



THE MARKET OPPORTUNITY NAVIGATOR

Find out where to play

Educators' Guide

Created by:

Prof. Dr. Marc Gruber (Ecole Polytechnique Fédérale de Lausanne (EPFL), Switzerland)

Dr. Sharon Tal (Technion, Israel Institute of Technology)

Preface - a personal note

Hi,

If you are holding this guide it means that you have something in common with us: the passion to teach students, budding entrepreneurs and innovators how to succeed in their entrepreneurial journey, and to provide them with tools to systematically deal with this challenging path.

In fact, it was this passion that drove us to create the Market Opportunity Navigator, the associated book “Where to Play”, and its complementing materials. For years we have been teaching about the commercialization of (technological) innovations, but always felt there is something missing: an easy-to-apply framework that helps to uncover, assess and compare potential market opportunities for a given innovation, so that a well thought-through strategy in an uncertain environment can be developed.

The Market Opportunity Navigator is designed to do just that. It is a visual framework with three important steps that are necessary for making an informed strategic choice: generating a set of market opportunities, evaluating their attractiveness, and designing a smart strategy that leverages multiple options. Three dedicated worksheets provide a structured thought-process as individuals progress through these steps.

The Market Opportunity Navigator is a business tool with a solid underpinning: we developed it based on over 15 years of rigorous research, combined with years of practical experience in consulting and teaching. Hundreds of cases, from different industries and countries, were studied and analyzed as we created and designed it. The result is a simple and appealing tool, but with the right amount of depth to make solid decisions.

We apply the Market Opportunity Navigator in our own classes, and in institutes around the world. It can be taught as a full course, as part of an existing course, or as a workshop. The feedback from students is great! With the help of this guide – we hope that you, as well, will be able to apply it in your own teaching, and provide your trainees with a structured approach to the all important question- which markets to focus on?

Best of luck,

Marc and Sharon

What you will find in this guide

Table of content

| | |
|---|----|
| Market Opportunity Navigator - key principles | 4 |
| Working with the Market Opportunity Navigator | 5 |
| Complementing other great tools | 6 |
| Implementing the Navigator in your curriculum | 8 |
| Pedagogy | 8 |
| Teaching companions | 9 |
| Sessions outline | 10 |
| Topic 1: Overview - the Market Opportunity Navigator in a Nutshell | 10 |
| Topic 2: The Market Opportunity Set (Step 1 of the Navigator) | 11 |
| Topic 3: The Attractiveness Map (Step 2 of the Navigator) | 12 |
| Topic 4: The Agile Focus Dartboard (Step 3 of the Navigator) | 13 |
| Topic 5: Implications and Benefits of the Market Opportunity Navigator | 14 |
| Final notes | 15 |
| Appendixes | 16 |
| Appendix 1: Praises for the Market Opportunity Navigator | 16 |
| Appendix 2: Example of course syllabus | 19 |

Market Opportunity Navigator- key principles

The underlying logic of the Market Opportunity Navigator is based on 3 key principles:

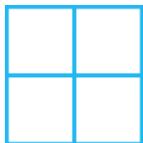
1. Core abilities or technologies can be applied to create different applications and address the needs of different types of customers. It is therefore possible and valuable to generate a set of market opportunities stemming from an innovation.
2. The choice of market opportunities is critical and has lasting effects. Before rushing into execution, entrepreneurs and innovators should therefore take the time to carefully evaluate and compare their options, putting aside their biases and intuitions.
3. To manage a venture project in the face of uncertainty, entrepreneurs and innovators must remain focused and agile at the same time, and avoid a fatal lock-in. Focusing on a primary market while keeping selected options open for backup or growth allows them to manage this delicate balance.

Following these 3 principles, the Navigator includes 3 steps that are essential for setting a smart market opportunity strategy:



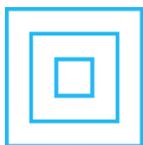
Market Opportunity Set

Assessing the venture's unique abilities and identifying valuable market opportunities stemming from these abilities



Attractiveness Map

Evaluating possible market opportunities in a comprehensive manner to reveal the most attractive options



Agile Focus Strategy

Building a smart portfolio of backup and growth options around the chosen market opportunity to consciously avoid lock-in and remain agile

Working with the Market Opportunity Navigator

The Navigator includes a main design board (use sticky notes to represent each market opportunity):



And 3 dedicated worksheets:



Worksheet 1: Generate a Market Opportunity Set

Guides users how to describe their core abilities - independent of any (envisioned) product, and how to identify different applications that can be developed with these abilities, along with potential customers that may need these applications. The desired outcome is your Market Opportunity Set.



