



Understanding the value proposition and the attractiveness of your innovation

Dr Sharon Tal Itzkovitch, February 2025

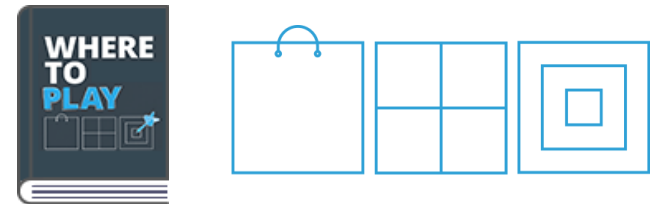
Hi, I am Sharon



Trainer, educator and facilitator



Author of Where to Play:
www.wheretoplay.co



Co-founder and former executive
director of the Technion
Entrepreneurship Center



**Making innovation
happen is difficult!**






Image from: <https://killerinnovations.com/innovation-strength-acquiring-innovation-avoiding-the-biggest-risks-to-innovation>

So how do we know it its worth the effort?



And if so – on which projects?

Today's agenda

- 
- The background of the slide features a complex network of glowing, spherical nodes connected by thin, intersecting lines. The nodes vary in size and brightness, creating a sense of depth and dynamic energy. The lines form a web-like structure that fills the entire frame, suggesting a global or interconnected system. The overall color palette is dark with warm, golden-yellow highlights from the glowing nodes.
- ✓ What is the key value of your innovative idea?
 - ✓ How to assess the attractiveness of an innovative opportunity?

Today's agenda

- 
- ✓ **What is the key value of your innovative idea?**
 - ✓ **How to assess the attractiveness of an innovative opportunity?**

The basic pillars of an innovative opportunity

What do we offer & for whom



Two types of innovations



INTERNAL

vs.



EXTERNAL

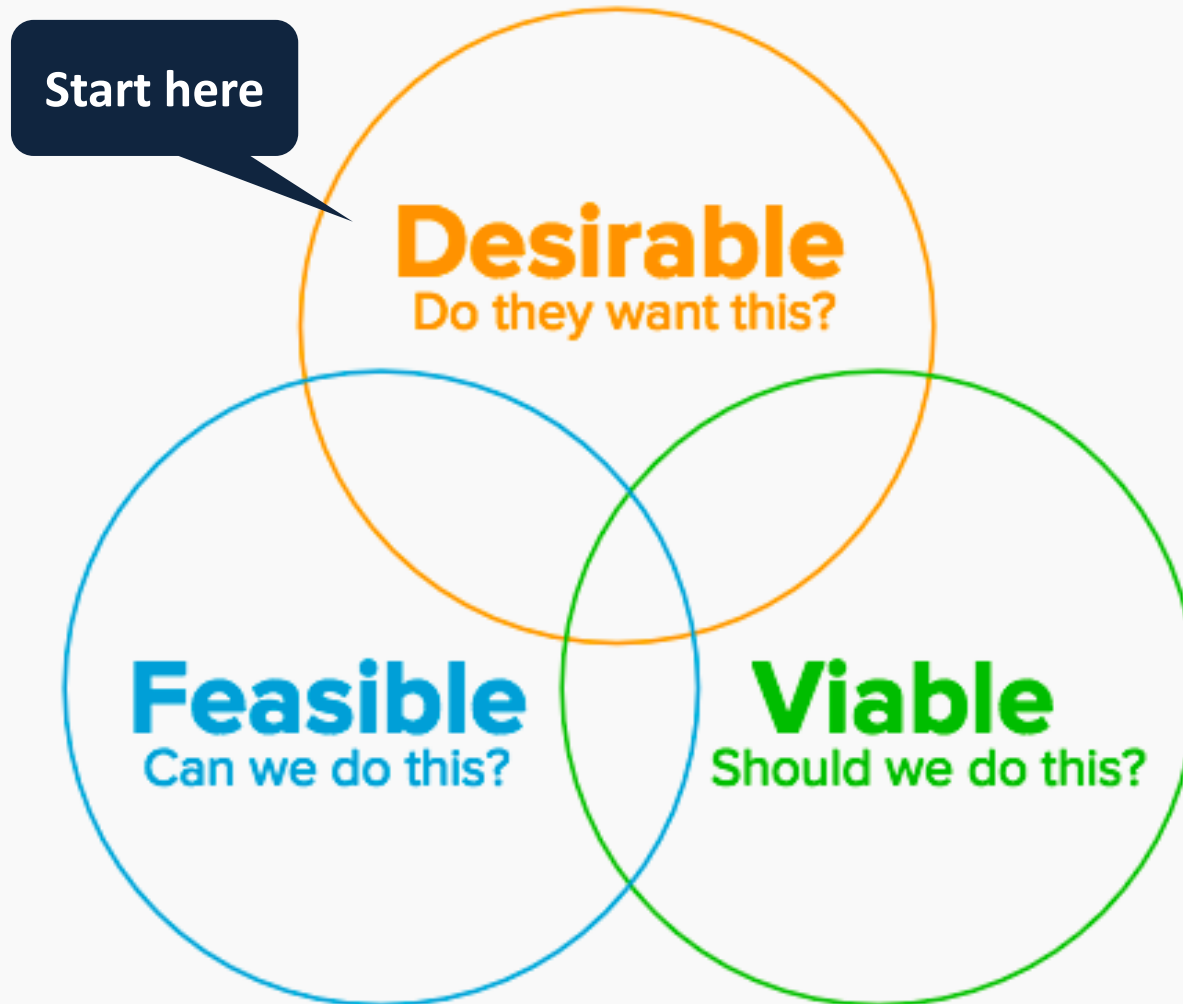
Customer-facing innovation (external)



Operational innovation (internal)



Is it a promising opportunity?



