

Take Off

Market

User

Idea

Concept

Evaluation

The solution to your problem might be found in an area, where you wouldn't naturally look.

If you want to create a new fastfood-concept, you would naturally look at the restaurant business, but the inspiration for innovative concepts might be found somewhere else.

“Look at suppliers of another service or product, but with some common characteristics to your product/service”

By looking at a service or product, that has been developed from another perspective, you might learn from experience in other industries.

Segmentation



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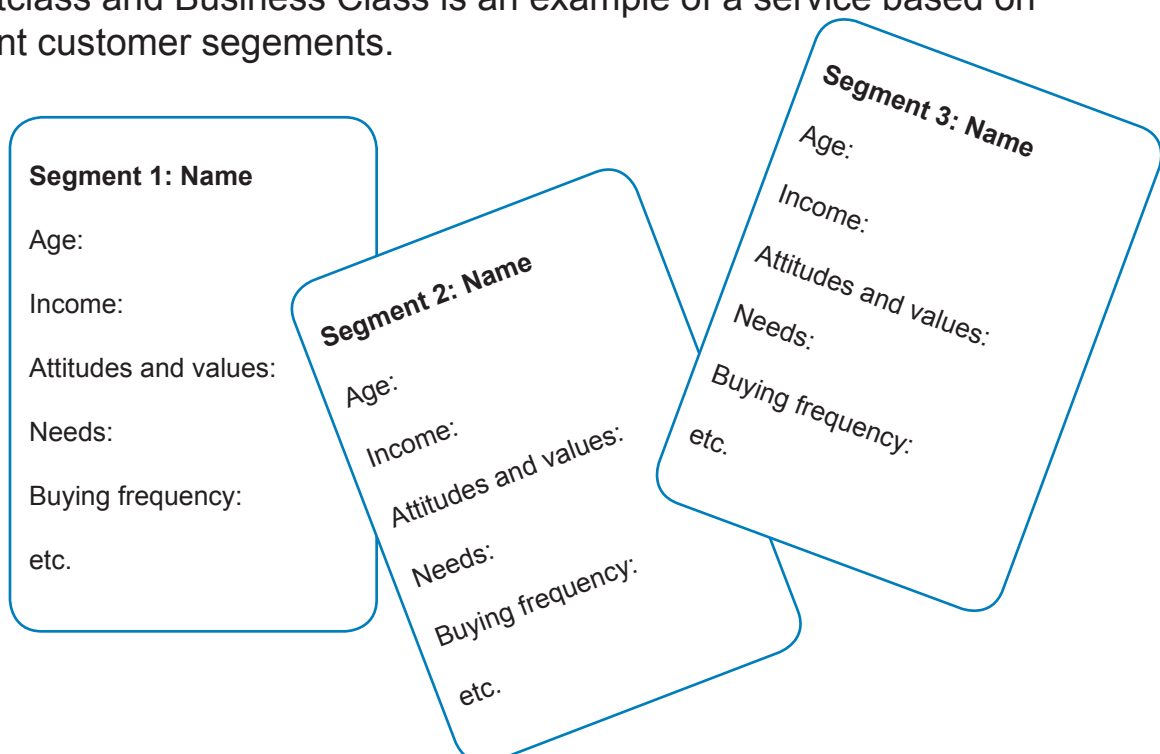
For most services and products it helps to define different segments of customers and users.

“Separate existing or potential customers in the market in different groups, that have similar interest in the need, that the product/service should fulfill”

Segmentation is based on needs and helps us understand, which products or services, the customers need.

Example:

Touristclass and Business Class is an example of a service based on different customer segments.



Identify general trends through observation of lifestyle. Read magazines, visit fairs, search the web. Speak to opinion leaders, specialists and experts - or read what they write.

Trends can be found in lifestyle, culture, politics, technology and many other areas.

Four important trend indicators

Economics and demography. Economic and/or demographic changes cause many long lasting trends.

Who have become richer? Or poorer? Where do people want to live? How many kids do they get? When? When do they start your working career. When do they retire? Etc.