Worksheet 2: Evaluate Market Opportunity Attractiveness

Guides users how to rate each option based on two main dimensions – the Potential of the opportunity and the Challenge in capturing its value. The result of this scoring process is depicted in the Attractiveness Map.



Worksheet 3: Design your Agile Focus Strategy

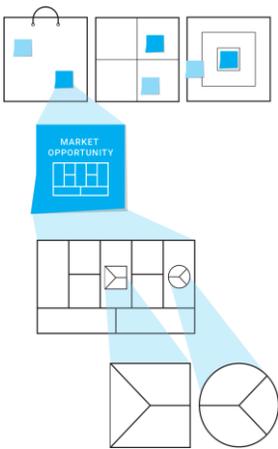
Guides users how to assess possible Backup and Growth Options, once the Primary Market Opportunity is chosen. By examining their value and relatedness, they can decide which opportunities to pursue now, which will be kept open for later, and which will be placed in storage. The resulting strategy (the “Agile Focus Strategy”) is depicted on the Agile Focus Dartboard.

Complementing other great tools

Designing a business strategy is a complicated task that involves an iterative process of learning, planning and validating. In class, we use a handful of great business tools and methods to explain how to overcome this challenge and set a winning strategy. The Market Opportunity Navigator complements and reinforces several widely-used business tools that we usually teach in class.

Specifically, it is designed to work seamlessly with the Business Model and Value Proposition Canvases, created by Alexander Osterwalder and Yves Pigneur, and with the Lean Start-up methodology, created by Eric Ries and Steve Blank.

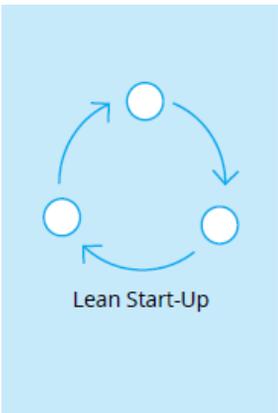
The wide perspective that the Market Opportunity Navigator provides adds an essential level of analysis to the micro-planning of the canvases, so that entrepreneurs and innovators can set their strategic boundaries smartly and engage in more meaningful lean cycles of experimentation. Specifically:



The Navigator provides a powerful ‘macro view’ on the landscape of opportunities. Each market opportunity should have a clear ‘micro planning’ that details its **Business model** and **Value proposition**.

The macro view is essential for uncovering and comparing different options, so that you can choose which markets to play in. The micro view is essential for understanding how to actually play in that market.

Each level of analysis provides important inputs to the others, so you can drill down and go up in an iterative manner.



The Lean Start-up Methodology offers an important validation process for discovering and developing customers through rapid market testing and continuous pivoting.

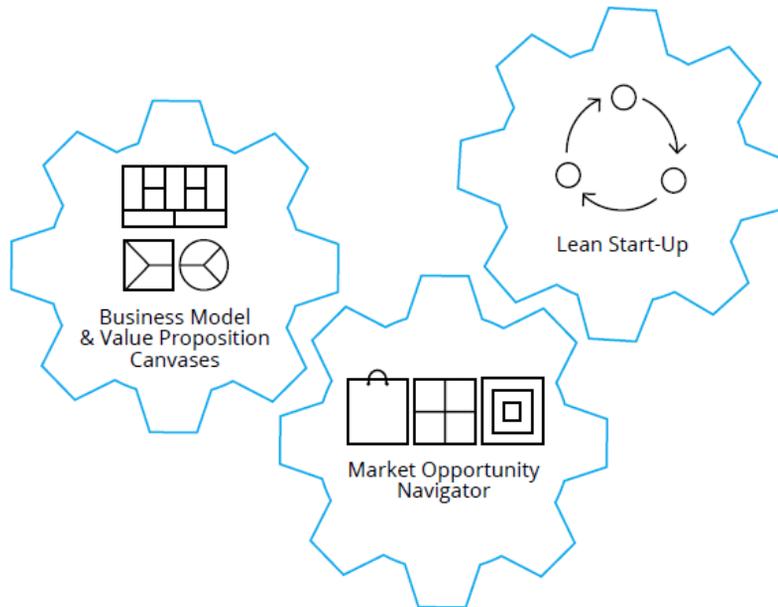
The Navigator provides an on-going tool for planning, reflecting and adjusting as founders go through these rapid Lean cycles of learning, and makes sure that they will always keep track of the broad picture in addition to the path they are currently testing.

