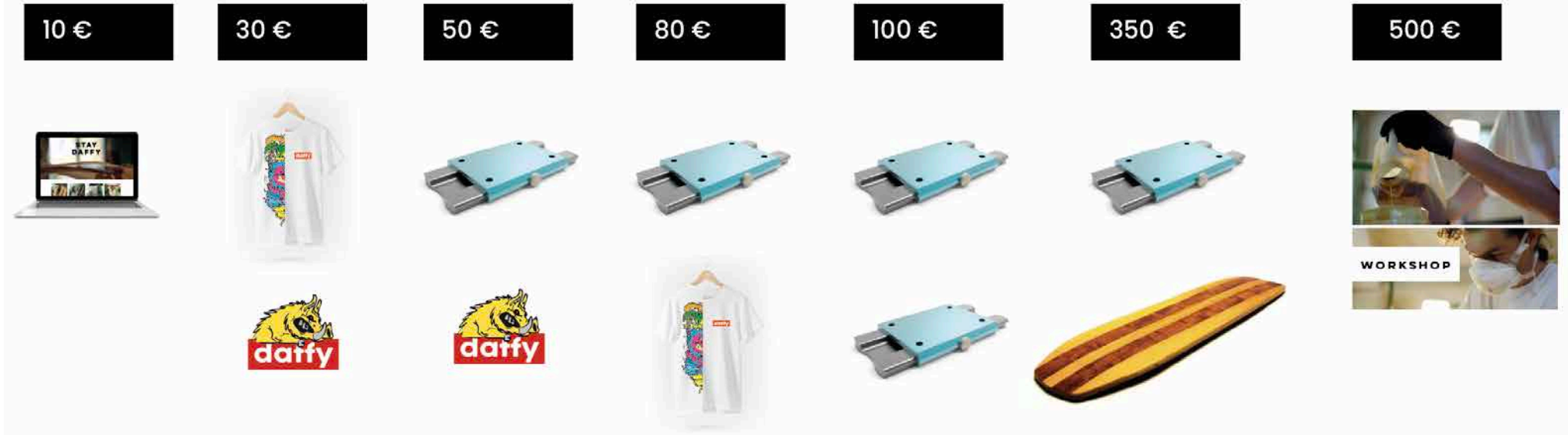
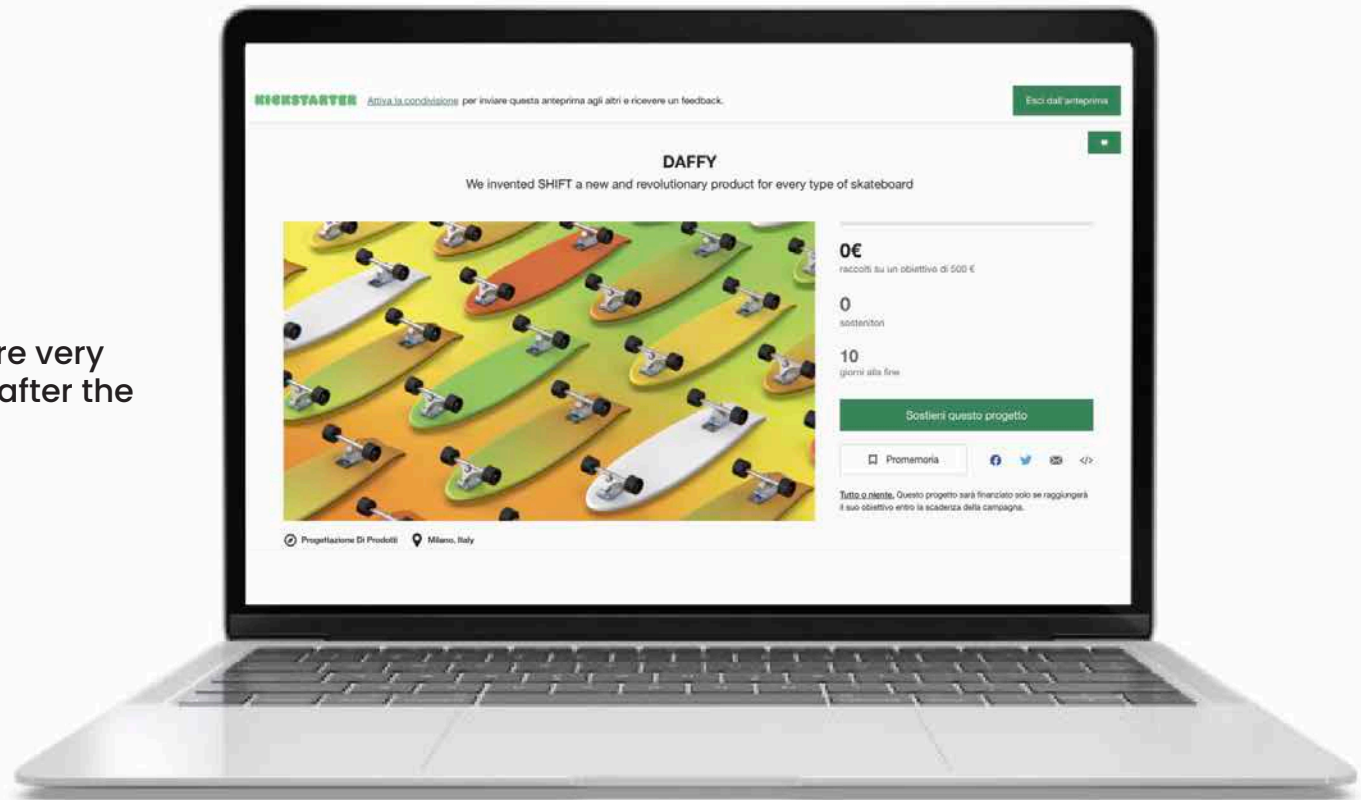
Figure 7.24. DAFFY stand making T-shirt with iron
 Figure 7.24. DAFFY x Mi Garden Promo social
 Figure 7.24. Stand DAFFY EVENT



6.h. Crowd-funding campaign

SHIFT is literally “coming soon” and we are very close to the official product launch right after the conclusion of the Kickstarter campaign.

Figure 7.25. DAFFY – Spoiler of the official Kickstarter campaign
Figure 7.25. Rewards of the official campaign



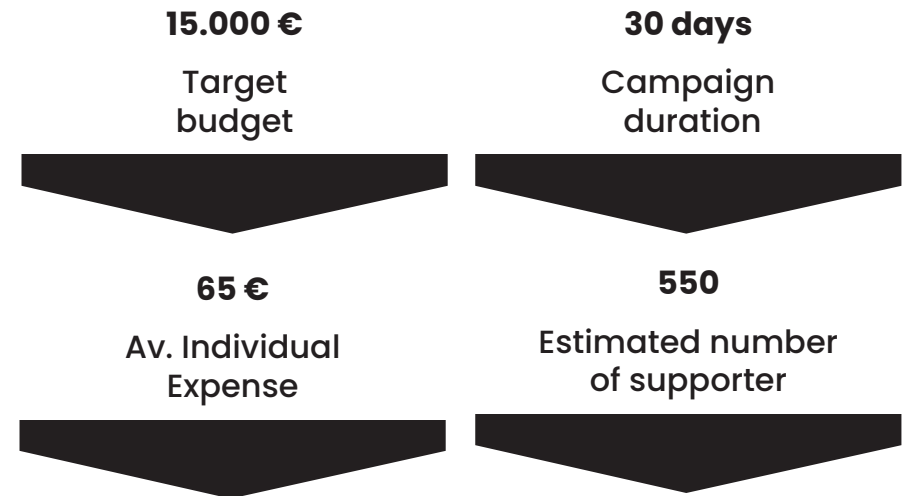
Crowdfunding reward-based campaign

Official campaign – reward based – on Kickstarter
 We are going to run the crowdfunding campaign as soon as we receive and validate the first official samples. We decided to go for a reward-based campaign and so we are mainly going to target people that can be interested in the product or at least the discipline. Our goal is to reach out to 15.000€ in 1 month and this will be possible if we will have around 230 supporters with an average expense of 65€ cad. We will probably set the goal at 15.000€ but our real goal will be to reach out to more than 550 people with an av. the expense of 65€ will support DAFFY with more than 35.000€

