



UNIVERSITA' DEGLI STUDI
DI ROMA TOR VERGATA



MASTER OF SCIENCE IN
BUSINESS ADMINISTRATION

UNIVERSITY ROME TOR VERGATA
SCHOOL OF ECONOMICS PRESENTS

BUSINESS MODEL INNOVATION

A COURSE BY:

- EMILIO SASSONE CORSI**
- STEPHEN TRUEMAN**

Lesson #4

DISCOVER

Product/Market Opportunities

Today

Course overview

- NAUTILUS® step 2
DISCOVER Product/Market Opportunities

break

- Case study session
 - Case analysis in groups

STEP 2

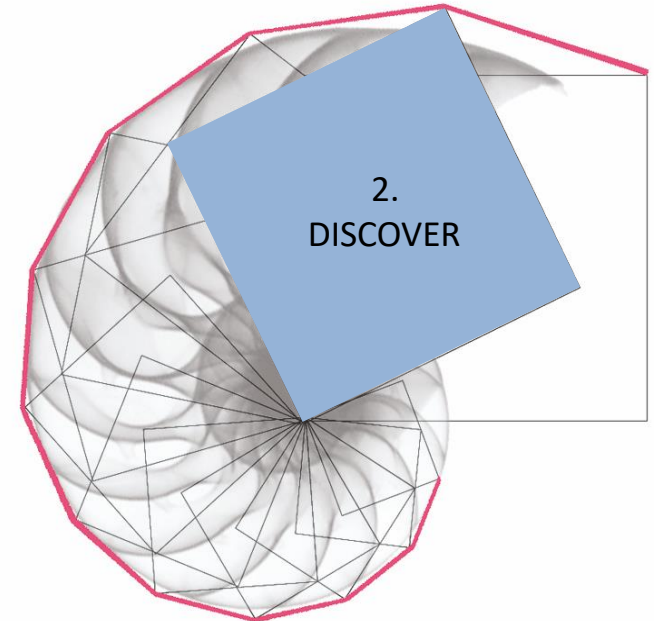
DISCOVER PRODUCT/MARKET OPPORTUNITIES

ACTIVITIES

- **Define the target Technologies/Customers**
- Discover hidden Customer Needs
- Prioritize Customer Needs and identify Opportunity areas for Company Core/non-Core business lines
- Size and forecast market demand (addressable Market)

