



Where to Play

The Market Opportunity Navigator as a New Addition to the Lean Toolset

AoM 2019

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EPFL



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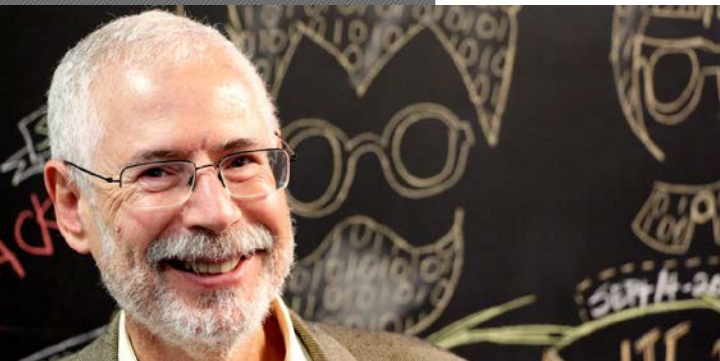
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**Entrepreneurship is
a Calling**



[How to Stop Playing “Target Market Roulette”: A new addition to the Lean toolset](#)

Posted on **May 7, 2019** by [steveblank](#)

Modern entrepreneurship began at the turn of this century with the observation that startups aren't smaller versions of large companies – large companies at their core execute known business models, while startups search for scalable business models. [Lean Methodology](#) consists of three tools designed for entrepreneurs building new ventures:

- The [Business Model Canvas](#) – to write down all the hypotheses about a new business;
- [Customer Development](#) – a process for testing those hypotheses outside the building;
- [Agile Engineering](#) – to rapidly build minimal viable products to test product/market fit.

These tools tell you *how* to rapidly find product/market fit inside a market, and how to pivot when your hypotheses are incorrect. However, they don't help you figure out *where to start the search* for your new business.

A new tool – the Market Opportunity Navigator – helps do just that. It provides a wide-lens perspective to find different potential market domains for your innovation, before you zoom in and design the business model or test your minimal viable products. This new framework can act as *the front-end of Customer Development*. It helps figure out the most promising starting position – market domain – for your customer development process. And it helps identify promising Plan B's and new growth options if you have already embarked on your innovation journey.

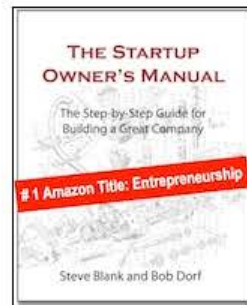
Over the years, I have seen many startups and innovation projects perform a painful

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**Harvard
Business**

Steve Blank: 'A new tool joins the Lean Startup toolset'

“**Lean Methodology** consists of three tools designed for entrepreneurs building new ventures:

- **Business Model Canvas**
- **Customer Development**
- **Agile Engineering**



HOW TO PLAY

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WHERE TO PLAY

At the Core: Understanding Fungibility of New Technology (and more widely: competences)

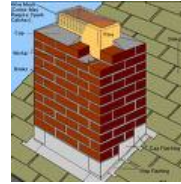
Example: Heat Shield Tiles



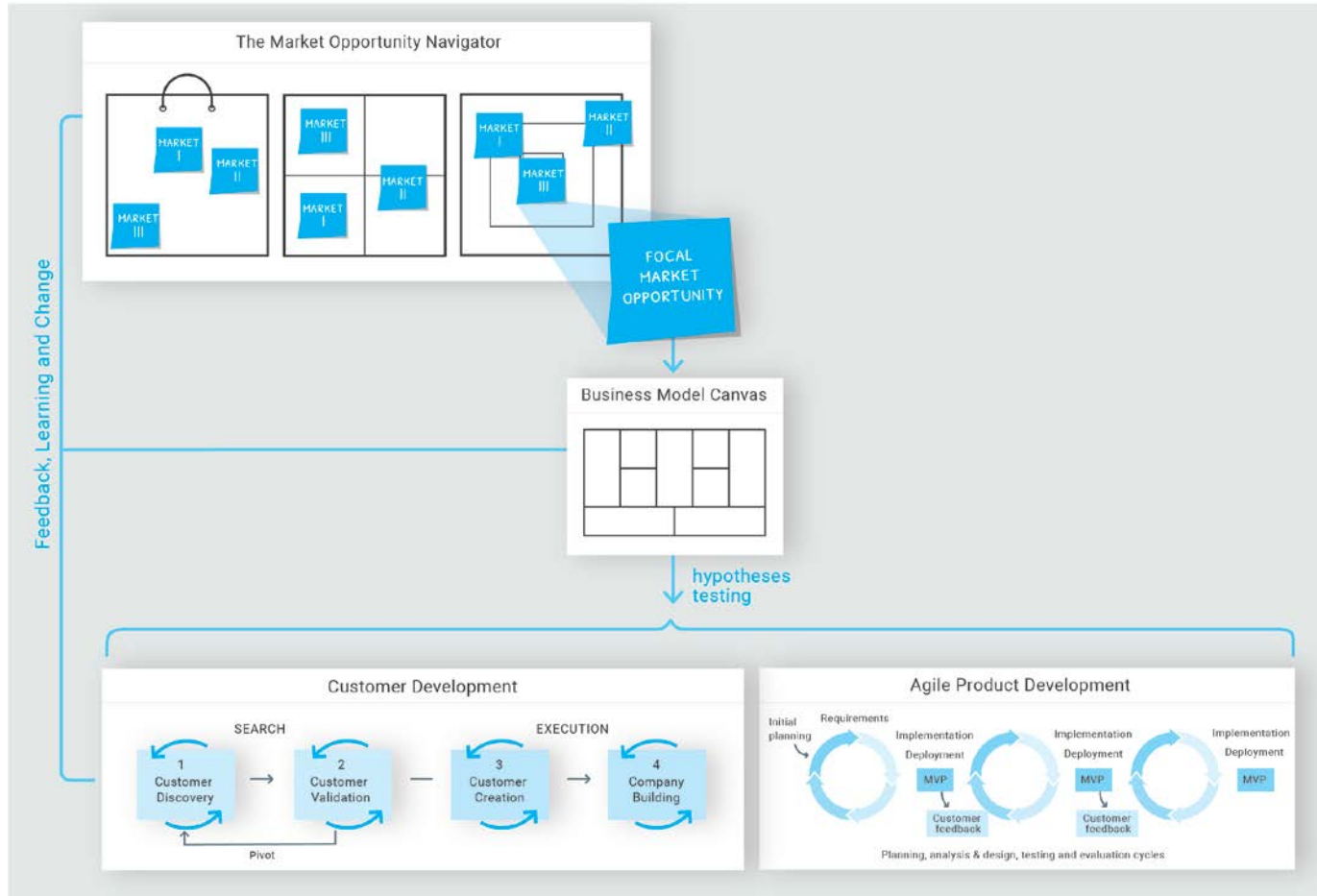
Dryden Flight Research Center EC88-0247-1 Photographed 1988
Shuttle Atlantis Landing

