

The effectuation approach. A new point of view for Italian startups companies

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Purpose - The purpose of the work is to contribute to the analyzed the phenomenon of startups, the reason for their rapid diffusion and the tools to support their design and planning., in particular where argues that Business plane together other kind of plane in business rarely survives first contact with customer (Blank, 2013). Effectuation theory (S. Sarahsvaty 2009) highlighted the importance for entrepreneurs to change their strategic orientations during management activities. This work aims to apply effectuation theory to the successful startups of a service company.

Design/Methodology/approach - According to major entrepreneurship studies, a qualitative analysis to better describe and compare entrepreneurial experiences about founder of successful startups by success or that they have become real businesses or that have made exit in some big company group (Ries, 2011).

The qualitative analysis goes hand in hand with the collection of data: the purpose of data collection is to provide a representation of the phenomenon in question, to observe and describe if and how the above-mentioned beginning successfully emerges "the effect". This is a work in progress, in the hopes to get more collect data possible for the future research.

Findings - In new venture creation, entrepreneurs following an effectuation approach might begin the new venture process with general aspirations to create a new venture, but as they make decisions and observe the results of those decisions, they utilize this new information to change course.

Research limitations/implications - the main limitation of this work lies in the sample size. During the interviews, it is difficult for entrepreneurs cover the real picture, because their propensity on storytelling and emphasize they own business story.

Practical implications - the results could be useful for startups entrepreneurs to make effective decisions on the choice of performing in front of different models of discovery of opportunities.

Originality - To launch a startup company means managing a particular type of risk, there is a risk related to the uncertainty of a certain result, using a metaphor like "a ship thought a storm". For the startup, in the storm, what matters is not the plan, but control. In this research, the authors using an theoretical approach to support an daily entrepreneurial troubles while they choose to begin a new venture.

Key words: Startup; effectuation theory; opportunity; entrepreneurs.

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