



Strategic Design for New Entrepreneurship Edition 1

Scientific Director: Gianluca Carella

Course Start Date: June 11, 2027

Course End Date: July 30, 2027

Total Duration: 48 hours

Delivery Format: Online (48 hours)

Language of Instruction: English

Edition: 1st Edition

Location: Online

Weekly Commitment: 6 hours

Tuition Fee: €2,400.00

INTRODUCTION

Strategic Design for New Entrepreneurship is a live online course designed for teams, founders, managers, designers, and innovation professionals who want to understand how to strategically design the journey from the creation of new entrepreneurial ideas to their development, market implementation, and growth.

The course approaches new entrepreneurship as a strategic and design-driven process through which an initial idea becomes understandable, desirable, adoptable, deliverable, and sustainable in the market.

The perspective is design-led, while remaining open to dialogue with entrepreneurship, marketing, operations, execution, and venture building. The aim is to show how strategic design can help organizations, professionals, and new ventures reduce uncertainty, identify opportunities, better understand users and adoption contexts, build effective value propositions, design market-ready offering systems, coordinate launch activities, and learn from market feedback.

The course consists of 48 total hours, organized into 16 live online sessions of 3 hours each. The structure includes an introductory module of 3 hours, six thematic modules of 6 hours each, and three interactive sessions of 3 hours each featuring discussions, cases, and potential guest speakers.

Objectives

Understand

Explain ideas and concepts

Apply

Use information in new situations

Analyze

Draw connections among ideas



Evaluate

Justify, critique stand and decision

Prerequisites – Required Skills and Software

No specialized technical skills or prior background in design are required. A basic understanding of innovation processes, new product/service development, or the launch of new business initiatives is recommended.

No specific software is required for participation.

Target Audience

The course is designed for individuals interested in innovation, particularly founders, managers, innovation professionals, and product and service teams who want to understand how design can support the transition from a new idea, product, service, or venture to the market.

It is especially suitable for professionals working—or planning to work—in the fields of innovation, new product and service development, startups, corporate ventures, business design, strategic marketing, product management, service design, and organizational transformation.

The course is also intended for professionals and multidisciplinary teams seeking to acquire strategic and design-oriented tools to reduce uncertainty in the creation, market implementation, and growth of new entrepreneurial initiatives, better understand users and adoption contexts, develop compelling value propositions, design market-ready offerings, and support launch, execution, and post-launch growth.

Course Curriculum (48 Hours)

THEORETICAL MODULE 0 - Ideas, teams and course launch

3 hours | 1 session of 3 hours

Objective: The opening module introduces the course, creates a shared learning environment, and activates participants around concrete ideas that may be used as application cases throughout the course. Participants are invited to briefly introduce themselves and present an initial product, service, experience, venture, or innovation idea. The session is designed not only as an icebreaker, but also as a way to identify promising application cases and allow participants to form small teams around shared interests.

Possible contents:

- Introduction to the course structure, objectives, and learning approach.
- Participant introductions.
- Presentation of initial ideas by participants.
- Peer feedback and identification of shared interests.
- Team formation around selected ideas.

Format: The session is highly interactive. It may include short participant pitches, peer discussion, facilitated clustering of ideas, and team formation. The expected output is a set of individual or team-based ideas that can be progressively developed during the course.



THEORETICAL MODULE 1 - Strategic Design & Entrepreneurial Mindset

6 hours | 2 sessions of 3 hours

Objective: The first module introduces the course by framing the relationship between strategic design and new entrepreneurship. The objective is to help participants understand strategic design as a capability for shaping innovation, connecting users, markets, technologies, organizations, and business opportunities.

The module also introduces entrepreneurship as a possible field of action for designers and innovation professionals: not only as the creation of startups, but as the ability to transform ideas into viable initiatives, new ventures, and meaningful professional trajectories.

Possible contents:

- What strategic design is and how it differs from operational or purely creative design.
- Strategic design as a capability for innovation and transformation.
- The role of design in connecting users, markets, technologies, business models, and organizations.
- Why strategic design matters for companies, institutions, and new ventures.
- The impact of strategic design on value creation, positioning, offering systems, and organizational change.
- What entrepreneurship means today.
- Entrepreneurship as startup creation, venture building, and opportunity development.
- Entrepreneurship as a possible professional and life trajectory for designers and innovators.
- From idea to venture: why design capabilities matter in entrepreneurial processes.