Figure 7.26. Rewards of the Official campaign

Figure 7.27. List of rewards

Figure 7.28. Campaign expected performance and goals



€ 10	Hall of fame
€ 30	T-Shirt + stickers
€ 50	SHIFT + stickers
€ 80	SHIFT + T-Shirt + stickers
€ 100	2 SHIFT + stickers
€ 250	SHIFT + Daffy tavola
€ 400	SHIFT + Daffy tavola hand made
€ 600	1 day in the lab, come and make your unique Daffy - individual workshop

OVER FUNDED



SHIFT

DAFFY SHIFT kick-starter campaign
 Project from Italy launched in 2021

15.000€	Goal
35.750€	Funded
550	Supporter (250n-300o)
30	Days
65€	Av. Expense

OVER FUNDED



Curfboard kick-starter campaign

Project from Germany launched in 2017

30.000€	Goal
43.745 €	Funded
233	Supporter (94n-139o)
30	Days
188€	Av. Expense

OVER FUNDED



Waterborne kick-starter campaign

Project from America launched in 2019

8.000€	Goal
42.000€	Funded
573	Supporter (304n-269o)
23	Days
74€	Av. Expense

Crowdfunding reward benchmark

Similar skate-related products were already launched throughout the crowdfunding reward campaign and all of them closed with an overfunded budget.

This is exactly what we are aiming to do. 3 out of 4 are coming from America, where skate is more popular but the case of CURFBOARD from Germany also went well for this reason we believe that we too will succeed in reaching the goal.

Just by looking on KICKSTARTER is easy to find out key insights that we can use to design at our best our next campaign.

OVER FUNDED



Avenue kick-starter campaign

Project from America launched in 2017

50.000€	Goal
65.000 €	Funded
833	Supporter (472n-361o)
30	Days
78	Av. Expense

OVER FUNDED



Cast ski turing kick-starter campaign

Project from America launched in 2014

50.000€	Goal
66.500€	Funded
311	Supporter (234n-77o)
45	Days
209€	Av. Expense

n >> supporters for the first time on KICKSTARTER

o >> supporter from KICKSTARTER

Figure 7.29. Curfboard, 2017, - Kickstarter Campaign
Figure 7.30. Waterborne, 2019, - Kickstarter Campaign
Figure 7.31. Avenue, 2017, - Kickstarter Campaign
Figure 7.32. Cast, 2014, - Kickstarter Campaign

6.i. Economics and Viability

S-Shape curve of investments

Nothing is better than a crowdfunding reward campaign to collect enough money to start, we gain visibility, we check the market, we get money in advance, and so on.

I had this ambition, to run a campaign, for a long time, and now is finally getting real.

A common rule is: the more investment you collect and reinvest in the activity,

the more the company will grow.

The initiation phase of DAFFY will consist in collecting at least enough money to start the production.

Then in the development phase corresponding to the transition and scale-up, we will need greater investments to be reinvested in marketing

and communication and set up the new service to reach out to the wider target audience supposed.

Secondary costs to scale up are mainly about making marketing: Content creation, Media buying, Communication, Influencers, etc.

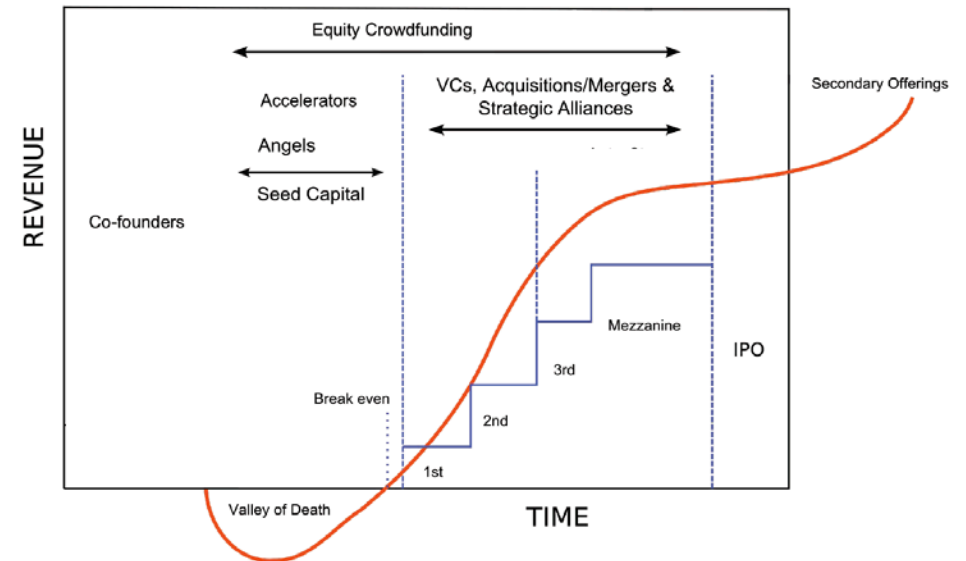
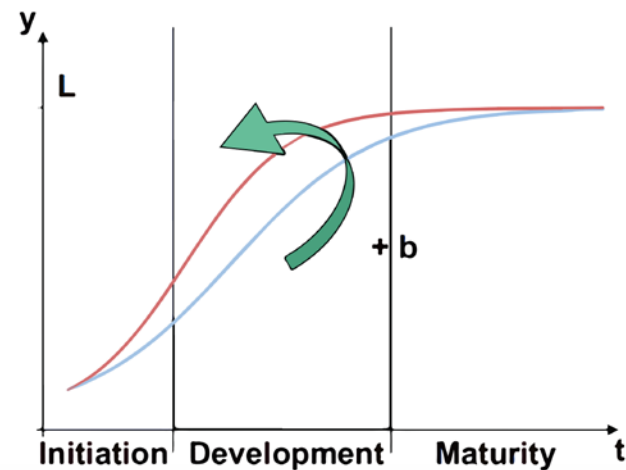


Figure 7.33. S-Shape curve under the effect of investment (b) - L&I course T. Buganza
 Figure 7.34. Start-up investing over time - How to make it real - L. Molinari

Forecasting sales - Potential Market Size

Now we get a more clear overview of the complete PSS, resources needed and main activities to be done to run effectively the business, so we are finally ready to talk about finance and economics.

