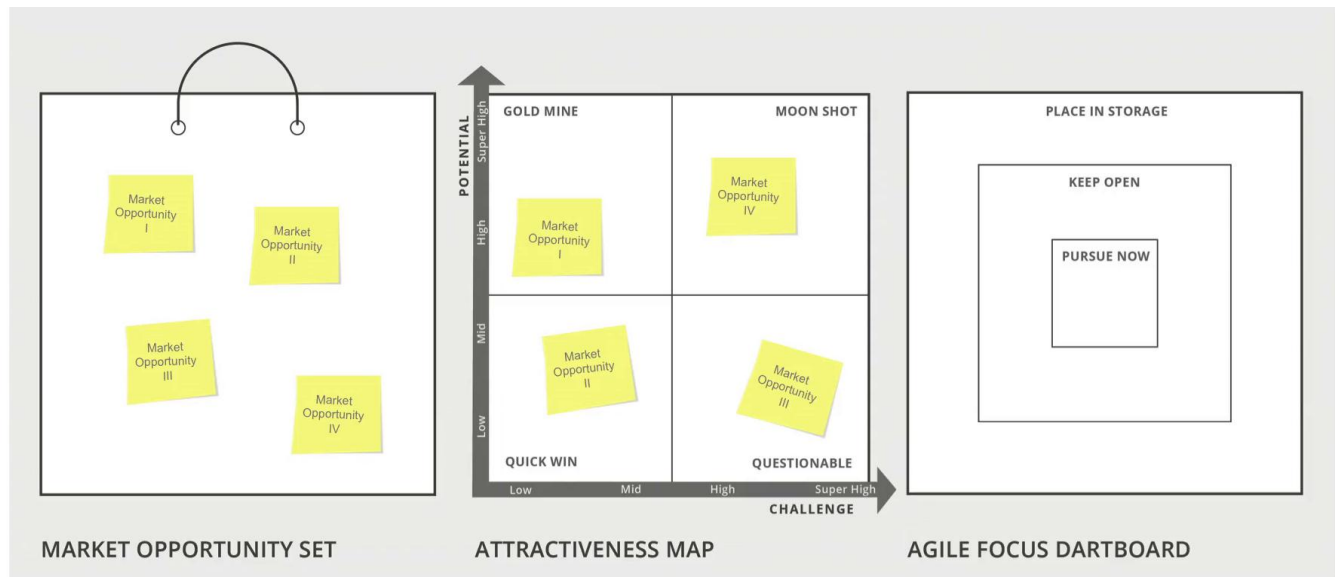


Once you understand the value of your opportunities



Which markets to play in?