DELIVERABLES

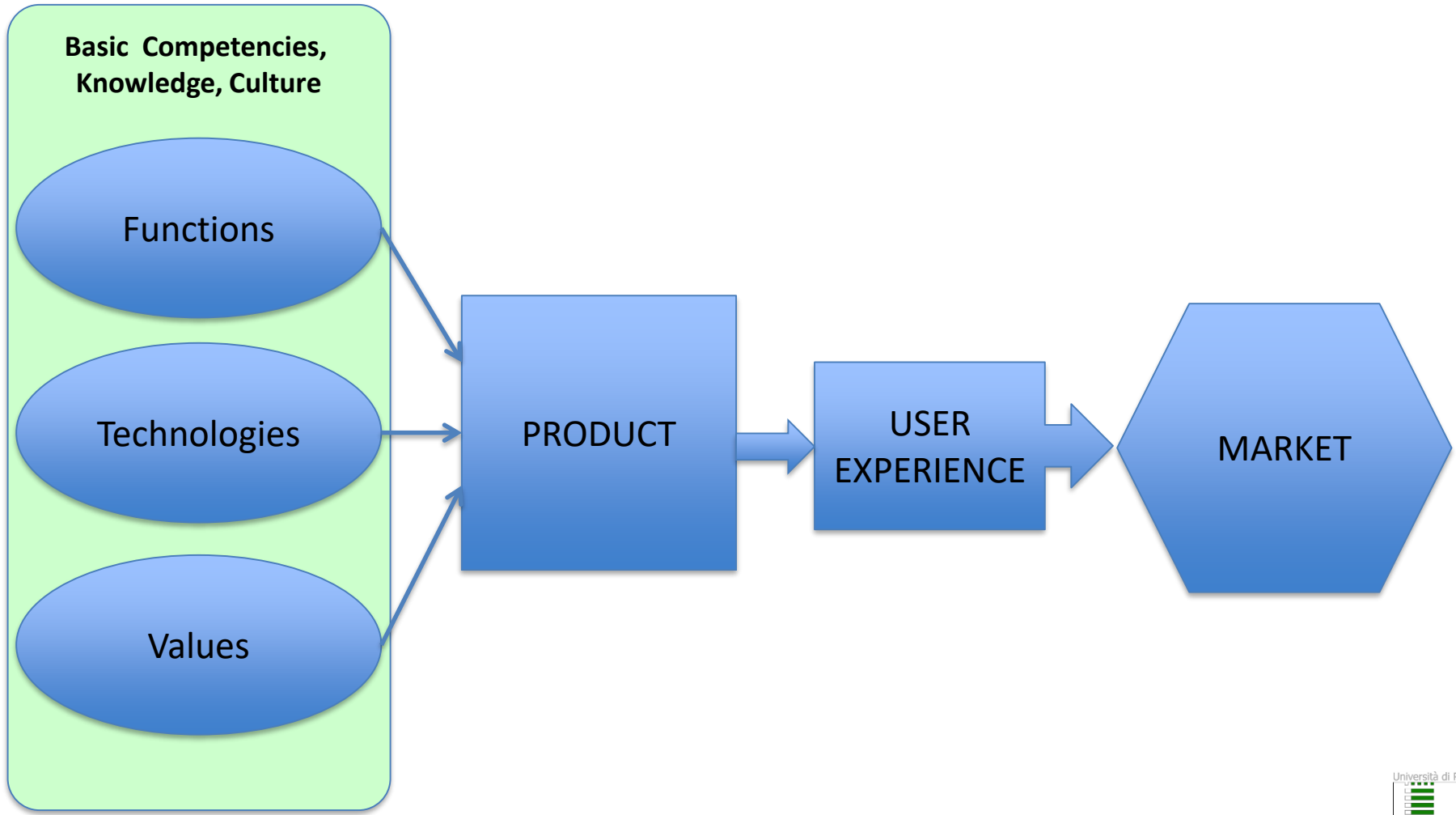
- Definition of Target Customers/Markets
- Top Opportunity Areas
- Size of potential Markets



