MODULE - 3

Markets, Need-Finding and Planning

In entrepreneurship and business management, **Markets**, **Need-Finding**, and **Planning** are critical stages for identifying opportunities, understanding customer needs, and developing strategies for success

Defining the focal market refers to the process of identifying the specific market segment or group of consumers that a business aims to serve with its product or service.

Key Steps:

1. Understand the Broader Market

- Before defining the focal market, it's essential to understand the overall industry or market in which the product or service operates.
- Market Size and Scope: Identifying the total available market and potential revenue opportunities.
- Trends and Dynamics: Analyzing trends such as changes in consumer behavior, technological advancements, and regulatory impacts.

2. Segment the Market

- Market segmentation is the process of dividing the broader market into distinct groups of customers who share **similar characteristics, needs, or behaviors**. Common segmentation methods.
- Demographic Segmentation: Based on age, gender, income, education, occupation, etc
- Geographic Segmentation: Based on location, such as country, city, or region
- Psychographic Segmentation: Based on lifestyle, values, attitudes, and personality traits.
- Behavioral Segmentation: Based on customer behaviors such as purchasing patterns, brand loyalty, and product usage

3. Identify Target Customers

- After segmenting the market, the next step is to identify the target customers within those segments.
- What are the pain points or problems of this customer group?
- How does the product or service uniquely solve these problems?
- What is the buying behavior of this customer group?

4. Analyze the Competition

- Understanding the competitive landscape is critical in defining the focal market. Analyzing competitors helps identify gaps in the market that can be exploited,
- Who are the main competitors serving this market?
- What are their strengths and weaknesses?
- How can the business differentiate itself in the market?

5. Assess Market Potential

- Once a target customer group is identified, the next step is to evaluate whether this segment is worth pursuing
- **Growth Potential**: Is the segment growing, stable, or declining?
- **Accessibility**: Can the company effectively reach and serve this market segment?
- **Profitability**: Does the segment have a high enough demand and willingness to pay?

6. Refine the Value Proposition

- The value proposition should clearly communicate how the product or service meets the specific needs of the focal market.
- **Address the unique needs** of the target segment.
- (Who is customer, what problem it solve, why it is better alternative)
- Highlight the **key benefits of** the product. (add value or fulfill necessity)
- Differentiate from competing offerings.

7. Positioning in the Market

- Once the focal market is defined, it’s important to position the product or service within that market.
- Defining the **brand identity** (how your brand looks, feels, and sounds—its **personality**.)

and key messaging(across ads, packaging, website)

- Choosing the appropriate pricing strategy.
- Deciding on the **distribution channels** that will best reach the focal market.

BENEFITS OF DEFINING A FOCAL MARKET:

- **Efficiency in Marketing**: A well-defined market allows for focused marketing efforts, leading to **better use of resources** and **more effective customer acquisition strategies(plan).**
- *concentrated on the most promising customers, avoiding wasteful spending on broad or irrelevant audiences.*

- **Tailored Product Development**: Understanding the needs of a specific segment helps in **designing products** or services that are more aligned with customer expectations.
- *generic products that don't fully satisfy anyone*

- **Competitive Advantage**: By **focusing on a niche market**, a business can differentiate itself from competitors and **build a loyal customer base.**

- **Improved Customer Relationships**: Narrowing the market focus helps businesses better **understand and engage with their customers, leading to higher satisfaction and retention.**

Example of Defining a Focal Market:

- For a startup offering a ***fitness app:***
- **Broader Market**: The fitness and wellness industry.
- **Segmented Market**: People interested in fitness apps, divided by age groups, fitness goals, and location.
- **Focal Market**: Young professionals aged 25-35 who are looking for time-efficient, personalized workout plans that fit into a busy schedule.
- **Value Proposition**: A fitness app that offers quick, personalized 15-20 minute workouts with AI-based coaching, ideal for **busy professionals who want to stay fit but have limited time**.

UNDERSTANDING USER NEEDS

Understanding user needs is a crucial aspect of product development, design thinking, entrepreneurship, and business management.

1. Conduct User Research

Surveys and Questionnaires: Collect quantitative data to understand user preferences, habits, and pain points.

Interviews: Conduct qualitative interviews to dive deep into users' **experiences**, **challenges**, and **goals.**

Focus Groups: Engage small groups of users to discuss problems and solutions collectively.