...BUT: there are more market opportunities, with different characteristics

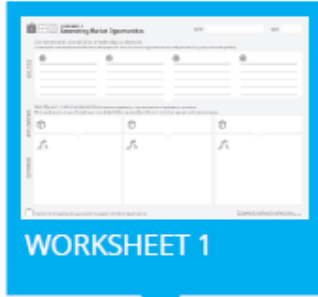
- catalytic converters
- fridges
- chimneys
- etc.



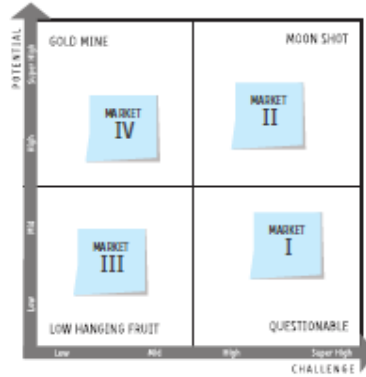
The Lean Startup Tool-set: Where to Play & How to Play!



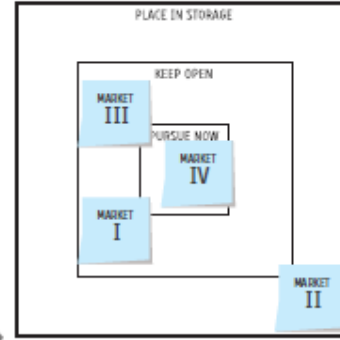
Working with the Market Opportunity Navigator



MARKET OPPORTUNITY SET



ATTRACTIVENESS MAP



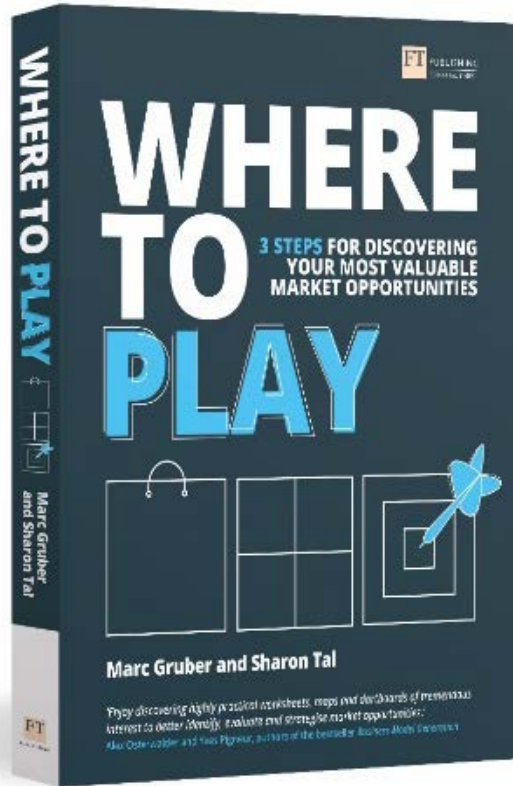
AGILE FOCUS DARTBOARD

From an “Industry Perspective” to an “Arena Perspective”

	INDUSTRY	ARENA
Goal	Positional advantage	Capturing territory
Measure of success	Market share	Share of potential opportunity space
Biggest threat	Intraindustry competitive moves	Interindustry moves
Definition of target customers	Demographic or geographic	Behavioral
Key drivers	Comparative price, quality	“Jobs to be done” in total customer experience
Likely Acquisition Behavior	With-in industry	New capability acquisition, often across industry boundaries



What is YOUR Opportunity Space as Entrepreneur or Manager?