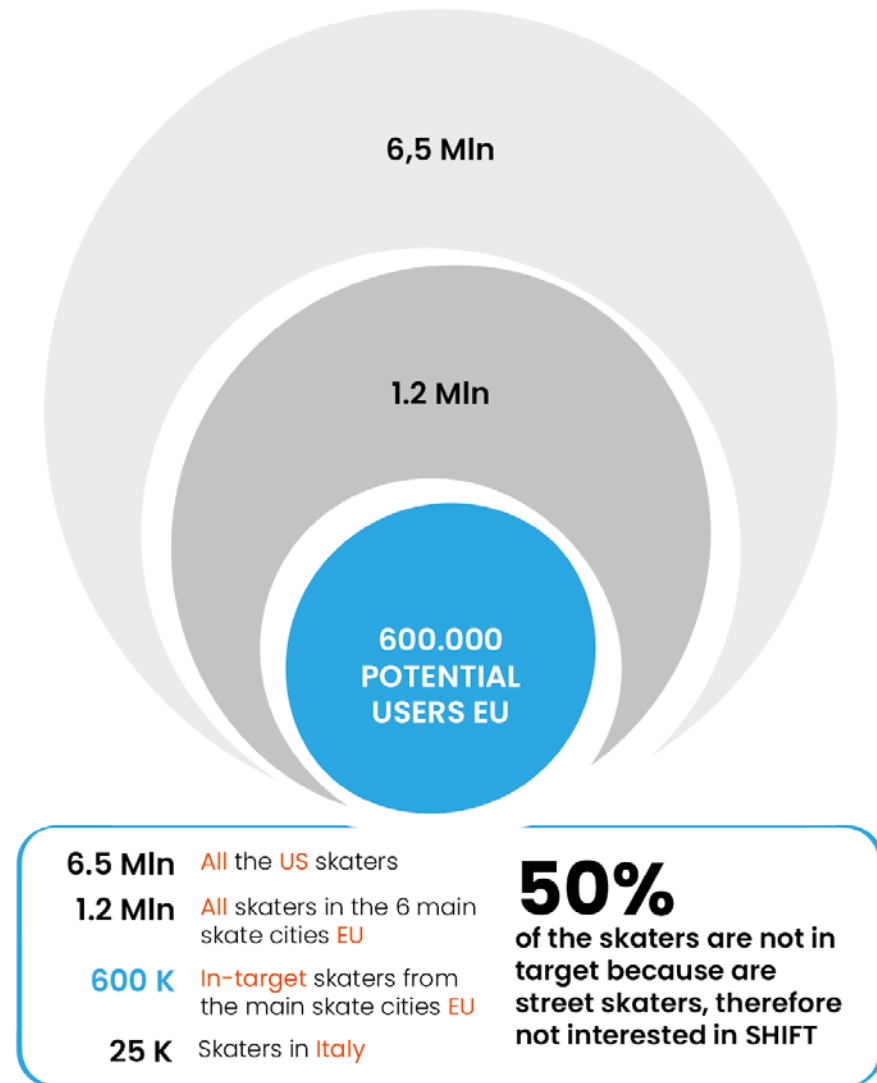
By looking at the market dimension we notice immediately a majority of participants from the US corresponding to 6,5 Mln, and 1,2 Mln from the EU. All the counts are done considering the EU potential target of *600.000 from the 6 skate-friendly cities considered.

* 600.000 people are interested in cruising, longboarding, and carving without considering the street skateboard which represents half of the market.

Only in a second step, we will target also America which has a market share of 32% and is still the largest world supplier of skateboards followed by China. Europe is the second-largest world consumption place (28%) after America.

Numbers by the side were refined using the promotion functionality of Facebook and Instagram to compare results.

Picture 6.1: Market size own elaboration using official data from Gran View Research and data from Facebook and Instagram



Price and main costs

Let's consider separately the 2 phases, early stages, and scale-up. What is going to change is the costs of the structure that at the beginning will be only about production, then marketing will require a higher budget to scale up.

We fixed the price by considering production costs and by understanding the value perceived by clients and the price of similar products on the market. Even though by mathematics the recommended price is 65€ but we are going to start proposing SHIFT for 49€ being sure that people would not be scared by the price. About revenues, we will mark up most of the sales initially by selling the product to the final client B2C but then in January at the ISPO Fair of Monaco we will definitely open up new scenarios for more B2B scenarios.

Price fixing

Average cost for SHIFT production including (rough production, processing, finishing, assembly and pack) >> 21€
Average price of similar products of the competitors >> 120€
Value perceived by the customer >> 60€
Average of the previous >> 65€

Final target price of SHIFT >> 99,9€*

** during early stages SHIFT will be always in discount*

Main costs of the structure

Variable:

Production costs >> 21€/SHIFT

Shipments >> 10€/shipment EU

MRK and Promotion costs >> Media Buying, Influencers, Give away, merchandise

Human resources

Main revenues of the structure

B2C:

Selling only the system SHIFT

Selling the system + complete board

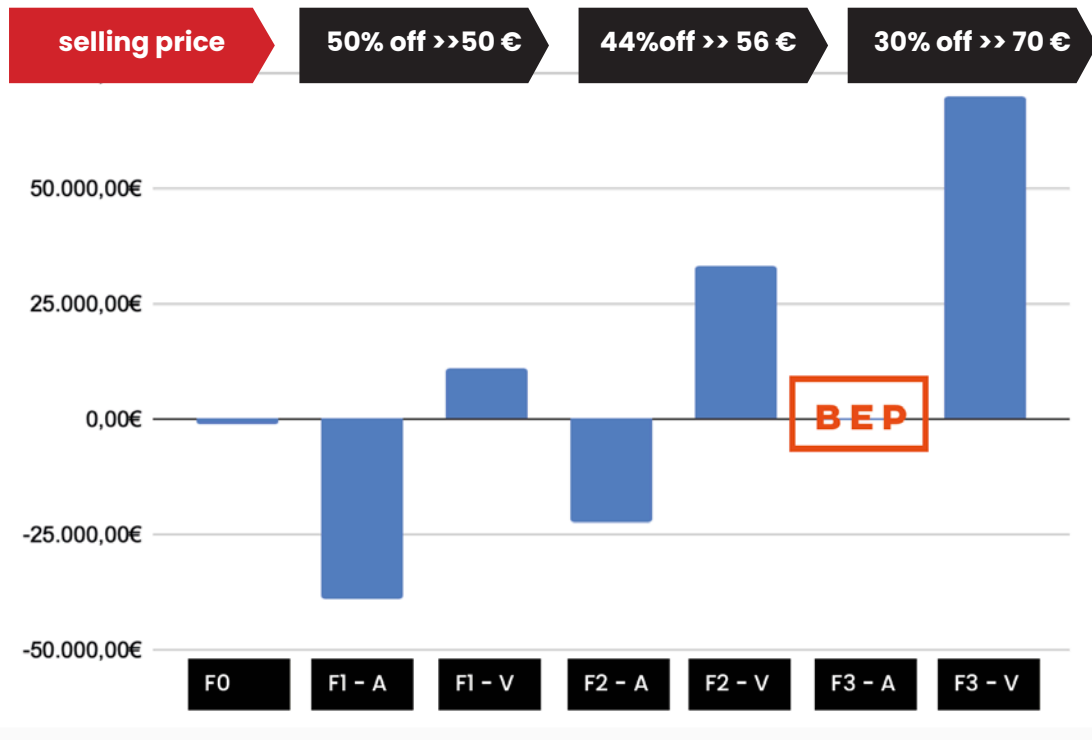
Fee to provide services on the app

	Campionatura	Fase 1	Fase 2	Fase 3
Kit prodotti	2	1000	1000	1000
Stampi	€ 810			
Campionature	€ 210			
Costo alluminio grezzo		€ 3.500		
Costo totale produzione	€ 1.050	€ 21.000	€ 16.500	€ 16.500
Costo unitario x set retail		€ 21	€ 17	€ 17
Costo unitario di spedizione	€ 10			
Costo in MRK x cliente	€ 7			
Costo ultimo del set		€ 38	€ 34	€ 34

Business performance in 3 phases

By the side, there are tables of recap considering costs and different phases. The chart bottom left is showing when the BEP will occur and the company will start generating revenues and stands with its legs. Those are hypotheses and assumptions, that well describes the business performance during the early stages and specifically during the first 3 phases

Figure 7.36. Main costs during the 4 phases, F0, F1, F2, F3
 Figure 7.37. Hypotesis of the Business Performance during the 4 main phases, F0, F1, F2, F3
 Figure 7.38. Visual rep. of the business performance and BEP



Fasi	Descrizione	Q.tà	Importo	Saldo
F0	Stampo + Campionature	1	-1.050,00€	-1.050,00€
F1 - A	Set completi	1000	-21.000,00€	-22.050,00€
F1 - M	Spese MRK		-7.000,00€	-29.050,00€
F1 - L	Spedizioni cliente		-10.000,00€	-39.050,00€
F1 - V	Vendite 1000 kit		50.000,00€	10.950,00€
F2 - A	Set completi	1000	-16.500,00€	-5.550,00€
F2 - M	Spese MRK		-7.000,00€	-12.550,00€
F2 - L	Spedizioni cliente		-10.000,00€	-22.550,00€
F2 - V	Vendite 1000 kit		56.000,00€	33.450,00€
F3 - A	Set completi	1000	-16.500,00€	16.950,00€
F3 - M	Spese MRK		-7.000,00€	9.950,00€
F3 - L	Spedizioni cliente		-10.000,00€	-50,00€
F3 - V	Vendite 1000 kit		70.000,00€	69.950,00€

* A acquisto, L logistica, V vendite

Business insights

On the right there is the business performance calculated for SHIFT in the first 9 months in which we expect to sell 3.000 kits.