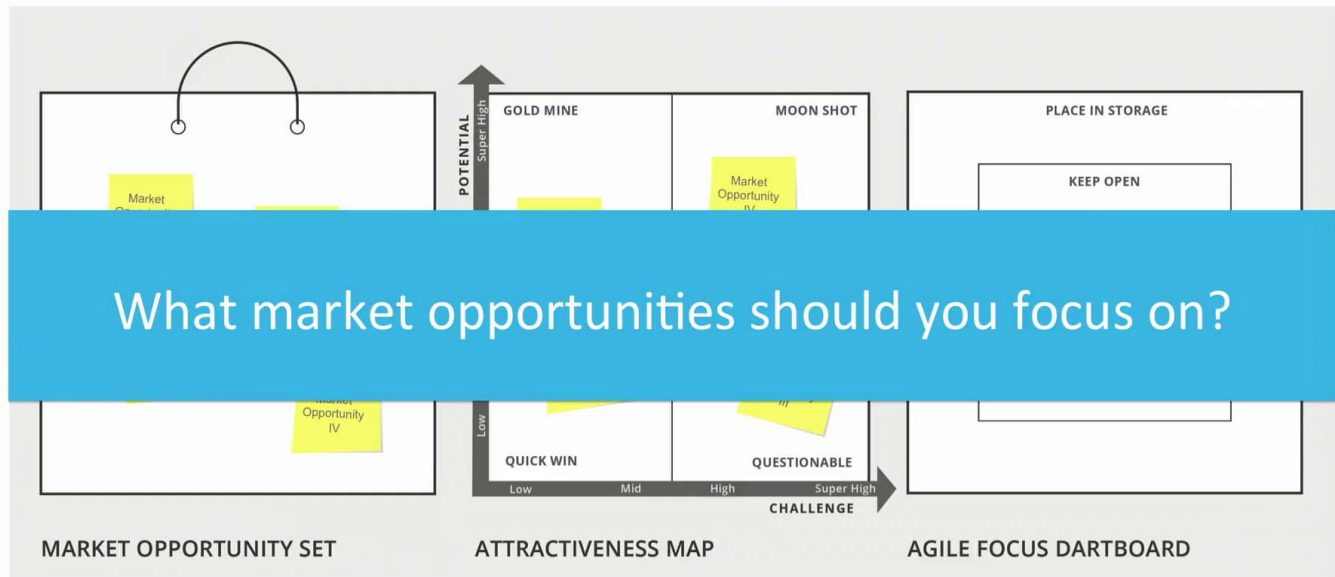
So, welcome back, this is week 4: the agile focused strategy. We are going to teach you how to design the agile focused strategy and this is actually the third step in the market opportunity navigator process. The market opportunity navigator process just to recap has the first step is about opportunity identification, the second step is about evaluating opportunities placing them on the attractiveness map.

Notes

Summary



Once you understand the value of your opportunities



Which markets to play in?

And now, it's really time to understand which market opportunity to focus on.

Notes

Summary



0m 27s

What market opportunities should you focus on?



A fundamental decision



- Market Choice is key for creating value and obtaining revenues
- Market Choice is imprinting the DNA of your venture



Which markets to play in?

Now, which one is the one that you should focus on that you should exploit over time, if you think about this decision this is actually a critical one and I pointed that out earlier, but just to recap as well this is a decision that shapes the value creation potential of your venture. The sales you're going to achieve and second it also is a decision that imprints the DNA of your venture, which means it imprints your culture, the organizational identity, who you are as an organization, it imprints the types of people you're going to hire, it imprints the types of customer that you're trying to attract etc, etc.

Notes

Summary



0m 32s

What market opportunities should you focus on?



Yet...

despite the critical nature of this choice and your best efforts in finding the most valuable market, you may need to adapt your choice over time!



markets to play in?



So, it-- and a very very fundamental implications for your venture, keeping this in mind there's also another complication that comes in, well you cannot foresee the future of course and because; you're doing something new, you're doing something innovative, there's uncertainty and that could ultimately mean that you may have to adapt your market choice. Despite your best efforts in figuring out what the best market opportunity is you know? There might be new competitors coming in, some new technology that is developed over time by others, that might completely kill your first initial market choice.

Notes

Summary



1m 10s

What market opportunities should you focus on?

The innovator's
challenge:

**focus and
stay agile**



h markets to play in?

So, in a way the challenge will be to focus on a very good market opportunity, but also keep in mind that it's uncertain that things are going to change, therefore you should stay agile. So, it's about focus and agility at the same time so that's the innovator's challenge at that point.

Notes

Summary



1m 51s

A “smart” market opportunity strategy...



...has to take into account two major aspects:

WHAT?

What are the most attractive market opportunities that you should focus on?

HOW?

How can you focus...**and** stay flexible, agile and open-minded at the same time?

Which markets to play in?



So, when you design your market opportunity strategy you don't only want to decide any type of strategy, you want to design a smart one what does smart mean? It has two main components, considerations, number one you want to focus on the most attractive opportunity and number two how you do it, you focus it while being agile you know? You try to remain flexible while focusing, we call this strategy therefore not the focus strategy but the agile focused strategy because; it has these important properties.

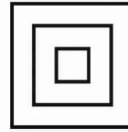
Notes

Summary



2m 11s

The Agile Focus Strategy



It balances the tension between focus and flexibility, by consciously keeping other opportunities open : those that will allow you to
(i) mitigate your risk and
(ii) increase your value with minimum effort.