Shortfalls. A trend often starts, when we will demand what we feel we fall short of in our lives.

What do we long for? What do we have too little of? What do we want a little more of?

Backlash. A new trend will often be a reaction against what has become mainstream or a clash with whatever has been dominant in the market for years.

What is getting a little to ordinary? What are we bored with or tired of doing, buying and looking at.

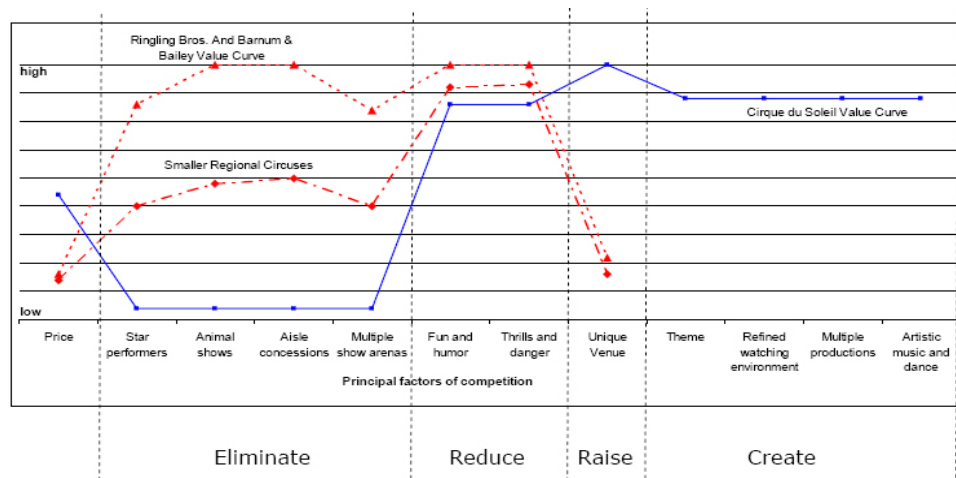
Style. The style ideals will often swing like a pendulum from one extreme to the other. Which style ideals ar starting to swing the other way. Clothes, haircut, home, body ideals etc.

“Draw a strategy canvas for your industry/business”

Develop a Strategy Canvas for the industry in which you are developing ideas.

The model Strategy Canvas is taken from the book: Blue Ocean Strategy. The preparation process of a Strategy Canvas is as follows:

1. Identify the competitive factors in the industry you want to operate in.
2. Draw your competitors' profiles into a canvas, using their competitive factors detected in step 1.
3. Consider which elements gives limited customer value but has high costs.
4. Consider which new factors/elements that could increase customer value and make you unique.
5. Sort the competition elements after which should be eliminated, reduced, raised or created.
6. Draw in your own profile in the canvas.



Read more: Kim & Mauborgne, Blue Ocean Strategy, 2005

Opportunity Grid



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“Where can you increase customer satisfaction?”

Customer value can be created before, during and after purchase, and one can create customer value on all levels.

But where is there an opportunity to give more customer value in comparison to the options he has today?

There are 36 opportunities to increase customer value. Where are your opportunities?

		Six stages in the customers buying cycle					
		Purchase	Delivery	Use	Supplement	Main-tenance	Disposal
Six value drivers	Productivity						
	Simplification						
	Convenience						
	Risk						
	Image, pleasuere						
	Environment						

The value drivers must be adjusted after customer needs. Where do you differ from your competitors?

“Tell 3 stories about the future”

Future scenarios are a number of alternative imaginations about how the world - or part of the world - will develop if....

If A, B and C continues to rise, the market will move in a direction where....and that will mean 1, 2 and 3.

But if C starts to fall, then we will have a situation where 4, 5 and 6 will happen.

And if C falls and A and B only rises a little, then we will have a situation with 7, 8 and 9.

A typical method of working with future scenarios is:

1. What is changing at the moment?
2. What is very uncertain in the future?
3. How far into the future do we want to look?
4. Write fx. 2-4 alternative stories (scenarios) about, how the future will look.
5. How likely are the different scenarios to come true?
6. What will the different scenarios mean to the business we are working in?