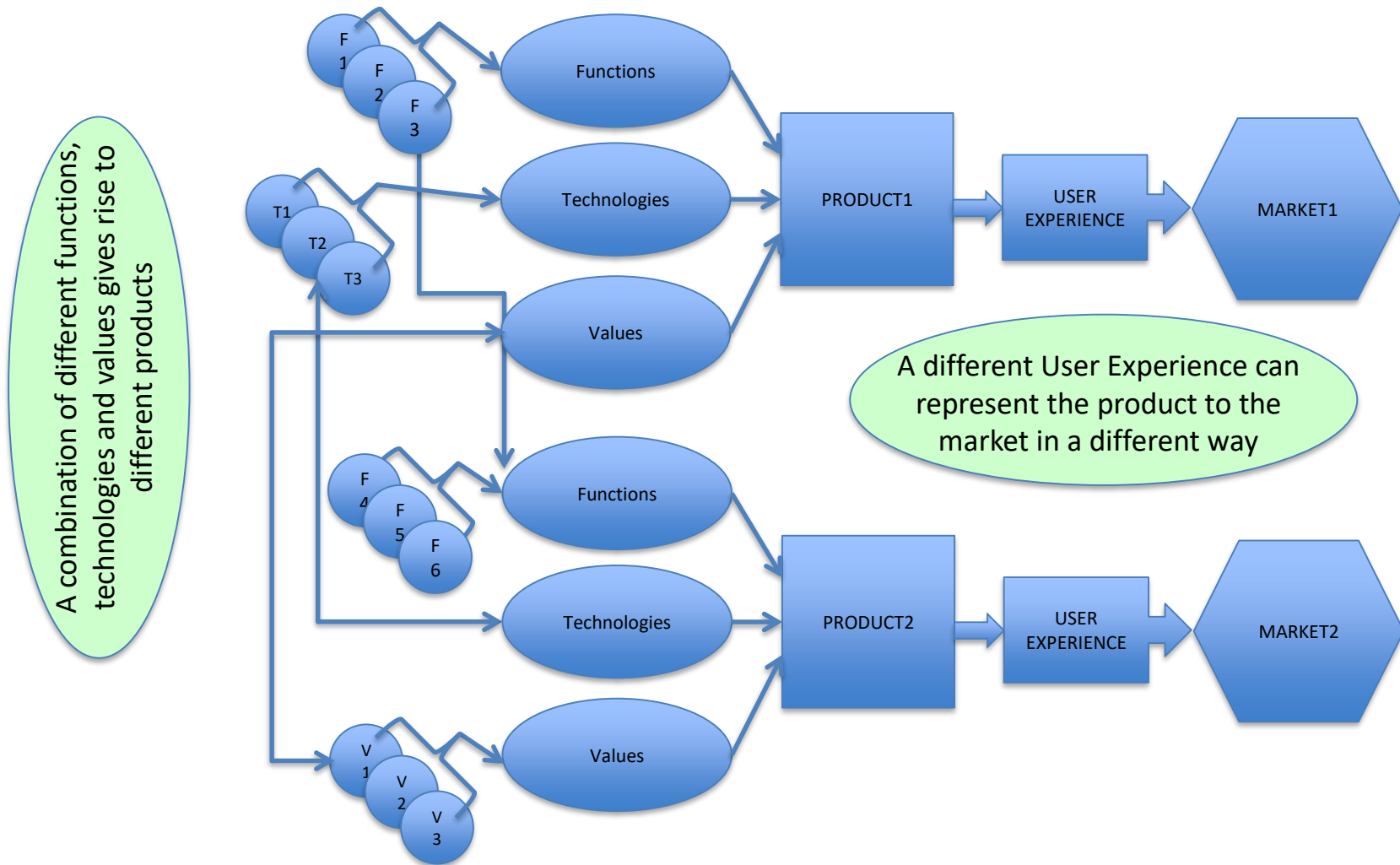
To succeed in growing their business companies MUST know the real Needs of their potential Customers.

A new Product/Service, although innovative, will not succeed in the market without a real demand and need from Customers.

Product/Market Opportunity Analysis



Product/Market Opportunity Analysis



Define the target Customers



Define the target Customers

- **TESLA**
Could develop a commodity product (Model 3)
- **NETFLIX**
Could develop its female morning and afternoon market (gym classes for housewives?)
- **AMAZON**
Direct delivery of motor cars
- **HUAWEI**
Introducing 5G technology/services