It will also help to remain agile all along, and to have some backup options at hand once pivoting should be required.

Complementing other great tools

To make the learning journey more broad and complete, entrepreneurs and innovators should use these tools and methods jointly. Together, they form a powerful suite of tools that clearly lays out the planning and validation processes that are required to succeed on the marketplace. The combination of these tools will address fundamental questions in entrepreneurship and innovation in a manner that none of the tools could do by themselves, so the whole is greater than the sum of its parts.

In fact, we like to view this suite of tools as 3 cogwheels that complement and reinforce each other:



In fact, it doesn't matter which of these cogwheels you start rolling first. It is an iterative process that zooms in and out as learning accumulates. Same in class: you can teach the tools in an order that makes most sense to you. Eventually, students will need to be able to apply them all, so they can formulate a winning strategy.

Implementing the Navigator in your curriculum

How much time should you dedicate to teaching the Market Opportunity Navigator? The answer depends on the objectives of your course, the number and type of students you have, and the available time frame. In general you could:

- **Plan a full accredited course based on the Navigator's process:** This course will focus on linking markets and technologies. During the course, students can work thoroughly on real cases (preferably inventions from your school) and learn how to apply the process of designing a successful strategy.
- **Incorporate the Navigator in your existing course:** Dedicate 1-3 sessions of your entrepreneurship course to teaching the Navigator's process and the value of its wide perspective. During class, students can experiment with the process by applying it to their own ideas or on a case study that you provide.
- **Run a boot-camp/ workshop:** For entrepreneurs and innovators who want to get ahead with their business idea and put together a clear action plan. Trainees will work on their venture idea, and progress through the steps as they learn more about the pros and cons of their market opportunities.

Pedagogy

Based on our experience in class, there are 4 pedagogical principles that are key for successful teaching:

1. **Hands-on experience:** the Market Opportunity Navigator is best taught in a live-case environment, where students apply the method as they strive to discover promising market opportunities for an invention, and present their progress in class.
2. **Team playing:** just like in a real world setting, students should learn and design their strategy with team members. The Navigator provides an excellent communication tool for sharing and debating.
3. **Peer learning:** students learn a lot not only from working on their own project, but from understanding the challenges, mistakes, and successes of their class mates.
4. **Generalizing from individual cases:** class discussion should draw generalizable learning points from the specifics of each live case.

Teaching companions

There are several resources which you can use to create the content of your lectures and to enhance the knowledge and understanding of your students.



The book:

Where to Play - 3 steps for discovering your most valuable market opportunities.

Designed to take you by the hand as you walk through the 3 steps of the Navigator, this book offers detailed explanations and plenty of examples and cases which you can draw from. If you would like your students to learn more, enrich their theoretical understanding, or adopt a flipped classroom methodology - this is the textbook you should refer to. You can purchase a copy on [Amazon US](#), [Amazon UK](#), or any other (online) bookstore.



Free on-line course:

Find the right markets for your innovation

Featured on edX, this on-line course offers practical guidelines and case studies with more than 50 bite-sized videos. You can watch it yourself, show some relevant videos in class, or refer your students to relevant parts to complement their know-how. The course is free of charge and can be accessed from [here](#).



Slide sets for educators

To help trainers and educators, we have put together a series of five presentations that you can use in class. It includes an overview, a detailed explanation for each step, and a summary deck, with one case study throughout the whole process. Simply download the presentations from [Slide Share](#) – it is free.



Other supporting materials on the website: www.wheretoplay.co

There are many articles and blog posts on the website which can enrich your reasoning, and that of your students. You can also download the Market Opportunity Navigator and its 3 worksheets from the website, print it on a large scale, and bring it to class along with colored sticky notes.

Sessions outline

From a content perspective, it makes sense to break up the teaching into five topics:

Topic 1: Overview - the Market Opportunity Navigator in a Nutshell

Topic 2: The Market Opportunity Set (Step 1 of the Navigator)

Topic 3: The Attractiveness Map (Step 2 of the Navigator)

Topic 4: The Agile Focus Dartboard (Step 3 of the Navigator)

Topic 5: Implications and Benefits of the Market Opportunity Navigator

You can dedicate a full session to each topic, or combine the topics according to the time frame you have and the objectives of your teaching. In the following, we provide a short description of each topic, to help you build your lectures/ workshop and tailor them to your specific needs.