Where to Play

by Marc Gruber & Sharon Tal

www.wheretoplay.co

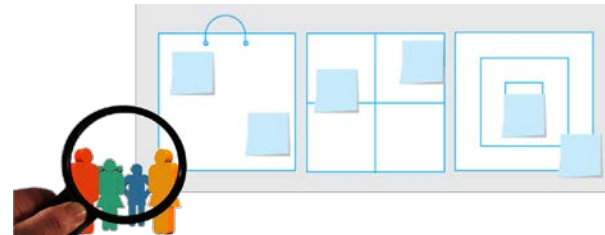
Marc Gruber & Sharon Tal

English: Financial Times/Pearson, 2017

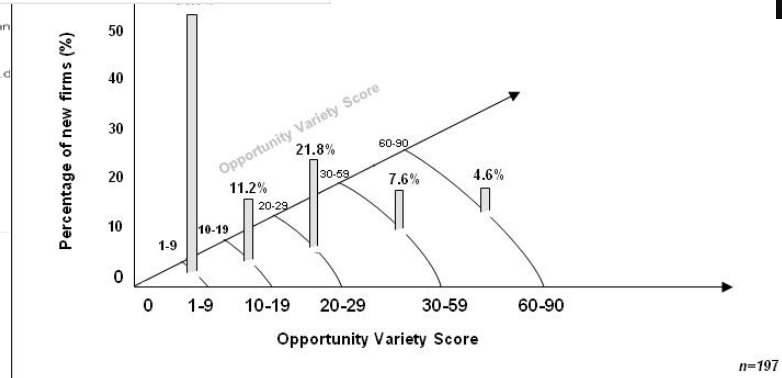
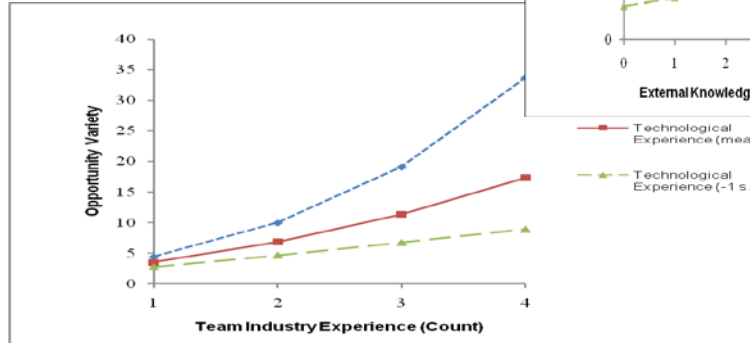
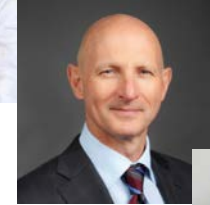
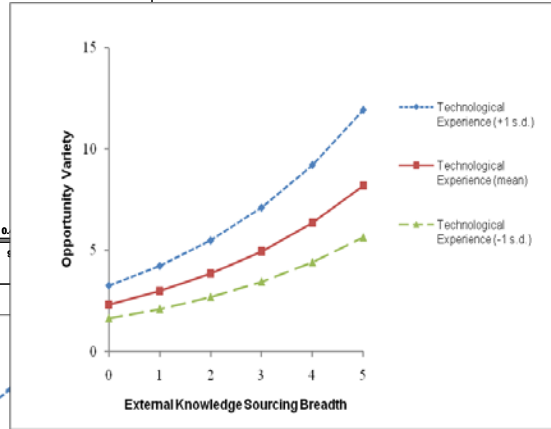
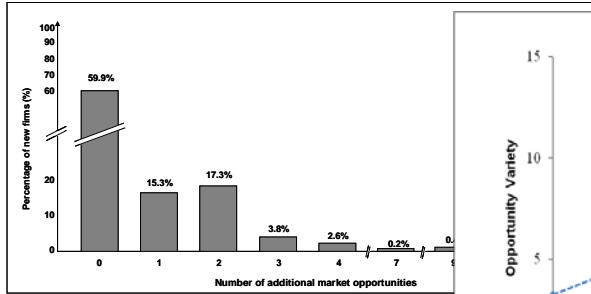
Deutsch: Campus, 2018

Chinese: 2019

Français: 2019



The Dedicated Research behind it...



- Gruber, MacMillan, Thompson, 2008 Management Science
- Gruber, MacMillan, Thompson, 2013 Organization Science
- Gruber, 2010 Journal of Management
- PhD Dissertation Sharon Tal, 2014

If you want to learn more:



The book: 'Where to Play' (Gruber/Tal, 2017)



Free on-line course on edX



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