Figure 7.39. Summary of the business performance

Evaluation metrics

Since the early beginning the most important aspect to track and measure is the growing fan base and number of people interested, as following the evaluation metrics:

- N° of new weekly followers on Instagram page
- N° of SHIFT sold during the 1 months campaign
- N° of people demanding for SHIFT in the month after the campaign
- N° of people buying SHIFT this month compared to the number of people who bought SHIFT the month before
- N° of people reposting contents while using SHIFT (means engagement, interest, like)
- N° of people using the arstag #Staydaffy or mentioning our page on social
- N° of SHIFT sold in physical stores compared to the one sold directly
- N° of traffic generated on social compared to the actual situation
- N° of new followers and buyers for any SHIFT give away

Risks and challenges

Challenges: Go viral, Launch a new trend, Let people love our style, Create a big skate community, Setup a motivated and skilled team, Decrease costs of production and assembly, Start selling other skate parts with SHIFT

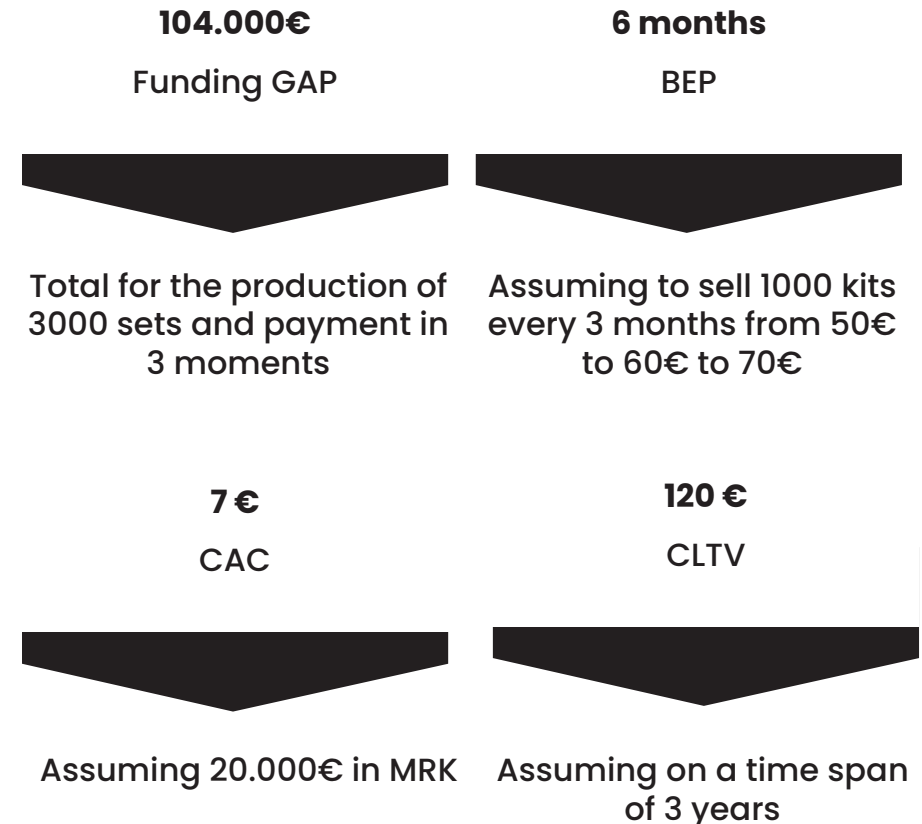
Risks: Be outcompeted by a stronger brand

Potential market EU

600.000

A possible scenario:

Number of set produced	3.000
Cost of production, distribution and MRK	-104.000€
Profit	67.000€
Distribution time	9 months
BEP	6 month
CAC assuming 20.000 € in MRK	7 €
LTV calculated in 3 years	120 €
% of Potential market hit	0,05%



The Business model canvas

Okay, we arrived at a good level of definition of the project and all the blocks of the BMC are set in place. Once SHIFT will be ready we will deliver it to the specific market niche identified through channels and partners mentioned above.

We are still working on the side of key resources, especially the human one to set up the right team for the project and after that, we will have all the elements to run efficiently the business.

I'm quite confident of the expected result due to our strong value proposition and the innovative features proposed so that I can't wait any longer to start this incredible entrepreneurial adventure. Stay up to date to receive and news and follow @daffy_skate on Instagram

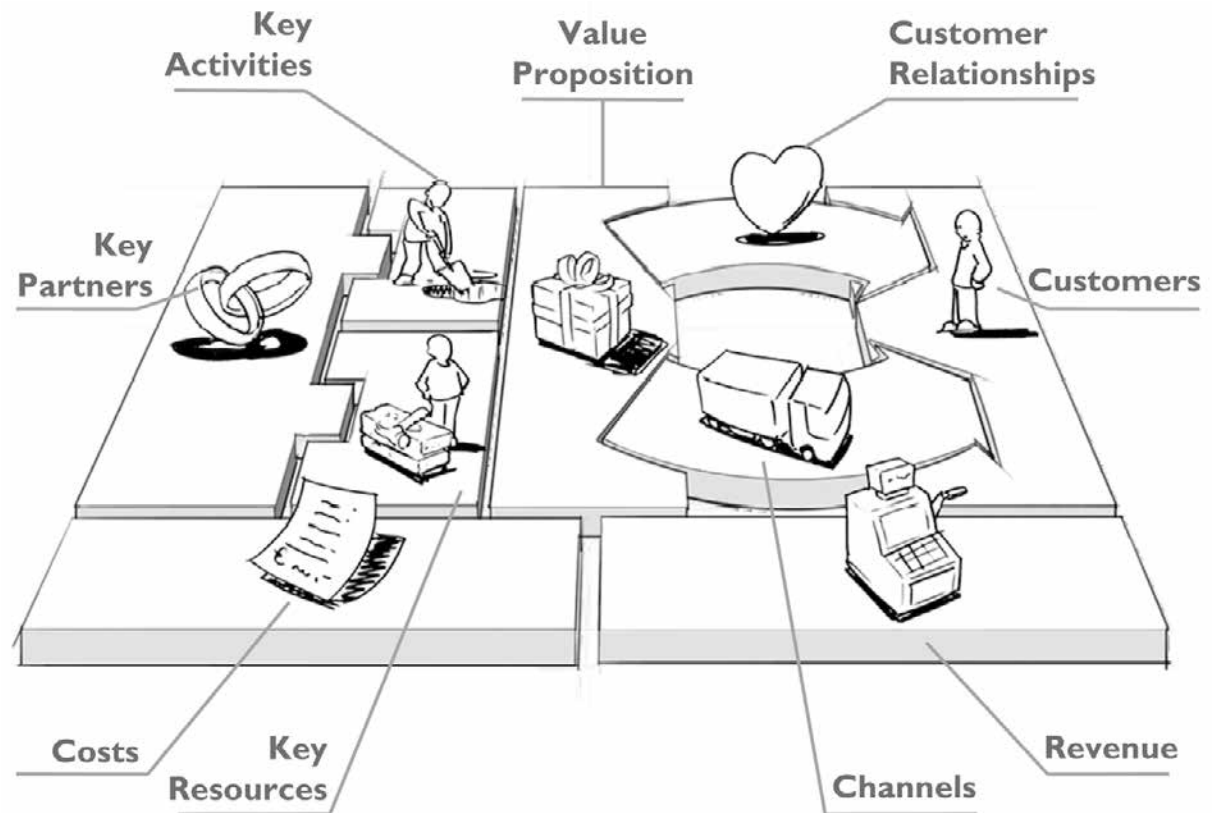


Figure 7.40. The business model canvas is complete



DAFFY BOAR
Handmade boards
in Moltrasio

CONCLUSIONS and personal reflections

Figure 8.1. Photo taken in Moltrasio with official merchandise

7.a. Design Thinking and Lean Approach at DAFFY

The advantages:

Only by following a design thinking approach, I was able to design and give a final shape to the project being sure that people will like and use it.