Format: The module may alternate between frontal teaching, short examples, and guided discussion. The first session may focus on strategic design and its role in innovation, while the second session may introduce entrepreneurship as a field of action and opportunity for designers, professionals, and organizations.

THEORETICAL MODULE 2 - Understanding markets, users and adoption contexts

6 hours | 2 sessions of 3 hours

Objective: The second module focuses on understanding the market and the actors involved in adopting a new offering. The objective is to help participants distinguish among users, customers, buyers, stakeholders, decision-makers, and early adopters, avoiding an overly simplified reading of the market.

The module also introduces the topic of critical assumptions: what needs to be understood, verified, or challenged before designing a market-entry strategy.

Possible contents

- Understanding the market through a design lens.
- The difference between user, customer, buyer, stakeholder, and decision-maker.
- Needs, pain points, gains, expectations, and barriers to adoption.



- Jobs-to-be-done and use contexts.
- Mapping actors and relationships that influence adoption.
- Assumption mapping: what we know, what we assume, and what is risky.
- From user insight to problem framing.
- Problem framing and reframing before go-to-market.

Format: The module may include a short exercise on building a critical assumptions map or a stakeholder/adoption map, identifying which elements should be verified before launch. Alternatively, the module may include an exercise on problem framing and reframing.

INTERACTIVE SESSION 1 - Market & user insight case forum

3 hours | 1 session of 3 hours

Objective: The first interactive session consolidates the first two modules through cases, discussion, and possibly a guest speaker. The objective is to show how an incomplete understanding of users, customers, stakeholders, or adoption contexts can compromise go-to-market, even when the initial idea is solid.

Possible contents:

- Cases of products, services, or ventures with adoption-fit problems.
- The difference between a stated need and real willingness to adopt.
- The difference between interest, use, purchase, and recommendation.
- Critical reading of early market signals.

Format:

A session focused primarily on dialogue, structured around or a presentation of a case study or a contribution from a guest speaker, followed by a final summary of the key takeaways.

THEORETICAL MODULE 3 – Designing value propositions and market-ready offering systems 6 hours | 2 sessions of 3 hours

Objective: The third module focuses on transforming insights, opportunities, and initial ideas into clear value propositions and coherent offering systems. The objective is to show that go-to-market is not only about defining what is offered, but also about designing how the offering creates value, becomes understandable, supports adoption, and can be tested in the market. The module combines value proposition design with product-service system thinking, customer journey design, touchpoint orchestration, and early market-learning mechanisms such as MVPs, prototypes, pilots, and beta launches.

Possible contents

- Designing value propositions for new products, services, and ventures.
- Product-service systems and systems logic.
- Customer journey applied to launch.
- Touchpoints before, during, and after adoption.
- MVP, MLP, prototype, pilot, and beta: differences and design implications.
- Feedback loops and post-launch learning.
- Pivot: when and how to change direction.



Format: The module may alternate between frontal teaching and examples. Participants may work on their selected ideas to define a strong value proposition and identify key touchpoints in the launch journey.

THEORETICAL MODULE 4 – Marketing plan for go-to-market **6 hours | 2 sessions of 3 hours**

Objective: The fourth module introduces the marketing plan as a strategic framework for organizing go-to-market decisions. The objective is not to train participants to produce a full operational marketing plan, but to help them understand its main components and how these components support the transition from an idea or offering to market entry.

The module presents the marketing plan as a bridge between market understanding, strategic choices, launch priorities, communication, channels, resources, and performance measurement. Particular attention is given to how design-led go-to-market decisions can be translated into a coherent marketing logic without reducing the process to communication or promotion only.

Possible contents:

- The role of the marketing plan in go-to-market.
- Situation analysis: market context, trends, competitors, and relevant alternatives.
- Segmentation, targeting, and positioning for launch.
- Marketing objectives and go-to-market priorities.
- Entry strategy and launch strategy.
- Offer-mix and promotion-mix: what is brought to market and how it is communicated.
- Channels, partnerships, and routes to market.
- Budget, resources, and launch constraints.
- Performance measurement: milestones, success criteria, and control mechanisms.
- Connecting the marketing plan with value proposition, MVP/pilot, and design-led learning.