Topic 1: Overview - the Market Opportunity Navigator in a Nutshell

Main objectives:

- Understand key challenges in commercializing innovations: the challenge of identifying potential market opportunities stemming from the venture's or technology's unique abilities, the challenge of evaluating options comprehensively, and the challenge in balancing focus and flexibility
- Understand the critical impact of a market opportunity choice
- Understand the main logic and benefits of the Market Opportunity Navigator, what it offers and who should use it, and how does it complement other well known business tools
- Get students interested and intrigued by the questions that this tool answers

Supporting materials:

- Book: Where to Play, Part 1
- Slide set 1: In a Nutshell ([download here](#))
- Online course week 1 ([access here](#))

In class:

- Introduce the concept of market opportunities with an example: a key technology that can be applied to create different applications and address different types of customers or a well known company that faces multiple market opportunities.

Sessions outline (cont'd)

- Discuss the dilemma, and the long term influence of this choice
- Introduce the Market Opportunity Navigator - explain the logic and key principles behind the tool, and how to work with it (3 steps, 3 dedicated worksheets)
- Briefly present each step of the Navigator: what is it, why is it important, how is it done?
- Discuss the long term impact of an Agile Focus strategy on the emerging venture
- Explain how the wide perspective of this tool complements other well known business tools and methods
- Assign students to teams and projects: if students will work on university inventions, allocate the time to introduce the inventions (preferably by the inventors) and to brainstorm for different market opportunities. Assign groups based on students preferences and group heterogeneity.

Topic 2: The Market Opportunity Set (Step 1 of the Navigator)

Main objectives:

- Create awareness to the manifold opportunities that could stem from a technology, and understand why it is important to identify them beforehand
- Break down the firm's unique abilities or core technology to major building blocks, in order to understand their generality
- Generate different applications that can be built on the firm's unique abilities, and identify potential customers for these applications
- By the end of this session, students will be able to apply worksheet 1 of the Market Opportunity Navigator to generate a set of possible market opportunities

Supporting materials:

- Book: Where to Play, Part 2.1
- Slide set 2: Market Opportunity Set ([download here](#))
- Online course week 2 ([access here](#))

In class:

- Define a market opportunity (an application of the firm's abilities for a specific set of customers)
- Discuss why a set of market opportunities – in itself – is an asset for the firm

Sessions outline (cont'd)

- Explain the systematic approach for generating possible market opportunities using Worksheet 1: first, understand the firm's unique abilities/core technologies in their own right, then combine and re-combine them to create different applications and uncover the customers who may need them
- Walk through Worksheet 1 with an example (provided in the slide set)
- Give students the time to work on Worksheet 1 and present their Market Opportunity Set (either in class or as homework)
- Discuss the main take-aways of this step

Topic 3: The Attractiveness Map (Step 2 of the Navigator)

Main objectives:

- Understand the importance of a comprehensive evaluation of market opportunities and the challenges of this evaluation process
- Learn how to assess and grade the potential of a market opportunity
- Learn how to assess and grade the challenge of a market opportunity
- Understand the logic of the Attractiveness map and what can be learned from it
- By the end of this session, students will be able to apply Worksheet 2 of the Market Opportunity Navigator and to map their opportunities on the Attractiveness Map

Supporting materials:

- Book: Where to Play, Part 2.2
- Slide set 3: Attractiveness Map ([download here](#))
- Online course week 3 ([access here](#))

In class:

- What is an attractive market opportunity? Explain what Potential and Challenge mean
- How to evaluate the Potential of a market opportunity: explain each of the 3 factors that influence it (compelling reason to buy, market volume, economic viability), how to estimate them and what is important to keep in mind when searching for answers
- Present the left part of Worksheet 2 and walk through one case study (presented in slide set)

Sessions outline (cont'd)

- How to evaluate the Challenge of a market opportunity: explain each of the 3 factors that influence it (implementation obstacles, time to revenues, external risks), how to estimate them and what is important to keep in mind when searching for answers
- Present the right part of Worksheet 2 and walk through one case study (provided in slide set)
- Explain how to depict the assessment on the Attractiveness Map and how to analyze it
- Give students the time to work on Worksheet 2 for each opportunity in their set, and present their Attractiveness Map (either in class or as homework)
- Discuss the main take-aways of this step