The design approach helped me turning an existing problem into an innovative concept solution and gave me all the necessary tools to figure out the structure of the system. Moreover, the PSSD master's degree at Politecnico helped me to gain the confidence, skills, and right methodologies to be ready today to launch it for real.

The launch itself will be conducted following a real lean approach saving me from wasting too much effort, resources, and money and so also for this reason I feel very confident.

Tools used for different project phases:

Ideation: Sketching, Interviews, Surveys, Ethnography, Desk research, Safari retail, Positioning map, Scenario definition, Personas, CMJ, Features Benefits, Storyboard

Development: System map, Offering map, Business model, Personas, 4P (Product, place, price, promotion), Roadmap, POLISM,

Prototyping: MVP, Test, measuring the impact, and tracking key metrics.

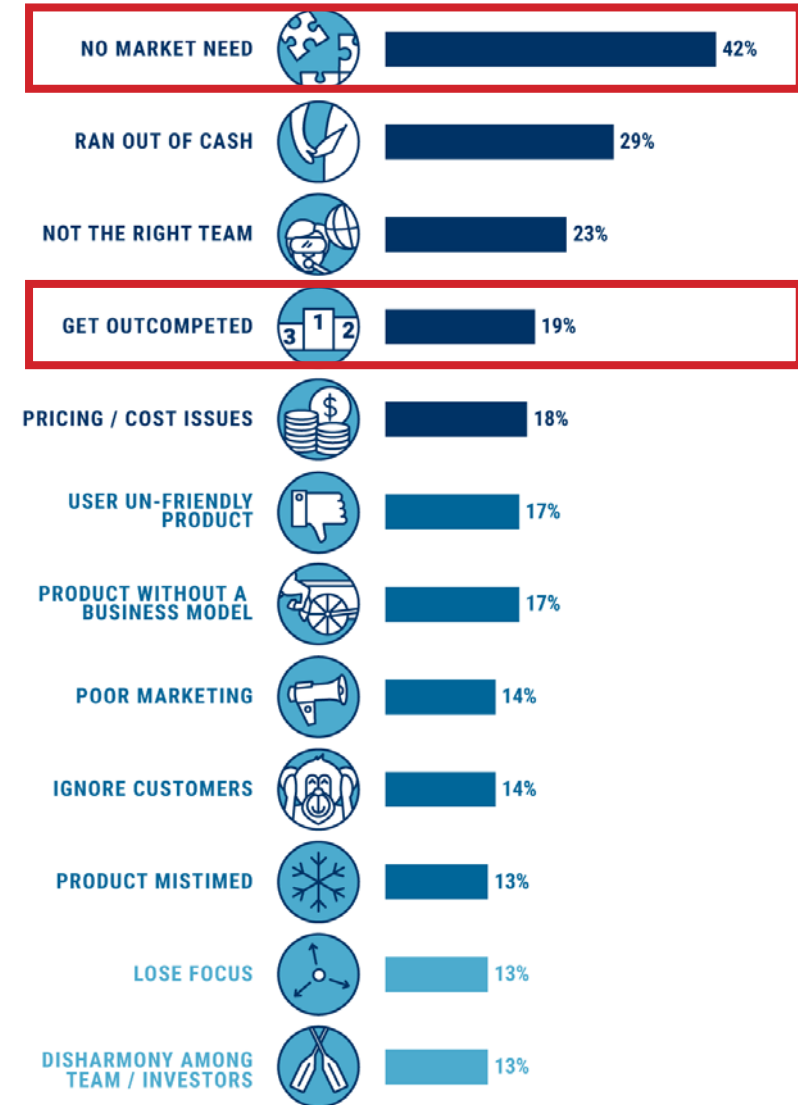
7.b. Project difficulties and evaluations

Probably finding the right team is turning out to be the most difficult activity to accomplish. We got the idea, the business model and we are in the perfect timing, We will get the money to start right after the crowdfunding campaign but what is not well defined yet, is exactly WHO is going to be with me in this adventure. I will start by myself initially, especially to launch the campaign and if it will be successful I will definitely need someone, motivated at least as much as me, to jump on the horse with me, and right after we will need to be fast and effective and avoiding to be outcompeted by new entrants or other competitors of the market.

Figure 8.2. The top 20 reasons startup fails, highlighting the major threats of DAFFY, source: CB Insight

Figure 8.3. The 5 elements that any start-up must have to succeed, highlighting the most crucial for DAFFY

BASED ON ANALYSIS OF 101 STARTUP POSTMORTEMS Top 20 Reasons Startups Fail



The idea



Team



Business Model



Funding



Timing

Project difficulties - The team

One of the main skills of a good CEO is to be able to find a reliable team, and motivate and lead it toward a common goal.

Team up is still one of the greatest challenges for everyone both at school and out of the school because they need to be the right ones with complementary skills.



Figure 8.4. A Team for a canoa competition

A team definition is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.

A team is:

- Coordinated job -> communication
- Collective goals -> motivation
- Mutual accountability -> shared responsibility
- Collective evaluation -> feedbacks exchange
- Complementary skills -> multidisciplinary

One of the greatest challenges I'm still facing is in finding the right team and because I'm still a student having a school online network of contacts can be a great opportunity to meet up with colleagues but still does not exist, my next startup after DAFFY will be THE STUDENT BOOK.

The next start up

The STUDENT BOOK to find students from the same campus and starts new projects together.

One day the professor F.Brevi of the “digital representation” course asked the class students to prepare an A4 with our main personal information and skills. Since that day I’m thinking of a digital archive with all the profiles of only students, professors to be used exclusively into a safety academical environment.

I did kind of applied ethnography during these years spent at Politecnico and I am quite sure that most of the students would join, and some of them would also be active in using it. It’s like a big innovation park where different people find colleagues, professors, Companies, Mentors, advisors, new contacts, investors, receive feedback, learn how to execute a design, and find new opportunities. In my opinion, it can be easily introduced as a new feature in the Polimi menù, find

students, tested as a real MVP, and then implemented over years to become the Number One Student Social Network World Wide.

It addresses a real market challenge and I had the confirmation when participating in the launch of a start-up challenge I notice they were using a simple shared data sheet were to write names, contacts, and skills, exactly as it would be the first release of the new concept for this service design.

SERVIZI ONLINE	STATO DEI SERVIZI ICT
BEEP	POLIMI CHATBOT
RUBRICA TEL. E MAIL	CALENDARIO ACCADEMICO
SCADENZE STUDENTI	CERCA AULE
SPAZI STUDIO	CERCA DOCENTI
CERCA INSEGNAMENTI	ORARIO LEZIONI
APPELLI DI ESAME	CERCA IN BIBLIOTECA
INTRANET	MAPPE DEI CAMPUS

Name	Surname	Contacts	Mail
Filippo		+39	filippo.r
Felipe			felipe.i
Lorenzo	Bocconi	02 83 23 23 23	Lorenzo.