Ethnographic Research: Observe users in their natural environment to understand their behavior and the context in which they use a product or service.

- ## 2. Create User Personas

- A **user persona** is a fictional representation of your ideal customers or users based on real data.
- *It is based on real data and research, not just guesses. The goal is to help you* ***understand your users better***

- **Demographic information** (age, gender, location, etc.)
- **Behavior patterns** (how they interact with products, their tech literacy, etc.)
- **Pain points** (what problems they face that your product could solve)
- **Goals and motivations** (what they hope to achieve with your product)

3. Identify User Pain Points

- Understand the challenges and problems users face.
  - Analyzing **customer complaints** and feedback.
  - Studying **reviews** (both positive and negative) of similar products or services.
  - Observing **product usage** through metrics like **engagement and retention**.

4. Use Empathy Mapping

- Empathy mapping is a technique used to understand what users:
  - **Say**: What users verbally express about their needs.
  - **Think**: What they believe or feel (sometimes hidden or implied).
  - **Do**: Their behavior when using a product or service.
  - **Feel**: Emotional responses during the user experience.

- **5. Define the Problem Statement**
- Clearly articulate the **problem** that your user is facing.
- **A well-defined problem statement is:**
  - Is **user-centered**, focusing on the user's experience rather than business goals.
  - **Specific**, addressing a concrete need.
  - **Actionable**, leading to a possible solution.

- **6. User Journey Mapping**
- Create a visual map that outlines the **entire experience** a user goes through when interacting with your product. This helps identify:
  - Key **touchpoints** where users engage with your product.
  - **Pain points** in the journey (e.g., frustrating steps in the onboarding process).
  - Opportunities for **improvement** in the user experience. (Simplify interface).

- **7. Analyze Behavioral Data**
- Use **analytics** to study how users interact with your product or service.
- **Track behaviors like:**
  - **User flows**: How users navigate through your website or app.
  - **Drop-off points**: Where users leave or stop using the product.
  - **Conversion rates**: How many users complete desired actions (e.g., making a purchase, signing up for a newsletter).

- **8. User Testing**
- Create prototypes and **test** them with real users. Observe how they interact with the product, ask for feedback, and iterate on the design.
- Types of user testing include:
  - **A/B Testing**: Comparing two versions of a product to see which performs better.
  - **Usability Testing**: Checking how easy and intuitive it is for users to complete tasks with the product.

- **9. Iterative Feedback and Improvement**
- **Continuously gather feedback** from users through reviews, surveys, or beta testing. Always be ready to refine and improve based on evolving user needs.
- Use **agile methodologies** to iterate quickly, delivering value through constant updates and improvements.

- **10. Competitor Analysis**
- Study competitors to see how they meet user needs and identify gaps where your product could offer better solutions.
- Look for user feedback on competitor products to understand what users like or dislike.

WHY UNDERSTANDING USER NEEDS IS IMPORTANT:

- **Better Product Design**: Products designed with user needs in mind tend to be more user-friendly, intuitive, and useful.
- **Increased Customer Satisfaction**: Meeting user needs directly improves the satisfaction and loyalty of your customers.
- **Market Fit**: Products that solve real problems are more likely to find success in the market, leading to higher adoption and profitability.
- **Competitive Advantage**: A deep understanding of user needs can set your product apart from competitors who may not be as user-focused.

COMPETITIVE ANALYSIS

- ***Competitive analysis is a core aspect of entrepreneurship management and studies, where businesses evaluate their competitors to better understand the market landscape.***
- **1. Defining the Competitive Landscape**
- **Direct Competitors**: Businesses offering similar products or services, targeting the same customer base.
- ***Coca-Cola*** *and* ***Pepsi*** *are direct competitors*
- **Indirect Competitors**: Those providing alternative solutions to the same customer problem (e.g., a video streaming service vs. traditional cable).
- *For* ***Netflix****, indirect competitors include* ***cable TV providers*** *or even* ***YouTube***
- **Potential Entrants**: Companies or startups that may enter the market in the future, particularly if the market shows high growth potential.