Topic 4: The Agile Focus Dartboard (Step 3 of the Navigator)

Main objectives:

- Understand the focus - flexibility tradeoff and the importance of balancing both, and how the Agile Focus strategy can do so
- Learn how to choose your Primary Market Opportunity, to make sure that you are running in the right direction
- Learn how to select which opportunities should be kept open for future growth and backup, to mitigate your risk and increase your value with minimum effort
- By the end of this session, students will be able to apply Worksheet 3 of the Market Opportunity Navigator and design their Agile Focus strategy

Supporting materials:

- Book: Where to Play, Part 2.3
- Slide set 4: Agile Focus Strategy ([download here](#))
- Online course week 4 ([access here](#))

In class:

- Explain what the Agile Focus strategy is and its key benefits
- Define Backup and Growth options and why they are important
- Present the key considerations for choosing the Primary Market Opportunity

Sessions outline (cont'd)

- Follow Worksheet 3 to explain the examination of possible Backup and Growth options. Explain the concept of product relatedness and market relatedness, and how to evaluate them
- Explain the reasoning of keeping options open, pursuing options in parallel, and putting options in storage, and how to depict the strategic choice on the Agile Focus Dartboard
- Walk through Worksheet 3 with an example (provided in the slide set)
- Give students the time to work on Worksheet 3, and present their Agile Focus strategy (either in class or as homework)
- Discuss the main take-aways of this step

Topic 5: Implications and Benefits of the Market Opportunity Navigator

Main objectives:

- Understand how the Agile Focus strategy impacts the commercialization efforts and the various aspects of the venture or innovation project
- Learn how to benefit from the Market Opportunity Navigator over the life span of a venture or innovation project to set an initial strategy, a pivoting strategy, or a growth strategy
- Apply the Market Opportunity Navigator in combination with other well-known business tools to create a powerful learning process for setting a promising strategy
- Wrap up and summary of this learning process

Supporting materials:

- Book: Where to Play, Part 3
- Slide set 5: Agile Focus Strategy ([download here](#))
- Online course week 5 ([access here](#))

In class:

- Explain how the Agile Focus strategy influences key aspects of an emerging venture (resources and capabilities, structure and culture, branding and messaging)
- Demonstrate the use of the Market Opportunity Navigator over time, for tracking, revising and updating your strategy

Sessions outline (cont'd)

- Go over the Business Model Canvas and the Value Proposition Canvas (Osterwalder and Pigneur) and explain how these tools complement and add value to this learning process
- Go over the Lean Start-up methodology (Blank and Ries) and explain how it complements and adds value to this learning process
- Discuss the main take-aways from the Market Opportunity Navigator and emphasize the importance of using it as a learning tool

Final notes

The purpose of this guide is to provide you with background and materials for teaching the Market Opportunity Navigator process. We strongly believe, based on our own teaching experience and the feedback we received, that this methodology adds important perspectives and provides significant tools for budding entrepreneurs and innovators.

The Market Opportunity Navigator is protected under Creative Commons license. You can freely share it and revise it for your use or for the use of your students, as long as you mention its source:

www.wheretoplay.co.

As a final note, we would love to hear back from you: let us know if you have any question, require any additional support, or want to share with us your experience in class. We would be delighted to hear from you! Contact us at: info@wheretoplay.co.

Enjoy your teaching,

Prof. Dr. Marc Gruber

Dr. Sharon Tal

Appendix 1:

Praises for the Market Opportunity Navigator

What students say about this course / workshop:

"What I liked about this course is its practicality. I was taught and then able to exercise what I learned. I love this considering it is how I learn best. My favorite course by far, really well structured" (Master student, Technology University of Munich)

"I found the Market Opportunity Navigator as an extremely useful tool for entrepreneurs coming from a technological background, who seek to influence society using their skills. ... I hope to see the Market Opportunity Navigator in every entrepreneurial team toolbox, as the only method exists to make the right balance between the founders' skills and core abilities and the product/market fit. This approach increases the chances of young companies to succeed, and helps entrepreneurs wisely navigate in the competitive and ever-changing startup environment" (Postdoc student, Cornell Tech)