STEP 2

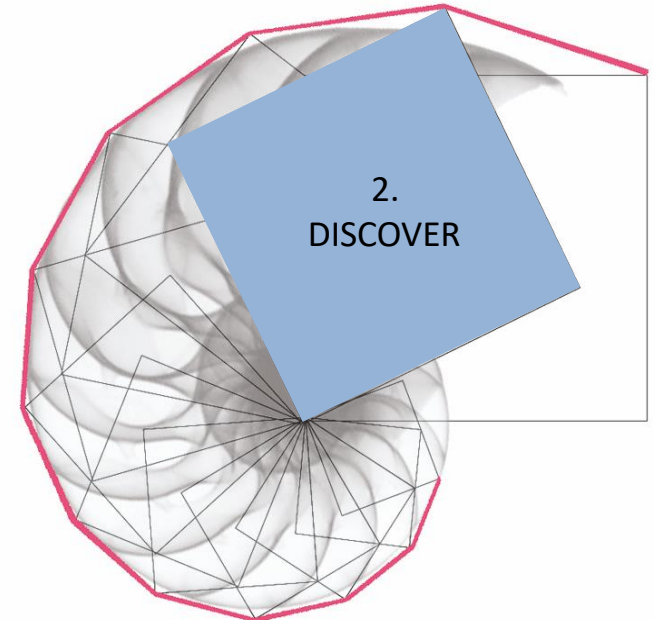
DISCOVER PRODUCT/MARKET OPPORTUNITIES

ACTIVITIES

- Define the target Technologies/Customers
- **Discover hidden Customer Needs**
- Prioritize Customer Needs and identify Opportunity areas for Company Core/non-Core business lines
- Size and forecast market demand (addressable Market)

DELIVERABLES

- Definition of Target Customers/Markets
- Top Opportunity Areas
- Size of potential Markets



To succeed in growing their business companies MUST know the real Needs of their potential Customers.

A new Product/Service, although innovative, will not succeed in the market without a real demand and need from Customers.

Discover hidden Customer Needs

- **Identify your customers**

- gender
 - age
 - occupation
 - disposable income
 - residential location
 - recreational activities.
- Diagram illustrating connections for identifying customers:
- Arrows from "age" and "occupation" point to the **amazon** logo.
 - An arrow from "residential location" points to the **amazon** logo.
 - An arrow from "gender" points to a **TESLA** car image.

- **Understand why they spend**

- work demands
 - family needs
 - budget pressures
 - social or emotional needs
 - brand preferences.
- Diagram illustrating connections for understanding why they spend:
- An arrow from "family needs" points to the **NETFLIX** logo.
 - An arrow from "budget pressures" points to the **HUAWEI** logo.
 - An arrow from "brand preferences" points to a **TESLA** car image.

Discover hidden Customer Needs




- **Identify preferred channels**

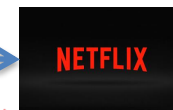
- shop online 
- over the phone
- in stores 

amazon





- **Consider their spending habits**

- their average income 
- the portion of their income they spend on the type of products or services you sell 
- if they budget. 



- **Find out what they think of you**

- products and services 
- customer service 
- Competitors.



STEP 2

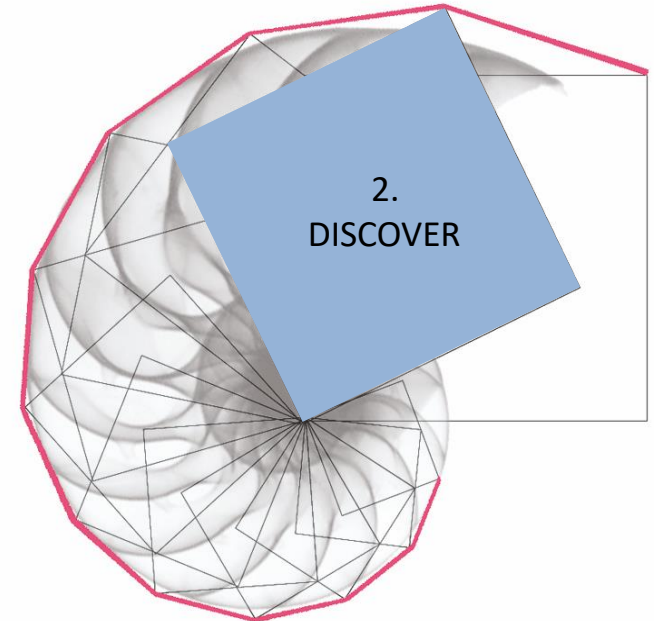
DISCOVER PRODUCT/MARKET OPPORTUNITIES

ACTIVITIES

- Define the target Technologies/Customers
- Discover hidden Customer Needs
- **Prioritize Customer Needs and identify Opportunity areas for Company Core/non-Core business lines**
- Size and forecast market demand (addressable Market)

DELIVERABLES

- Definition of Target Customers/Markets
- Top Opportunity Areas
- Size of potential Markets



To succeed in growing their business companies MUST know the real Needs of their potential Customers.