University	Faculty	Expert in
Politecnico di Milano	Energy Engineering	Renewable Energy Technologies
Politecnico di Milano	Management engineering	management and innovation
Politecnico di Milano	Management Engineering	Management and Innovation, social media, commercial side

Which competences are you looking for?	Are you looking for a member?	Are you looking for a team?
Management and Graphic Skills	x	/
X	X	Why not

Figure 8.5. Search menu of Politecnico of Milano

Figure 8.6. Spreadsheet for the team forming for a Start up challenge organized by Tutored and E-club Polimi / Bocconi

7.c. Project opportunity

Personal and professional growth

This is probably the best life-growing experience I could ever make.

I started thinking about making my startup when I was in middle school and today I'm here to run my first startup for real. DAFFY is going to be just the first because my ambition is to become a serial entrepreneur.

This is my dream, to design, innovate, evaluate, and launch new PSS concepts on the market. And this is exactly what I'm doing at my second job, at Hullke in partnership with L-Move. I'm practicing how to successfully launch a new business in the market. From envisioning to planning to develop. We listen to our client's desires and turn them into effective strategies working on aspects concerning Design, Business, and Technology. I love my new job and I'm proud to be an Huulker every weekend.

A 360° experience

For this project, I adapted myself to very different professional roles such as:

Designer >> PSS Experience and development, making graphics, presentations, Illustrations, animations, websites and landing pages etc.

Project manager >> Tasks coordinator, Team and stakeholder manager, etc.

Administrator >> Economical plan, evaluation of costs, revenues and risks, etc.

Strategist >> Looking for new strategies or solution to adopt

Content creator -> Photo making, Video making, Storytelling, Art direction

Marketer >> Social media manager and community manager

PR guy >> Engaging partners, writing emails and creating new synergies

Legal >> Patent depository, business shape of the company, public tenders

Expansion of the network

The right network is everything when working as a freelancer or launching a new startup. I had the opportunity to talk with many people who have shown interest in the project and who have helped me by allowing me to expand my network of contacts far beyond my expectations.

Money return

Another reason why someone would decide to be an entrepreneur can be not only the passion but the desire to receive a higher income during the year, of course the risk is much higher but the final result can be surprising.

Figure 8.7. The DAFFY event in Como 2017



**“Io non penso esista una qualità così essenziale
per il successo come la perseveranza.
Essa supera qualsiasi cosa, anche la natura”.**

John D. Rockefeller, AD di Standard Oil



Attachments

Figure 8.9. Photo of me skating in Moltrasio

8.a. List of figures

Figure 1.1. Startup illustration	5	Figure 2.1. Venice beach skatepark	21	Figure 3.3. Me at the lab working on a new deck	32
Figure 1.2 Startup definition by Will Schroter	6	Figure 2.2. Skateboard evolution by product	22	Figure 3.4. Deck detail	32
Figure 1.3. Steve Jobs motto	7	Figure 2.3. Skateboard evolution by main achievement, source: Evolve Skateboards USA	22	Figure 3.5. Cruiser collection, spring 2017	32
Figure 1.4 Bill Gross speaking in a ted talk. 2015, The single biggest reason why start-ups succeed	8	Figure 2.4. Exploded view of a skateboard	23	Figure 3.6. 2014, building the first skate press before to start the production	33
Figure 1.5. The 5 elements that any start-up must have to succeed, Bill Gross	8	Figure 2.5. Skateboard technical jargon	23	Figure 3.7. 2017, skate lab	33
Figure 1.6. The 4 main skills required to run a startup, source: First Round Review	9	Moodboard 2.6. Assorted pictures of street riders performing tricks in bowls and skateparks	24	Figure 3.8. 2014, Building the first deck ever	33
Figure 1.7. The top 20 reasons startup fails, source: CB Insight	10	Figure 2.7. Side view of a traditional street skateboard	24	Figure 3.9. 2014, Cutting edges on a deck	34
Figure 1.8. Slack liner	11	Moodboard 2.8. Assorted pictures of cruising riders	25	Figure 3.10. 2014, The first skateboard I ever built	34
Figure 1.9. The lean methodology and importance of an MVP, L. Molinari, 2021	12	Figure 2.9. Top view of a Cruiser board	25	Figure 3.11. The first deck broken after an attempt	34
Figure 1.10. The evolution of the Minimum viable product (MVP)	12	Figure 2.10. Top view of a Longboard	25	Figure 3.12. Me, when I started producing skateboards	34
Figure 1.11. The Continuous Innovation Framework, source: Leanstack	13	Moodboard 2.11. Assorted pictures of downhill riders	26	Figure 3.13. The lean approach methodology and MVP	34
Figure 1.12. When to apply Lean Startup and/ or Design Thinking, source: Board of Innovation	13	Figure 2.12. Top view of a Downhill board	26	Figure 3.14. Picture taken at the Lab Image of Politecnico of Milan	35
Figure 1.13. How do Design Thinking and Lean Startup relate, source: Board of innovation	14	Figure 2.13. Poster of the "Bormio 2000" Downhill Event	26	Moodboard 3.15. Sequence of actions and processes to make a new deck, photos taken in the lab	35
Figure 1.14. Analysis of innovation definition given by 15 experts, source: Ideatovale	15	Moodboard 2.14. Assorted pictures of dancing riders	27	Figure 3.16. A new deck just off the press	36
Figure 1.15. How to cluster innovation, source: Leadership and innovation course	16	Figure 2.15. Top view of a Dancing board	27	Figure 3.17. Different layers and materials I used to build a new deck, before the press	36
Figure 1.16. How to achieve innovation, source: Leadership and innovation course	16	Moodboard 2.16. Assorted pictures of Carving riders	28	Figure 3.18. side view of a deck	37
Figure 1.17. Type of meaning, source: L&I course T. Buganza	16	Figure 2.17. Top view of a carver board	28	Figure 3.19. top sheet with an unique graphic made by Nico Whites	37
Figure 1.18. The Lean Canvas clusterization	17	Figure 2.18. Carver Truck System	29	Figure 3.20/3.21. The vacuum press	37
Figure 1.20. Baines, 2007, Scheme of a Product Service System	18	Figure 2.19. Yow V3 System Surf Adppter	29	Picture 3.22/3.23. using a template to draw the board on the wood	38
Figure 1.21. The process of servitization, source: Leadership and innovation course	18	Figure 2.20. Waterborne Surf Adapter	29	Picture 3.24. using epoxy resin to glue layers together	38
Figure 1.22: The Business Model Canvas	19	Figure 2.21. Skate market clustered by type of riders	30	Picture 3.25. picture taken at the Lab Image of Politecnico of Milan	38
Figure 1.23. Differences between work career and be a startupper, own elaboration	20	Figure 2.22. Skateboard market value in the United States from 2015 to 2025, by product type (in million U.S. dollars), source: Grand View Research	30	Picture 3.26. Me wearing a facial mask while gluing layers together with epoxy resin	38
		Figure 3.1. Me at the lab working on a new deck	31	Figure 3.27. DAFFY Logo Type	39
		Figure 3.2. Our brand mascotte, the yellow boar called DAFFY	31	Figure 3.28. DAFFY logo on a deck	39
				Figure 3.29. First 500 stickers printed	39
				Figure 3.30. DAFFY Instagram page	40