Which markets to play in?

It allows you to focus and it allows you to remain agile, which is so critical under conditions of uncertainty. When you think about this in more depth, there is an inherent tension that surfaces you know? This is the tension between focus and flexibility and how can you manage this tension? Well, you can manage it by keeping other options open; this is a logic that flows out of real options, reasoning in the strategy literature. Where people have spent a long time trying to understand under which circumstances, which type of strategic activities will produce the greatest value and in our case here, what you can bear in mind is that these options, these market opportunities that you have identified, are your options you know? Your future possibilities and you can place a little investments in exploring these other options, you can also try to make decisions now that will make it easier for you in the future to actually execute on these options. So ultimately, what this does help you to is two main things; it helps you to mitigate your risk, when you have that agile focused strategy and it helps you to increase your value, with relatively minimal effort.

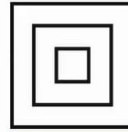
Notes

Summary



2m 44s

The Agile Focus Strategy



Don't get trapped!

This strategy enables you to leverage your resources and capabilities, so that you allocate them more effectively and avoid a potentially fatal lock-in.

Which markets to play in?

It also helps you to avoid a very critical phenomenon that we often observe in innovation, which is locking you know? You are focusing on a single opportunity only you are designing your venture, your innovation strategy on this single opportunity, only you pick a brand name that is very narrow targeted from that opportunity. You add even a very specialized technology that is focused on this opportunity and overtime in case this opportunity does not work out, you realize, "oh my god, I invested so much into this very narrow path and now I have to go way way back to actually change that path", and the strategy of being happening in agile focus helps you to be more nimble, it helps you to avoid this very lock-in that I just described.

Notes

Summary



4m 03s

But what about 'laser sharp focus'?

Entrepreneurs are often told that they have to pursue a narrowly focused strategy, or else they won't be able to survive.

The reason for this seems clear at first sight: small ventures are scarce on resources and thus should not spread their efforts too thinly.

While this is all very true, it neglects the importance of agility, which is highly critical for operating under conditions of uncertainty.

Which markets to play in?

So, you often hear that entrepreneurs and innovators have to have a laser sharp focus, is this not contradicting what we say here? No, it does not but we add an important element to this idea, which basically says well you focus but you remain agile, think about small ventures. Small ventures are typically receiving this advice because they have limited resources and they should not spare to spread their efforts too thinly. And this is very true but you also don't want to be trapped in a single options and then have to go as I just described.

Notes

Summary



4m 54s

Core implications of the Agile Focus Strategy

The Agile Focus Strategy allows you to manage your venture with foresight while remaining agile. It supports you in:

- Allocating your resources and developing your technology
- Picking and developing your team and your stakeholders
- Managing your intellectual property
- Building your organizational identity & culture
- Defining your branding and marketing messages

Which markets to play in?

All the way back in order to be able to move into another market domain you know? That's why the agile focused strategy has important implications and has far-reaching implications for your venture you know? It helps you in allocating your sources and developing your technology in a more nimble, in a more modular way, it helps you to pick and develop your team and your stakeholders, it helps you to manage your intellectual property, the types of claims that you put in your patterns. It helps you to build your organizational identity and your culture, meaning you have an identity that is more broadly defined and a culture that is more broadly defined, and it helps you to define your branding and marketing messages. So ultimately, it helps you to create an organization right from the get-go, that has in its DNA the ability to be more agile.

Notes

Summary



5m 26s

Summary



Setting a smart strategy is not only based on finding the most attractive opportunity, but also on creating a smart portfolio around it to enhance agility.

In this week, we will show you how to design YOUR Agile Focus Strategy!

Which markets to play in?

So, setting a smart strategy is not only about finding this one focal opportunity and exploiting it, it is about creating a smart portfolio around this key opportunity, that enhances your agility and in this week, I gonna show you how you can do this you know; How you can develop your agile focus strategy.

Notes

Summary



6m 23s