A new Product/Service, although innovative, will not succeed in the market without a real demand and need from Customers.

Identify Opportunity areas

Product/ Market	M1	M2	M3	M4	M5	...
P1						
P2					P/MO	
P3			P/M			
P4						
...	PO/M				PO/MO	



Opportunity areas

Product/ Market	M1	M2	M3	M4	M5	...
P1						
P2						
P3			P/M			
P4						
...					PO/MO	

Could develop a commodity product
(Model 3 for a mass market?)

Opportunity areas

Product/ Market	M1	M2	M3	M4	M5	...
P1						
P2					P/MO	
P3			P/M			
P4						
...						

Could develop its morning and afternoon market (gym classes for housewives?)



Opportunity areas

Product/ Market	M1	M2	M3	M4	M5	...
P1						
P2						
P3			P/M			
P4	PO/M					
...						

Direct delivery of motor cars

Opportunity areas

Product/ Market	M1	M2	M3	M4	M5	...
P1						
P2						
P3			P/M			
P4						
...					PO/MO	

Introducing 5G technology/services

STEP 2

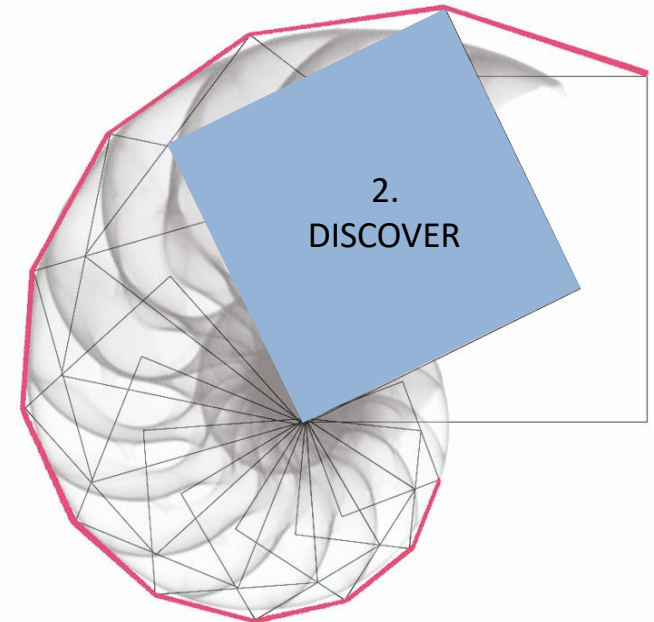
DISCOVER PRODUCT/MARKET OPPORTUNITIES

ACTIVITIES

- Define the target Customers
- Discover hidden Customer Needs
- Prioritize Customer Needs and identify Opportunity areas for Company Core/non-Core business lines
- **Size and forecast market demand (addressable Market)**

DELIVERABLES

- Definition of Target Customers/Markets
- Top Opportunity Areas
- Size of potential Markets



*To succeed in growing their business companies MUST know the real Needs of their potential Customers.
A new Product/Service, although innovative, will not succeed in the market without a real demand and need from Customers.*

Four steps for a total-market forecast

1. Define the market.
2. Divide total industry demand into its main components.
3. Forecast the drivers of demand in each segment and project how they are likely to change.
4. Conduct sensitivity analyses to understand the most critical assumptions and to gauge risks to the baseline forecast.

Case Studies

Today's Case Study Objectives

- Case study session
 - Case analysis in groups
 - General context & market
 - History
 - Product-Service/Market Matrix
 - Value Proposition
 - Discover Opportunities?