Figure 3.31. An Instagram story posted by Morgan shop - Como, announcing the new cruiser spring collection of DAFFY available in the store	41	ration		Figure 5.14. Poster of the "Ghost Town Freeride" Event, retrived from Sbanda Brianza	66
Figure 3.32. "Skate on the lake by Night", the 2017 DAFFY event in partnership with Pura Vida Bar and Circolo Olmo in Giardini Lago Como	41	Figure 4.10. A downhill deck with multiple holes to adjust the wheel base	55	Figure 5.15. Planned skate events on Facebook, organized by "Girls on Wheels" and "Sbanda Brianza"	67
Figure 3.33. Me and T.Ganzetti at the stand event while we collect signatures	41	Moodboard 4.11. Sequence of actions, key MOM, to adjust the wheelbase settings using SHIFT	56	Figure 5.16. Comparison of the followers flows of "Girls on Wheels" and "Sbanda Brianza" on instagram, source: Not Just Analytic	67
Figure 3.34. Daffy E-commerce	42	Figure 4.11. A man helping a kid learning how to skate	57	Figure 5.17. App section - Spots	68
Figure 3.35. Photos of available boards, model: Virginia Ventura	42	Figure 4.12. A man putting multiple disassembled decks in a travel bag at the airport	57	Figure 5.18. Bottom bar of the App	68
Figure 3.36. Summary chart and evaluation of DAFFY before the project SHIFT	43	Figure 4.13. Summary table of Features, Benefits and problems, own elaboration	58	Figure 5.19. App Log-In page	69
Figure 3.37. The business Model Canvas of DAFFY before the project SHIFT	44	Figure 4.14. The MVP of SHIFT, prototype made in sintered PA11	59	Figure 5.20. App section - personal profile	69
Figure 3.38. How to innovate and start-up, from idea to execution	45	Figure 4.15. The MVP of the package of SHIFT	59	Figure 5.21. App - Giacomo Rho visible profile	70
Figure 3.39. The differences between incremental and radical innovations revisited, original source L&I Course T. Baganza	45	Figure 5.1. The first big order of trucks and wheels, ready to sell with DAFFY decks	60	Figure 5.22. App - Nick Pescetto visible profile	70
Figure 4.1. Me at the lab doing innovation	46	Figure 5.2. App - Welcome page	61	Figure 5.23. App section - Lessons	71
Figure 4.2. Introducing SHIFT, the first Wheel Base Skate Adapter, WBSA System by DAFFY	47	Figure 5.3. App - Home page	61	Figure 5.24. App section - Camps	71
Figure 4.3. Rendering of a board mounting SHIFT, trucks can slide and be removed from the board	48	Moodboard 5.4. Daffy Family framework, our vision for the community we aim to build with SHIFT	62	Figure 5.25. Me and friends out for a jointed ride	72
Figure 4.4. SHIFT main value proposition, allow the rider to modify the wheelbase in 60' with no tools	49	Figure 5.4. App section - Share Points	63	Figure 5.26 How to cluster innovation, source: L&I course T. Baganza	73
Figure 4.5. Rendering of SHIFT in transparency showing how the system works	50	Figure 5.5. App filter bar	63	Figure 5.27. How to achieve innovation, source: IDEO	73
Figure 4.6. SHIFT, an universal skate component to add between the truck and deck	51	Figure 5.6. Rendering of the first Daffy Share Point in Piazza Milan	64	Figure 6.1. Skateboard is a fresh and growing trend	74
Figure 4.7. SHIFT instruction	52	Figure 5.7. Daffy Share Point with an instructor giving lessons	64	Figure 6.2. Olympic logo	74
Figure 4.8. Comparing a Longboard to a Short board	54	Figure 5.8. Girls on Wheels crew in Piazza Milan	64	Figure 6.3. 2019, Lightweight skateboard , Shenzhen Hanma Creative Technology Co., Ltd, retrived from World Design Guide	75
Figure 4.9. Different carving radius of a Longboard and a Short board, own elaboration	54	Figure 5.9. Profile picture of Girls on Wheels on Instagram	64	Figure 6.4. YOW system package	75
		Figure 5.10. Girls skating together	65	Figure 6.5. Carver truck system package	75
		Figure 5.11. Main features and benefits of the Service	65	Figure 6.6. Waterborne Surf Adapter	75
		Figure 5.12. App section - Events	66	Figure 6.7. Yow skateboard and logo	76
		Figure 5.13. Poster of the "Bormio 2000" downhill Event, retrived from: Italian Skateboarding Commission	66	Figure 6.8. Yow growth strategy at early stages and scale up	76
				Figure 6.9. Positioning map of SHIFT	77
				Figure 6.10. Strava mockup and logo	78
				Figure 6.11. Analysis of a Meet up page with	79

skate events		attitudes and problems		Figure 7.24. DAFFY - Online website	
Figure 6.12. Meet up logo	79	Figure 6.37. Buyer persona 1 - Alessia	94	Figure 7.25. DAFFY - campaign	114
Figure 6.13. Lotfiwoodwalker the founder of Dock Session	80	Figure 6.38. CMJ of Alessia	95	Figure 7.26. Rewards of the Official campaign	114
Figure 6.14. Dock session list of instagram communities	80	Figure 6.39. Buyer persona 2 - Andrea	96	Figure 7.27. List of rewards	115
Figure 6.15. Dock sessionbcn community	80	Figure 6.40. CMJ of Andrea	97	Figure 7.28. Campaign expected performance and goals	115
Figure 6.16. "Ghost town freeride" poster	81	Figure 7.1. Designing and developing SHIFT	98	Figure 7.29. 2017, Curfboard - Kickstarter Campaign	116
Figure 6.17. Picture of an highlight at the "Ghost town freeride" 2020	81	Figure 7.2. DAFFY evolution over time	101	Figure 7.30. 2019, Waterboarne - Kickstarter Campaign	116
Figure 6.18. FISR logo	81	Figure 7.3. DAFFY system map in the early stages	102	Figure 7.31. 2017 Avenue - Kickstarter Campaign	116
Figure 6.19. Table of comparison of competitors and DAFFY service	82	Figure 7.4. DAFFY system map in the scale up phase	103	Figure 7.32. 2014, Cast - Kickstarter Campaign	116
Figure 6.20. Positioning map Daffy Service	83	Figure 7.5. DAFFY value chain	104	Figure 7.33. S-Shape curve under the effect of investment (b) - L&I course T. Buganza	117
Figure 6.21. Isacco, Co-founder of FUNKY	84	Figure 7.6. Matrix of activities and responsibility	104	Figure 7.34. Start-up investing over time - How to make it real - L. Molinari	117
Figure 6.22. The new Funky physical store in Corso di Porta Ticinese, Milano	84	Figure 7.7. DAFFY organizational structure and evolution over time	105	Figure 7.35. Market size	118
Moodboard 6.25. Skate friendly cities in EU	85	Figure 7.8. DAFFY's innovation funnel - from Idea to market	106	Figure 7.36. Costs and margin during the 4 main phases, F0, F1, F2, F3	120
Moodboard 6.26. 2021 Olympic Games, the new skate discipline	86	Figure 7.9. Project plan - engineering and production of SHIFT	107	Figure 7.37. Saldo ed importo during the 4 main phases, F0, F1, F2, F3	120
Figure 6.27. U.S. Skateboard market size, by product, 2015 - 2025 (USD), source Grand View Research	87	Moodboard 7.10. SHIFT prototype in PA 11	108	Figure 7.38. Visual representation of the business performance and BEP	120
Figure 6.28. U.S. Global skateboard market share, by end user,2018%, source Grand View Research	88	Figure 7.11. Rendering of SHIFT	108	Figure 7.39. Summary of the business performance	121
Figure 6.29. Understanding needs, source L&I course T. Buganza	89	Figure 7.12. Different materials compared on a strain- stress map, used to select the most appropriate one	108	Figure 7.40. The business model canvas is complete	122
Figure 6.30. Co developing Innovation, source L&I course T. Buganza	89	Figure 7.13. ADI logo	108		
Figure 6.31. Daffy Target segmentation	90	Figure 7.14. Table of recap with main costs of production and buy parts for a kit	108	Figure 8.1. Photo taken in Moltrasio with official merchandise	123
Moodboard 6.32. Andrea Molteni, identikit, attitudes and problems	91	Figure 7.15. Project plan, representative GANTT	109	Figure 8.2. The top 20 reasons startup fails, highlighting the major threats of DAFFY, source: CB Insight	125
Moodboard 6.33. Charles Vandrepol, identikit, attitudes and problems	91	Figure 7.16. App logos of main channels considered for the distribution of SHIFT	110	Figure 8.3. The 5 elements that any start-up must have to succeed, highlighting the most crucial for DAFFY	125
Moodboard 6.34. Michele Bonomo, identikit, attitudes and problems	92	Figure 7.17. Board Stories store in Barcelona main square	110	Figure 8.4. A team for a canoa competition	126
Moodboard 6.35. Andrea Rho, identikit, attitudes and problems	92	Figure 7.18. Quicksilver store in Penice	110		
Moodboard 6.36. Silvia Pintavalle, identikit,	93	Figure 7.19. Dario vignali	111		
		Figure 7.20. Sven Schiefer	111		
		Figure 7.21. Veriya Gogunskaya	111		
		Figure 7.22. Lotfiwoodwalker	111		
		Moodboard 7.23. DAFFY's IG profile	112		