Format: The module is mainly theoretical, supported by examples and short discussions. Participants may be exposed to simplified marketing plan structures and cases, with the aim of understanding the main strategic components rather than developing a complete operational plan. A light exercise may ask participants to identify the key marketing plan decisions required for their selected idea.

INTERACTIVE SESSION 2 - MVP, pilot and pivot: learning before scaling

3 hours | 1 session of 3 hours

Objective: The second interactive session explores the topic of learning before scaling. It follows the modules on value proposition and offering systems, at a point when participants have already acquired the elements needed to understand what to test, with whom, through which experience, and with which signals.

The objective is to discuss MVP, pilot, and pivot as tools for strategic and design-led learning.

Possible contents

- MVP, prototype, pilot, and beta launch: operational and strategic differences.
- What to test: value, desirability, usability, feasibility, sustainability, adoption.
- MVP as a coherent minimum experience, not only a minimum product.
- Pilot as a market-learning device.
- When to iterate, when to reposition, when to pivot.



- Pivot as a strategic and design decision.
- Interpreting ambiguous or contradictory feedback.

Format: A session with one or two guests. For example, it might involve a founder, venture builder or start-up adviser, or an innovation manager, product lead or service design lead in a corporate setting. The format could be that of a practitioner forum: a brief introductory overview, presentations by the guests, a guided discussion and a Q&A session.

THEORETICAL MODULE 5 – Design ops and execution for launch

6 hours | 2 sessions of 3 hours

Objective: The fifth module addresses execution. The objective is to show that go-to-market requires organizational capability, coordination, processes, priorities, and governance. From this perspective, DesignOps becomes a lever for making design truly operational in the transition to market.

The module connects design, operations, product management, marketing, sales, technology, and organization.

Possible contents

- Execution as a design and organizational challenge.
- Introduction to DesignOps for go-to-market.
- Aligning design, product, marketing, sales, tech, and operations.
- From concept to launch roadmap.
- Prioritization, trade-offs, and decisions under constraints.
- Designing repeatable launch processes.
- Assets, content, materials, and touchpoints needed for launch.
- Managing speed, experience quality, and consistency.
- Launch metrics: adoption, activation, retention, satisfaction, learning.
- The role of design before, during, and after launch.

Format: The module may include an activity in which participants build a simplified launch operating map: actors involved, decisions to be made, assets to be produced, dependencies, risks, and review moments.

The focus is not on creating a complete launch plan, but on understanding the organizational complexity that enables a good offering to truly reach the market.

THEORETICAL MODULE 6 - Starting up and scaling with design

6 hours | 2 sessions of 3 hours

Objective: The module explores how design can support the transition from an initial market entry to more structured, coherent, and sustainable growth. After addressing understanding, value proposition, offering system, MVP/pilot, and execution, the module focuses on what happens after launch: how to grow the offering, scale the experience, build trust, activate channels and partnerships, and maintain coherence among promise, service, and business model.

Possible contents



- From launch to growth. What changes when an offering moves from its first market to growth: new priorities, new metrics, new constraints.
- Business model refinement after launch. How to refine revenue model, pricing, cost-to-serve, channels, partnerships, and sustainability logics based on market signals.
- Designing growth systems, not only launch activities. How to design mechanisms for acquisition, activation, retention, referral, and continuous learning.
- Scaling the customer experience. How to maintain quality, coherence, and trust as users, markets, touchpoints, or operational complexity increase.
- Organizational readiness for scaling. Which capabilities, roles, processes, and decisions are needed to move from a promising launch to more structured growth.
- Design governance after launch. How design contributes to maintaining coherence among brand, experience, product/service, communication, and operations during growth.
- Scaling risks and failure patterns. What can go wrong after a successful launch: an unfulfilled promise, incoherent experience, unprepared operations, wrong channels, or growth that is too fast or insufficiently sustainable.

Format: One possible activity consists of presenting participants with a new offering that has passed the initial launch phase and shows positive market signals, but encounters difficulties in growth.

Participants may analyze which elements need to be redesigned to make growth more sustainable: business model, pricing, channels, partnerships, customer experience, operations, organizational roles, or design governance.