- **2. Market Positioning and Unique Selling Proposition (USP)**
- Entrepreneurs must identify where competitors are positioned regarding quality, price, features, and customer service.
- Understanding competitors' USPs enables a business to craft its own unique value proposition, which differentiates it and appeals to a specific segment of the market.
- The **Unique Selling Proposition (USP)** is the distinctive benefit or feature that makes a product stand out from others in the market.
- *Apple - **premium brand**, high-quality, ocus on design,*
- *Samsung- strong hardware and features at various price levels.*

- **3. Analyzing Competitors' Strengths and Weaknesses**
- **Strengths:** Established brand loyalty, superior technology, effective supply chains, or a broad customer base.
- **Weaknesses:** Areas where competitors struggle, such as poor customer service, lack of innovation, or limited online presence. These weaknesses may present opportunities for new entrants.

- **4. Studying Competitors' Marketing and Sales Strategies**
- **Marketing Channels**: Identifying the most effective platforms (social media, Search Engine Optimization SEO, partnerships) used by competitors.
- *Where are competitors promoting themselves?*
- **Sales Approach**: Whether competitors use direct sales, e-commerce, or third-party platforms. Insights here can help new businesses shape their sales strategies and distribution channels.

5. Product and Pricing Analysis

- Entrepreneurs should compare competitors' products/services, pricing, features, and bundles. This includes assessing product quality, design, customer reviews, and after-sales service(warranty, customer support, return policies).

- **Pricing Models**: Understanding different models (subscription-based, freemium, one-time purchase) and how they affect market acceptance and revenue.

- *one-time purchase : Customers pay once(e.g., electronics, furniture)*
- ***Subscription-based:*** *Customers pay regularly (monthly/yearly) for continued use (e.g., Netflix, Spotify).*
- ***Freemium:*** *Basic version is free; premium features require payment (e.g., Canva, Zoom).*

- **6. Financial Performance and Business Model Analysis**
- **Revenue Streams**: Entrepreneurs examine how competitors generate income, which may include product sales, services, advertising, or subscriptions.
- ***Product sales:*** *Selling physical or digital products*
- *Service fees: Charging for professional or consulting services.*
- ***Advertising:*** *Generating income from ads*

- **Funding and Investment**: Knowledge of competitors' funding rounds and investors can provide insights into potential market support and growth expectations.
- *Who are their **investors**, and how much have they raised?*
- ***Who funds their competitors*** *(venture capitalists, angel investors, crowdfunding).*
- ***How they use that funding*** *(marketing, R&D, expansion).*

- **7. Monitoring Competitor Innovations and Trends**

- **Tracking** how competitors innovate and adapt to trends in technology, customer preferences, or regulations helps in identifying gaps or unmet needs in the market.
- ***New technologies*** *competitors adopt (e.g., AI, automation, sustainability).*
- ***Changes in customer preferences*** *(e.g., eco-friendly products, digital services).*
- ***Regulatory shifts*** *(e.g., environmental laws, data privacy regulations)*

- **Patents and Intellectual Property**: Analyzing competitors' patents can reveal focus areas in R&D, signaling future trends.
- *Patents indicate* ***upcoming products****,* ***technological directions****, or* ***strategic priorities****.*
- *Ex: Tesla filed numerous patents related to* ***battery efficiency, charging technology****, and* ***autonomous driving systems****.*

- **8. Building a Competitive Advantage**
- After analyzing competitors, entrepreneurs can pinpoint where they can excel, whether by leveraging lower costs, faster delivery, superior customer service, or innovation.
- **Strategic Partnerships**: Forming alliances with companies that complement the business can strengthen market positioning, such as supply chain optimization or co-marketing

- ***Example: Amazon***
- ***Competitive Advantage:*** *fast delivery, wide product selection, and customer-centric approach.*
- *It invests heavily in technology and logistics to ensure quick and reliable service through Amazon Prime.*
- ***Strategic Partnerships:*** *Amazon partners with delivery companies, local sellers, and cloud service providers to optimize*

GENERATING IDEAS WITH INDIVIDUALS AND GROUPS

- **1. Individual Idea Generation Techniques**
- **Mind Mapping**: Encourages creative connections by visually organizing thoughts around a central idea. This process helps individuals identify sub-themes, opportunities, and solutions linked to a main concept.
- **Brainwriting**: A structured method where an individual writes down as many ideas as possible in a set time, without worrying about practicality. This method removes self-criticism, allowing for a free flow of thoughts.
- **SCAMPER Technique**: This involves asking questions to modify an existing idea, product, or service. SCAMPER stands for Substitute, Combine, Adapt, Modify, Put to another use, Eliminate, and Reverse, encouraging fresh perspectives on known ideas.
- **SWOT Analysis for Self-Assessment**: Helps individuals evaluate their own strengths, weaknesses, opportunities, and threats related to an idea. It leads to insights on personal capabilities and market positioning.

