market opportunity = any combination of application + customer
Use sticky-notes™ to represent each market opportunity

1. Use Worksheet 1 to identify potential market opportunities, and place them in the set
2. Use Worksheet 2 to evaluate the attractiveness of each market opportunity, and place each one on the map
3. Use Worksheet 3 to design your Agile Focus strategy, and mark it on the dartboard
List the venture’s core abilities or technological elements
Characterize them based on their functions and properties. Describe them in a general manner, independent from your (envisioned) product.

Identify your market opportunities
Which applications can you offer with your core abilities? Which customers may need them? Zoom in to further segment each customer group.

Place the market opportunities that you would like to evaluate in the Market Opportunity Set.
Use this worksheet for every market opportunity you would like to evaluate.

Market Opportunity:

**POTENTIAL**

- **COMPPELLING REASON TO BUY**
  - Unmet need
  - Effective solution
  - Better than current solutions

- **MARKET VOLUME**
  - Current market size
  - Expected growth

- **ECONOMIC VIABILITY**
  - Margins (value vs. cost)
  - Customers' ability to pay
  - Customer stickiness

**CHALLENGE**

- **IMPLEMENTATION OBSTACLES**
  - Product development difficulties
  - Sales and distribution difficulties
  - Funding challenges

- **TIME TO REVENUE**
  - Development time
  - Time between product and market readiness
  - Length of sale cycle

- **EXTERNAL RISKS**
  - Competitive threat
  - 3rd party dependencies
  - Barriers to adoption

**OVERALL POTENTIAL**

**OVERALL CHALLENGE**

Use the overall ratings to situate each market opportunity on the Attractiveness Map.
DESIGN YOUR AGILE FOCUS STRATEGY

Build a smart portfolio around your Primary Market Opportunity to mitigate your risk and increase your value.

I. Choose a Primary Market Opportunity to focus on (based on the Attractiveness Map).

II. Pick other attractive market opportunities from your set to examine possible Backup and Growth Options.

Relatedness to your Primary Market Opportunity:

PRODUCT RELATEDNESS
To what extent do the products share: technological competences, required resources, necessary networks

MARKET RELATEDNESS
To what extent do the customers share: values and benefits, sales channels, word-of-mouth

Suitable as:

BACKUP OPTION
Attractive market opportunities that do not share major risks with your Primary Market Opportunity to allow for a change in direction

GROWTH OPTION
Attractive market opportunities that allow your business to create additional value

III. Design your Agile Focus Strategy:

- Keep at least one Backup and one Growth Option open
- Decide if any option is worth pursuing now
- Place the rest in storage

Mark your strategy on the Agile Focus Dartboard.