Figure 8.5. Search menu of Politecnico of Milano	127
Figure 8.6. Spreadsheet for the team forming for a Start up challenge organized by Tutored and E-club Polimi / Bocconi	127
Figure 8.7. Daffy Event 2017	128
Figure 8.9. Photo taken in Moltrasio during a test day	130

8.c. Books and Slides

Eric Ries, *The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*. New York: Crown Business, 2011.

Luca Molinari, 2021, How to make it real, retrieved from university lectures at Politecnico of Milan during LAB. Sintesi

Tommaso Buganza, 2020/2021 Leadership and innovation course at Politecnico of Milan

8.d. Interviews

>> Interview with Andrea Molteni, pro active rider in the downhill discipline

>> Interview with Michele Bonomo, active free-ride rider

>> Interview with Charles Vandrepol, active rider in all the disciplines

>> Interview with Andrea Rho, beginner rider

>> Interview with Matteo Rho, Father of a beginner rider

>> Interview with Silvia Pintavalle, an occasional rider

8.f. DAFFY Channels

Facebook [@daffyboar](https://www.facebook.com/Daffyproduction)
URL: <https://www.facebook.com/Daffyproduction>

Instagram [@daffyfamily](https://www.instagram.com/daffyfamily/)
URL: <https://www.instagram.com/daffyfamily/>

Web-site [E-Commerce](https://daffyboar.wixsite.com/daffyboar)
URL: <https://daffyboar.wixsite.com/daffyboar>

Web-site [Landing SHIFT](https://daffyboar.wixsite.com/landingdaffy)
URL: <https://daffyboar.wixsite.com/landingdaffy>

8.e. Crowd-funding Campaigns

Curfboard, 2017, Germany, retrieved from Kickstarter, URL: <https://www.kickstarter.com/projects/curfboard/curfboard-the-ultimate-surfskate-truck-for-skatebo?ref=discovery&term=skateboard>

Skate Adapter Waterboarne, 2019, USA, retrieved from Kickstarter, URL: <https://www.kickstarter.com/projects/1104475318/skate-board-surf-adapter?ref=discovery&term=surf%20>

Avenue, 2017, USA, retrieved from Kickstarter, URL: <https://www.kickstarter.com/projects/avenuetrucks/avenue-suspension-skate-board-trucks?ref=discovery&term=skate>

Cast, 2014, USA, retrieved from Kickstarter URL: <https://www.kickstarter.com/projects/299047004/siandi-alpine-ski-touring-system?ref=discovery&term=ski%20binding>

8.b. List of web articles and online resources

Emma McGowan, 2018, What is a startup? Let these startup founders clear it up once and for all. Retrived from Startups.com URL: <https://www.startups.com/library/expert-advice/what-is-a-startup-company>

Bill Gross, The single biggest reason why startups succeed, 2015, retrived from Ted Talks URL: https://www.ted.com/talks/bill_gross_the_single_biggest_reason_why_start_ups_succeed/transcript

Bill Gross, Lessons Learned from Bill Gross' 35 IPOs/Exits and 40 Failures, retrived from First Round Review, URL: <https://review.firstround.com/Lessons-Learned-from-Bill-Gross-35-IPOs-and-40-Failures>

Lucas Tamboryn, 2009, When to apply Lean Startup and/or Design Thinking, retrived from: Board of Innovation, URL: <https://www.boardofinnovation.com/blog/lean-startup-versus-design-thinking/>

Design Thinking defined, retrived from Ideo, URL: <https://designthinking.ideo.com>

Risorse per Start-up, retrived from Start up geeks URL: <https://www.startupgeeks.it/risorse-start-up/>

Carol M. Kopp, 2020, What is a Business Model, retrived from Investopedia URL: <https://www.investopedia.com/terms/b/businessmodel.asp>

2016, Nick Skillcorn, What is innovation? 15 experts share their innovation definition, retrived from Idea to Value, URL: <https://www.ideatovalue.com/inno/nickskillcorn/2016/03/innovation-15-experts-share-innovation-definition/>

The Top 12 Reasons Startups Fail, 2021, retrived from CBCINSIGHTS URL: <https://www.cbinsights.com/research/startup-failure-reasons-top/>

Neil Patel, 2015, 90% Of Startups Fail: Here's What You Need To Know About The 10%, retrived from Forbes URL: <https://www.forbes.com/sites/neilpatel/2015/01/16/90-of-startups-will-fail-heres-what-you-need-to-know-about-the-10/?sh=5871090f6679>

52 Skateboarding Statistics & Facts, 2021, SkateboardsHQ, url: <https://www.skateboarder-shq.com/skateboard-statistics-facts/>

Skateboard Market Size, Share & Trends Analysis Report By Product (Street Board, Long-Board), By End User (Kids, Teenagers, Adults), By Region, And Segment Forecasts, 2019 - 2025, 2019, Grand View Research

La scommessa di Funky Marchio anni '80 per sfidare i giganti Usa, 2017, retrived from La Provincia di Como, URL: https://www.laprovinciadicom.it/stories/Economia/la-scommessa-di-funky-marchio-anni-80-per-sfidare-i-giganti-usa_1252852_11/

Taylah Brewer, How to get the skater style, retrived from Thetrendspotter, URL: <https://www.thetrendspotter.net/skater-style-outfits/>

Mackenzie Eisenhour, 2017, 10 Best Cities to Skate in the World, retrived from Skateboarding Transworld, URL: <https://skateboarding.transworld.net/features/10-best-cities-skate-world-redux/>

2020, Everything you need to know about Olympic Skateboarding at Tokyo 2020, retrived from Olymics.com URL: <https://olympics.com/tokyo-2020/en/news/everything-you-need-to-know-about-olympic-skateboarding-at-tokyo-2020>

FISR, Federazione Italiana Sport Rotellistici, URL <https://www.fisir.it>

Shenzhen Hanma Creative Technology Co., 2019, Lightweight skateboard / Metal skateboard, retrived from Word Design Guide, URL: <https://ifworlddesignguide.com/entry/285893-lightweight-skateboard>



****THANKS****

**VIRGINIA VENTURA, CLAUDIA BERTOLOTTI, ANNA MERONI, SILVIA ZANCARLI,
MARCO RHO, ALESSANDRO RHO, MATTEO DERRICO , MARIO BISSON, TADDEO
OSCOLATI, JOSEPH PENNISI, LUCIO LONGONI ,CLAUDIO GRASSI, JACOPO
DAMBROSIO, MICHELANGELO POZZOLI, DAVIDE COMELLI, MATTIA CALISE,
ALBERTO FRASER, MATTEO LIGARI, ANGELO SCIPIO, ANTONIO ARMILLOTTA,
NICO WHITES, ISACCO MANTEGAZZA, FEDERICA GUIDA, ALBERTO CIGADA ,
PATRIZIA DUBINI, SILVIA PINTAVALLE, CAROLA LONDONI**