"The Market Opportunity Navigator helped us exit a local optimum market opportunity and have a broader view of the market before diving into customer discovery. The workshop helped us take a step back from our laser-focused customer discovery and revisit our decision regarding the customer segments and the product market fit before moving forward... This is an excellent, crucial, and complementary method to Lean Startup by Steve Blank that should be implemented by all startups... I believe that the Market Opportunity Navigator is one of the strongest entrepreneurship pedagogy methods by far" (Postdoc student, Cornell Tech)



Appendix 1:

Praises for the Market Opportunity Navigator (cont'd)

What teachers say about this course / workshop:

"This course deals with a very important strategic decision in entrepreneurship, that is, linking technologies to markets... it provides structured, applicable frameworks that guide the students - step by step – on how to develop a promising strategy... In fact, the students actively participated and seemed very highly engaged in the process. They value the practicality of the course material, and the ability to learn not only from their own projects, but from the work of their class mates.

I believe this innovative course should be offered by any school that emphasizes the commercialization of new innovations and seeks to educate their students in how to identify and strategize valuable business opportunities“

(Prof. Dr. Dr. Holger Patzelt, Chair of Entrepreneurship and Professor of Entrepreneurship Technical University of Munich, Germany)

"The course forms the backbone of the education we provide to our postdoc entrepreneurs, because it connects science/technology to multiple market opportunities, makes postdocs understand market entry strategies and through its action learning mode changes their logic. It is a great initial course for budding entrepreneurs to understand the considerations of choosing one or more opportunities before focusing on a business model for one opportunity.

The course is applicable to all entrepreneurship programs on undergrad and graduate level. It is intuitive for students and triggers data collection by students from customers and other stakeholders “

(Prof. Uzi de Haan, manager of the Runway program, Jacobs Technion-Cornell Institute)



Appendix 1:

Praises for the Market Opportunity Navigator (cont'd)

What thought leaders say about the method and book:

"Designed to work seamlessly with our Business Model and Value Proposition Canvases, the *Market Opportunity Navigator*, proposed by Marc and Sharon, will help entrepreneurs and innovators to commercialize technologies. You will enjoy discovering highly practical worksheets, maps and dartboards of tremendous interest if you want to better identify, evaluate and strategize market opportunities"

(Alex Osterwalder and Yves Pigneur, authors of *Business Model Generation*)

"Gruber and Tal have crafted a visually exciting way for entrepreneurs to identify and analyze their opportunities, *before* they dive into execution. This book pairs nicely with the Business Model Canvas and Lean Startup. Best of all, it also tells you how to focus, and what NOT to do!"

(Henry Chesbrough, UC Berkeley Haas School of Business, author of *Open Innovation*)

"The market opportunity navigator attacks head-on one of the most difficult questions any aspiring entrepreneur must answer: 'Which target market should I serve?' It's visual, easy-to-apply, and full of common-sense. If I were starting a business today, I wouldn't leave the starting blocks without it!"

(John Mullins, London Business School, author of *The New Business Road Test* and *The Customer-Funded Business*)



Appendix 2:

Example of course syllabus

Course Title: Market Opportunities for Innovative Technologies

Course Number:

Number of credit points:

Course Instructor:

Name:

E –mail:

Office hours:

Course Objectives:

The choice of market opportunities for a new technology is one of the most challenging tasks for innovators and entrepreneurs, yet one of the most profound decisions in the commercialization effort.

In this hands-on course, we will learn how to discover the most valuable market opportunities and find out where to focus.

The goal of this course is threefold:

- (1) to understand the process of market opportunity identification and evaluation in the context of new technologies;
- (2) to acquire a practical business tool (the Market Opportunity Navigator) for identifying, evaluating and strategizing market opportunities for a core technology;
- (3) to apply this know-how on university inventions, and gain hands-on experience in this critical choice.

Course Content & Scope:

The course addresses one of the most profound decisions in new venture creation: the choice of which market(s) to focus on. Students will learn how to identify, evaluate and strategize market opportunities, stemming from the unique abilities or technological competencies of the venture, to get the most out of their innovation.

Appendix 2:

Example of course syllabus

The course is based on a novel business tool - the “Market Opportunity Navigator” - an easy to apply framework, covering the three essential steps for setting a winning strategy:

Step 1- Generating a Market Opportunity Set:

How to search systematically and broadly for market opportunities in order to create a varied set of options.

Step 2- Creating an Attractiveness Map:

How to evaluate different market opportunities and compare their attractiveness in an unbiased manner.

Step 3- Designing an Agile Focus Strategy:

How to build a strategy that focuses on the most attractive market and at the same time avoids lock-in and nurtures your agility.