INTERACTIVE SESSION 3 - From design to market reality: practitioner roundtable

3 hours | 1 session of 3 hours

Objective: The final session serves as a reality check. The objective is to compare the course contents with the concrete experience of people who have managed launches, ventures, offering transformations, or go-to-market processes in real contexts.

It is a useful closing session for surfacing constraints, compromises, common mistakes, and professional learnings.

Possible contents

- What happens when go-to-market encounters real constraints.
- Trade-offs among speed, quality, coherence, and operational sustainability.
- Common mistakes in launching new products or services.
- Collaboration among design, product, marketing, sales, and operations.
- How the role of design changes after launch.
- What managers and founders often underestimate about design.
- What designers often underestimate about the market.
- Skills needed to work on go-to-market in a design-led way.
- Final discussion on the main takeaways from the course.

Format: A round-table discussion with practitioners, moderated by the faculty. It could involve a range of roles: founders or co-founders, venture builders, innovation managers, design leaders, product or service design leads, and marketing or growth leads with experience in launching new offerings.

ASSESSMENT METHODS



The final assessment consists of a multiple-choice test covering the theoretical content presented throughout the course. The test is designed to evaluate participants' understanding of the main concepts, frameworks, and tools introduced in the modules, with particular emphasis on the role of strategic design in new entrepreneurial processes, from opportunity framing to market implementation and growth.

CAREER OPPORTUNITIES AND LEARNING OUTCOMES / SKILLS ACQUIRED

The course contributes to the development of both transversal and specialized competencies relevant to professionals working at the intersection of design, innovation, strategy, marketing, product/service development, and entrepreneurship.

In line with the ESCO (European Skills, Competences, Qualifications and Occupations) classification, the course aligns with professional profiles and competency areas related to design, product and service development, marketing, business development, project management, innovation management, and entrepreneurship. ESCO organizes occupations into profiles that include descriptions, knowledge, skills, and competencies recognized across Europe.

The course is particularly relevant for professionals such as:

- Designers, service designers, UX/product designers, and design managers;
- Product managers and product/service development managers;
- Marketing, brand, and communication managers;
- Business development managers and innovation managers;
- Founders, startup entrepreneurs, venture builders, and corporate venture teams;
- Project managers and professionals involved in product/service launches, offering transformation, and new venture growth.

Upon completion of the course, participants will be able to:

- Understand new entrepreneurship as both a strategic and design-driven process, from idea creation to market implementation and growth;
- Recognize the role of design in reducing uncertainty and supporting the adoption of new offerings;
- Analyze users, customers, buyers, stakeholders, and adoption contexts;
- Map critical assumptions, barriers, and early market signals;
- Contribute to problem framing and reframing before launch;
- Design value propositions, market positioning, and market narratives;
- Understand how to build market-ready offering systems by integrating products, services, experiences, touchpoints, and onboarding;
- Distinguish between MVPs, prototypes, pilots, and beta releases as learning devices;
- Understand the role of DesignOps, execution, roadmaps, metrics, and governance in launch processes;
- Support post-launch growth through business model refinement, experience scaling, partnerships, operations, and design governance.

The competencies developed throughout the course are applicable in startup environments, corporate ventures, product and service innovation, digital transformation, business design, service design, product management, strategic marketing, and the development of new entrepreneurial initiatives.

COURSE STRUCTURE AND SCHEDULE

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The course has a total duration of 48 hours, delivered over 16 teaching sessions across 8 weeks.

The course format includes:

Two online sessions per week (Fridays, from 4:00 PM to 7:00 PM and Saturdays, from 10:00AM to 1:00PM), for a total of 48 hours of online instruction.