2. Group-Based Idea Generation Techniques

- **Brainstorming Sessions**: A popular method where group members freely share ideas without criticism. Variants like **round-robin brainstorming** ensure everyone contributes, while **silent brainstorming** reduces bias from group dynamics.

- **Nominal Group Technique (NGT)**: Group members independently generate ideas, then discuss them as a group. It allows for fair participation and balanced consideration of each idea, minimizing dominant voices.

- **Delphi Method**: A structured approach where experts answer questions or provide feedback anonymously. The process is repeated in rounds, refining ideas based on group consensus without direct confrontation.

- **Reverse Brainstorming**: Instead of generating solutions, the group identifies ways to cause or worsen the problem. This can reveal hidden challenges and lead to creative solutions when reversed.

- **3.Techniques to Foster Both Individual and Group Creativity**

- **Design Thinking Workshops**: Combines individual and group activities, focusing on empathy, ideation, and prototyping. By understanding users’ needs, participants can generate human-centered solutions that appeal to potential customers.

- **Role-Playing and Empathy Exercises**: Encouraging participants to think from different perspectives, such as customers, competitors, or investors, helps reveal overlooked needs and opportunities.

- **Crowdsourcing and Networking Events**: Leveraging external input from customers, peers, or other stakeholders can lead to fresh ideas and partnerships. This approach broadens the perspective by involving diverse backgrounds.

- **4. Using Structured Frameworks**

- **Blue Ocean Strategy**: Involves identifying unmet customer needs and avoiding overcrowded markets. By focusing on creating a unique product or service, groups can generate innovative ideas that face less competition.

- **Business Model Canvas**: Helps in structuring brainstorming sessions around business essentials like value propositions, customer segments, and revenue streams. This framework enables both individuals and teams to visualize and refine ideas.

- **Jobs-To-Be-Done (JTBD)**: Analyzing what “job” a customer needs done rather than focusing solely on the product can spark new ideas. This approach encourages teams to think about the core problem-solving aspect of a product or service.

- **5.Encouraging a Creative Culture**

- **Psychological Safety:** Establishing an environment where participants feel safe to share ideas without fear of judgment. A creative culture often involves an "open-door" policy where team members feel free to approach each other with ideas.

- **Incentivizing Creativity:** Providing rewards, recognition, or incentives for idea generation encourages continuous contribution and investment in the ideation process.

- **Diverse Teams:** Combining members with varied backgrounds, skills, and experiences promotes a mix of perspectives, essential for innovative ideas in entrepreneurship.

- **6. Using Digital Tools for Collaboration**

- **Idea Management Platforms**: Tools like Miro, MURAL, and IdeaScale facilitate brainstorming sessions, mind mapping, and collaborative workflows. These platforms store ideas, feedback, and iterations, creating a digital “innovation hub.”

- **Real-Time Collaboration Tools**: Tools like Google Workspace, Slack, and Microsoft Teams enable asynchronous idea sharing, which is especially useful for remote teams and diverse schedules.

PLANNING: ASSUMPTIONS

- In entrepreneurship management, planning is critical for developing viable business models and strategies.
- **Role of Assumptions in Planning**
- Assumptions help entrepreneurs create an initial roadmap. They enable planning without waiting for full data, allowing the venture to move forward quickly while understanding that these assumptions may change.
- New ventures operate in uncertainty. If founders waited for perfect data, they would never launch. Assumptions provide structure and direction so the entrepreneur can begin building, testing, and learning.
- Assumptions reduce uncertainty by framing what the entrepreneur believes to be true about key elements such as customer needs, willingness to pay, competitive landscape, and product-market fit.
- They allow founders to hypothesize aspects of the business model in the lean startup process, where rapid learning and iteration are vital.

- **Key Assumptions Uber Made**

- **Assumption 1: People are willing to book rides through a mobile app.**

  In 2009, this was not common. Most people hailed taxis from the street.
- **Planning impact:**
  Uber planned to build a simple app focusing only on booking + GPS tracking.
- **What happened?**
  The assumption proved true—users loved the convenience.