This framework adds a highly critical component to other popular business tools such as the “Business Model Canvas” or the “Lean Start-up”.

During the entire course, students will work in teams on developing a market opportunity strategy for a new technology, following the three steps of the Navigator.

Teaching Methods:

This course will combine several teaching methods:

- Class lectures will present applicable business tools with detailed explanations on how to apply them, along with numerous examples and cases.
- You will work in groups on a new venture proposal, i.e., generate ideas for market applications, identify problems, analyze and evaluate alternatives, to develop a promising strategy for a specific technology. Thereby you will be able to experience the early stages of new venture creation at first hand.
- An important part of this class is peer learning: you will not only see the progress your project is making, but also observe and learn from other projects.
- Teams will also be coached by several experts during a coaching session.

Appendix 2:

Example of course syllabus

Teaching Materials:

- Course slides, available before class on Moodle
- Recommended reading for each meeting (see course program below)

Student Assessment:

The course grade will be based on the following:

- Class participation: attendance, preparation for class and participation in class discussions and group work - 10%
- Mid-term presentation, on meeting 4. Detailed instructions will be given separately- 25% (all team members must attend the presentation)
- Final presentation, on meeting 7. Detailed instructions will be given separately- 25% (all team members must attend the presentation)
- Final report. Detailed instructions will be given separately- 40%

Course Plan

| Meeting | Content | Recommended reading/ viewing |
|---------|--|---|
| 1 | <ul style="list-style-type: none"> • Course Overview • The challenges of linking technologies to markets • Market Opportunity Navigator – overview • Technology presentations by inventors | <ul style="list-style-type: none"> • Where to Play/ Gruber and Tal, Part 1 • The Market Opportunity Navigator: https://www.youtube.com/watch?v=Y1RPP2Oj2QY • Dyer, J., Gergersen, H. & Christensen, C.. The Innovators' DNA. Harvard Business Review, 2009 |
| 2 | <ul style="list-style-type: none"> • Opportunity identification: de-linking and re-linking (Worksheet 1) • Group work on Worksheet 1 • Conducting customers interviews | <ul style="list-style-type: none"> • Where to Play/ Gruber and Tal, Part 2.1 • The Mom test: https://www.youtube.com/watch?v=vqHR7CUPVbA&t=359s |

Appendix 2:

Example of course syllabus

| Meeting | Content | Recommended reading/ viewing |
|---------|--|---|
| 3 | <ul style="list-style-type: none"> • Group presentations & discussion: Worksheet 1 and Market Opportunity Set • Evaluating market opportunities: Potential and Challenge (Worksheet 2) | <ul style="list-style-type: none"> • Where to Play/ Gruber and Tal, Part 2.2 • Aulet, B. 2013. Disciplined entrepreneurship: 24 steps to a successful startup. Step 1, Step 2 (optional reading). • Mullins, J. 2006. The new business road test: What entrepreneurs and executives should do before writing a business plan. Chapter 1: 3-23 |
| 4 | <ul style="list-style-type: none"> • Mid-term presentations: Market Opportunity evaluation and the Attractiveness Map • What can we learn from the Attractiveness Map | |
| 5 | <ul style="list-style-type: none"> • The challenge of balancing focus and flexibility • Agile focus strategy (worksheet 3) • Group work on Worksheet 3 | <ul style="list-style-type: none"> • Where to Play/ Gruber and Tal, Part 2.3 • Beinhocker, E., 1999. Robust adaptive strategies. MIT Sloan Management Review |
| 6 | <ul style="list-style-type: none"> • The Navigator in concert with the Business Model Canvas, the Value Proposition Canvas, and the Lean Startup Method • Guest lecturer • Group work on final presentation+ coaching session | <ul style="list-style-type: none"> • Where to Play/ Gruber and Tal, Part 3 • The Business Model Canvas: https://strategyzer.com/canvas/business-model-canvas • Business Model Generation: A Handbook for Visionaries, Game Changers and challengers (Osterwalder, A. & Pigneur, Y. 2010). Part 1, 14-51. • Reis, E., 2011. The Lean startup methodology. http://theleanstartup.com/principles • The customer development process: http://ecorner.stanford.edu/videos/2058/The-Customer-Development-Process |
| 7 | <ul style="list-style-type: none"> • Final presentations: the Primary Market Opportunity and Agile Focus strategy • Main takeaways and course wrap-up | |