The course will take place on the following dates:

Delivery mode	Date	Module	Day of the week	TIME SLOT	N° of Hours
Online/live	11/06/2027	Ideas, teams and course launch	Friday	16.00-19.00	3
Online/live	12/06/2027	Strategic Design & Entrepreneurial Mindset	Saturday	10.00-13.00	3
Online/live	18/06/2027	Strategic Design & Entrepreneurial Mindset	Friday	16.00-19.00	3
Online/live	19/06/2027	Understanding Markets, Users and Adoption Contexts	Saturday	10.00-13.00	3
Online/live	25/06/2027	Understanding Markets, Users and Adoption Contexts	Friday	16.00-19.00	3
Online/live	26/06/2027	INTERACTIVE SESSION 1 - Market & User Insight Case Forum	Saturday	10.00-13.00	3
Online/live	02/07/2027	Designing value propositions and market-ready offering systems	Friday	16.00-19.00	3
Online/live	03/07/2027	Designing value propositions and market-ready offering systems	Saturday	10.00-13.00	3
Online/live	09/07/2027	Marketing plan for go-to-market	Friday	16.00-19.00	3
Online/live	10/07/2027	Marketing plan for go-to-market	Saturday	10.00-13.00	3
Online/live	16/07/2027	INTERACTIVE SESSION 2 - MVP, Pilot and Pivot: Learning Before Scaling	Friday	16.00-19.00	3
Online/live	17/07/2027	DesignOps and Execution for Launch	Saturday	10.00-13.00	3
Online/live	23/07/2027	DesignOps and Execution for Launch	Friday	16.00-19.00	3
Online/live	24/07/2027	Starting Up and Scaling with Design	Saturday	10.00-13.00	3
Online/live	30/07/2027	Starting Up and Scaling with Design	Friday	16.00-19.00	3
Online/live	31/07/2027	INTERACTIVE SESSION 3 - From Design to Market Reality: Practitioner Roundtable	Saturday	10.00-13.00	3

PAYMENT

You may complete the payment using one of the following methods:

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Bank Transfer

Please make the payment using the following bank details:

POLI.design Srl

Bank: Intesa Sanpaolo

Branch: Piazza Paolo Ferrari 10, 20121 Milan, Italy

BIC / SWIFT: BCITITMM

IBAN: IT28M0306909606100000176368

Payment reference: Course title and participant's full name.

A copy of the bank transfer receipt must be sent to iscrizioni@polidesign.net.

Online Credit Card Payment

Payment by credit card can be made through the restricted area of the POLI.design website upon request by emailing iscrizioni@polidesign.net.

TUITION FEE

The total tuition fee for the course is €2,400.00 per participant.

PARTIAL TUITION WAIVERS / DISCOUNTS

LEARNING COLLECTION CATALOGUE LAUNCH: -40%

A promotion for anyone who enrolls in the courses of the Learning Collection catalogue by September 30, 2026.

YOUNG PROFESSIONALS: -40%

The discount for recent graduates and young professionals aged 21 to 35 who choose courses from the Learning Collection catalogue to kickstart their careers.

POLI.design PARTNER: -30%

A discount for everyone who is part of POLI.design's network of associates (Politecnico di Milano, ADI, AIAP, AIPI, FederlegnoArredo), as well as for the Course's partners.

To take advantage of the **POLI.design Partner** discount, you need to apply the exclusive discount code at checkout.

FRIEND TO FRIEND: -20%

An opportunity to gift to a friend to make education the foundation of their growth.

PA & BUSINESS BOOST: from -20% to -35%

The discount designed for Public Administration, companies, and organizations that recognize training as a decisive factor for growth. "PA & Business Boost" provides a variable reduction on the participation fee for one or more employees. Specifically, the discount amounts to:

- 20% on the participation fee for the first employee's enrollment
- 25% on the participation fee for the second employee's enrollment
- 30% on the participation fee for the third employee's enrollment
- 35% on the participation fee from the fourth employee's enrollment onwards



MORE THAN ONE: -15%

A discount for those who want to perfect their skills,
for those who continually invest in education, not just once but two or three times.

The "More than One" discount provides a 15% reduction on
the participation fee for two or three Executive Courses. Specifically:

- For those purchasing two Courses, the reduction is 15% on the participation fee for the less expensive program
- For those purchasing three Courses, the reduction is 15% on the participation fee for the two less expensive programs

Discounts cannot be combined.

CERTIFICATION AWARDED

Upon successful completion of the course, participants will receive a digital Open Badge for the Executive Course in "Strategic Design for New Entrepreneurship", issued by POLI.design.

MINIMUM ATTENDANCE REQUIREMENT

A minimum attendance rate of 80% is required to successfully complete the course and obtain the certification.

INFORMATION AND CONTACTS

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