- **Assumption 2: Customers will pay higher prices for superior service.**
- **Planning impact:**
  Uber designed the service around luxury black cars with higher pricing.

- **Result:**
  Customers accepted higher prices in exchange for:
- reliability
- speed
- cashless payment
- This validated the assumption.

- **Assumption 3: Drivers will join if they earn more than traditional taxi income.**
- **Planning impact:**
  Uber created strong incentives for early drivers.
- **What happened?**
  Drivers signed up rapidly, confirming the assumption and enabling scaling.

COMMON TYPES OF ASSUMPTIONS IN ENTREPRENEURSHIP

1. Market Assumptions: These involve the demand for a product or service, market growth rate, size, and segmentation. For instance, an assumption might be that the target market is actively looking for eco-friendly products.

- ***Example — Mama earth (Indian D2C skincare brand)***
  When Mama earth launched, it made key market assumptions:
- **Market Assumption:**
- "There is a rapidly growing market of parents and young adults actively looking for non-toxic, eco-friendly, natural skincare products."
- **Why this assumption mattered:**
  At the time, the Indian skincare market was dominated by chemical-based brands.
- **Real-Time Outcome:**
  The assumption proved correct.
  Demand for natural & eco-friendly products surged → Mamaearth became one of India's fastest-growing D2C brands.

2. Customer Assumptions: These include beliefs about customer preferences, buying behavior, price sensitivity, and frequency of purchase. A startup might assume that customers are willing to pay a premium for a sustainable product.

- ***Example — Tesla (Premium Electric Vehicle Market)***
- **Customer Assumption:**
- *"Customers who care about performance and sustainability are willing to pay a premium for a high-end electric car."*
- **Why it was risky:**
  Before Tesla, electric cars were considered slow and unattractive.
- **Planning Based on This Assumption:**
- Build a premium electric sports sedan (Model S)
- Market it as high-tech, high-performance, luxury
- Price it higher than gasoline competitors
- **Real-Time Outcome:**
  The assumption was validated:
  Tech-savvy and eco-conscious buyers were willing to pay premium prices → Tesla created a new market segment.

3. Value Proposition Assumptions: These assumptions relate to the unique value a product or service offers. Entrepreneurs may assume that their offering solves a specific pain point that customers are willing to pay to alleviate.

- ***Example — Airbnb (Early Stage)***
- **Value Proposition Assumption:**
- *"Travelers want cheaper, more homely alternatives to hotels, and homeowners are willing to rent out spare rooms for income."*
- **Why it mattered:**
  At the time, staying in a stranger's home was unusual and untrusted.
- **Planning Based on This Assumption:**
- Build a platform connecting hosts with travelers
- Emphasize affordability and "live like a local" experience
- Start with basic home-sharing listings
- **Real-Time Outcome:**
  Customers found real value:
- cheaper than hotels
- unique local stays
- more space and comfort
- The value proposition was validated → Airbnb scaled globally.

VALIDATING ASSUMPTIONS

- **Customer Discovery**: Engaging with potential customers to test assumptions about their needs and preferences, often through interviews, surveys, or focus groups.

- **Market Testing**: Launching a minimum viable product (MVP) to see if customers are willing to use or pay for the product, validating assumptions on price sensitivity and demand.

- **Pivoting Based on Learning**: If a critical assumption proves incorrect, the business may need to pivot. For example, if an assumption about price tolerance is wrong, a pricing model adjustment may be necessary.

Benefits of Identifying and Testing Assumptions

- **Risk Mitigation**: Validating assumptions early on prevents investing in a flawed model, reducing costly failures.

- **Focused Strategy**: By confirming assumptions, entrepreneurs can narrow their focus to strategies and product features that align with validated customer needs.

- **Data-Driven Iteration**: Testing assumptions provides real data, creating a feedback loop where the business model is constantly refined based on proven insights.

- **Tools for Managing Assumptions**

- **Discovery-Driven Planning Worksheets**: These worksheets capture and prioritize assumptions, track their validity, and outline experiments or metrics for testing them.

- **Business Model Canvas**: This tool visualizes assumptions about key areas like customer segments, value propositions, and revenue streams, making it easier to identify which assumptions need validation.

DISCOVERY-DRIVEN PLANNING (DDP)

It is a **strategic approach** particularly useful in entrepreneurship and innovation management, where ventures face high uncertainty and limited data.

- **Key Principles of Discovery-driven Planning**

1. Assumption-Based Planning: Instead of making decisions based on detailed forecasts, DDP identifies and makes explicit the critical assumptions underpinning a venture's business model.

- DDP begins by identifying the key assumptions behind a business idea.

2. Learning Orientation: DDP focuses on iterating, testing, and adjusting the plan based on real-time data and learnings from the market.

- DDP emphasizes continuous learning and iteration.
- Plans are updated based on what the venture learns from real-world feedback and data, not just from initial expectations

3. Affordable Loss: Rather than committing extensive resources upfront, DDP advocates for incremental investments that limit exposure to what the venture can afford to lose at each stage.

- DDP encourages spending only what the startup can afford to lose while learning.

4. Milestone-Based Progress: DDP uses specific milestones tied to learning objectives, guiding whether to move forward, pivot, or abandon parts of the plan based on validated assumptions

- DDP sets clear milestones tied to learning goals (not just financial metrics).
- After reaching each milestone, the team evaluates results and decides whether to continue, pivot, or stop

Example of Discovery-Driven Planning in Practice

- A startup in sustainable packaging aims to replace single-use plastic. Using DDP, they begin by defining their strategic intent: to become the top sustainable packaging provider in their region.
- **Key Assumptions**: They assume that customers will pay a premium for eco-friendly products and that raw materials for packaging are readily available at competitive prices.
- **Reverse Income Statement**: The team sets a profit target of 20% and works backward to outline pricing, cost targets, and customer volume needed to reach this goal.
- **Milestones**: The first milestone might be market validation through customer surveys, followed by securing initial customers or partnerships.
- **Affordable Loss**: They commit to a small initial investment in market research and prototype development, ensuring they don’t overextend before validating demand.

DISCOVERY-DRIVEN PLANNING WORKSHEET

- The worksheet you've shared is titled "Discovery-Driven Planning," a tool often used in entrepreneurship and strategic management to help navigate uncertain business environments.
- **Key Elements of Discovery-Driven Planning**

1. Reverse Financials
Start with the end goal in mind, such as revenue or profit targets, and work backward to determine what conditions and actions are necessary to achieve them. This helps set realistic financial targets.

2. Benchmarking Assumptions
Identify key assumptions about the business, market, or product, then test these assumptions against market data and competitors. This helps validate or adjust your expectations.

3. Key Metrics and Milestones
Define specific metrics and milestones that indicate progress. These metrics allow you to assess if the plan is on track or if adjustments are needed.

4. Learning Plan

Since discovery-driven planning expects uncertainty, it includes a structured way to capture learning. This learning can involve customer feedback, technology limitations, or market changes that impact the original plan.

5. Manage Risks Through Checkpoints

Set up checkpoints at which to review progress and decide whether to continue, pivot, or stop. This staged approach reduces the risk of over-investing in an unproven concept.

6. Required Capabilities

Identify the necessary skills, resources, and partnerships needed to implement the plan. This ensures you are prepared to act on new information as it emerges.

UNDERSTANDING ABOUT BUSINESS PLANS AND ITS TYPES

A business plan is a formal document that outlines a company's objectives, strategies, and the steps it will take to achieve its goals. It provides a roadmap for the business, helps attract investors, guides decision-making, and supports management by clarifying both long-term and short-term goals.

- **Types of Business Plans**

1. **Startup Business Plan**
   This plan is designed for new businesses. It covers everything from the mission statement and objectives to how the business will succeed, including strategies, initial funding needs, and milestones. It’s usually required to attract investors or secure loans.
2. **Internal Business Plan**
   Created for internal use by the company, this type focuses on specific organizational goals, strategies, and financial projections. It’s mainly used for internal planning and performance assessments rather than attracting external funding.

3. Strategic Business Plan

- Long-term planning document outlining high-level goals and strategies.
- Includes mission, vision, and strategies for achieving competitive advantage.
- Guides decision-making over a 3-10 year horizon.

4. Feasibility Business Plan

- Evaluates the viability of a new idea or project.
- Focuses on market demand, cost analysis, and financial feasibility.
- Helps stakeholders decide whether to proceed with the idea.