It all starts with the users (internals or externals)

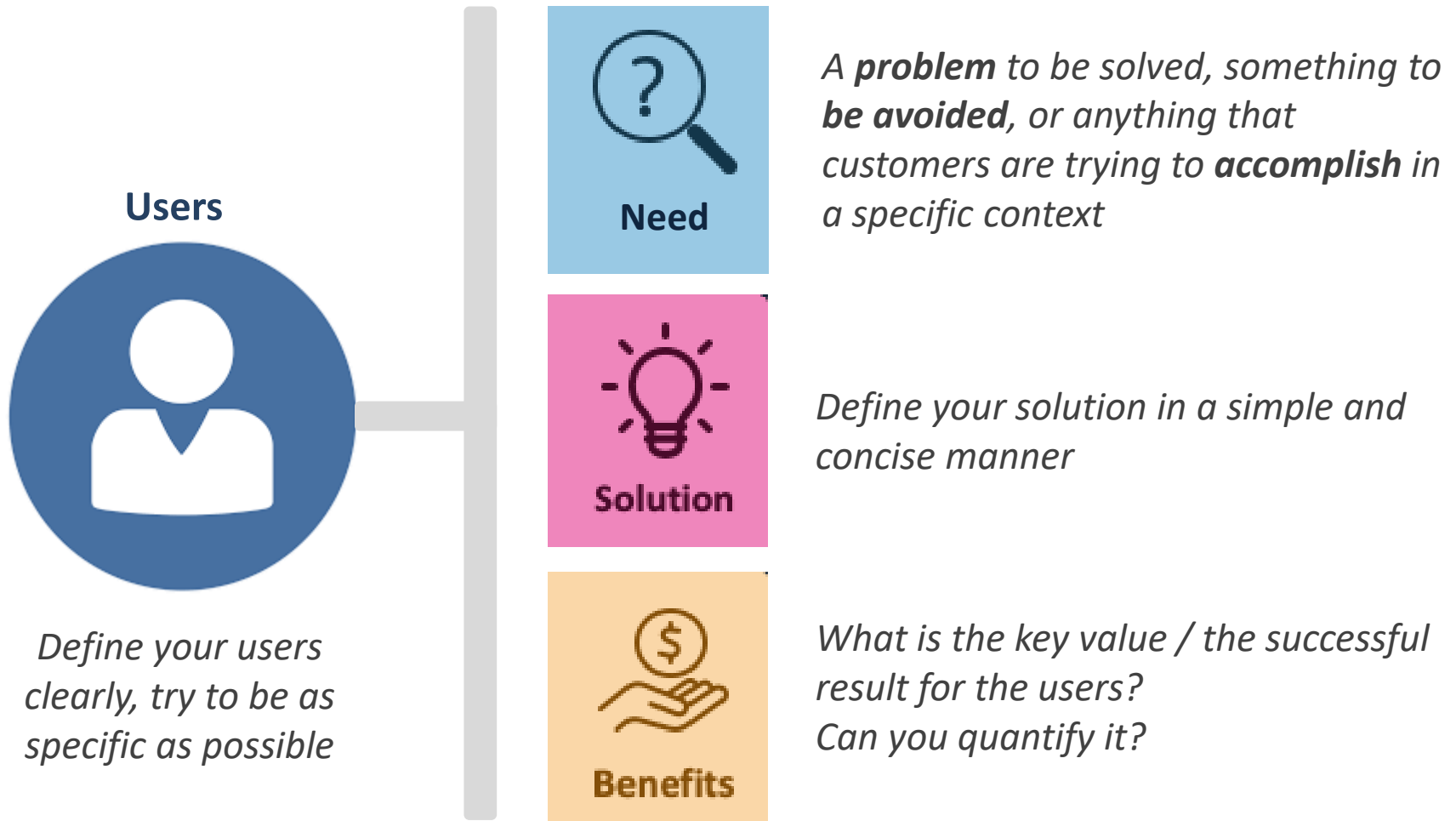


What is your value proposition?



The benefits users can expect from your offering

Understanding your value proposition



Users – external innovation

Define your customer segment.

Be specific!



One size fits no one!

Users- internal innovation

Define your beneficiaries / stakeholders

✓ Direct users

Who will be the main users of your innovation?

✓ Broader beneficiaries / stakeholders


Who else can benefit from/ be influenced by your innovation?

✓ Management team?

✓ Legal department?

✓ Your customers? etc

The need



**“People don’t want a quarter-inch drill.
They want a quarter-inch hole.”**
(Theodore Levitt)

A job to be done

People do not just buy / adopt new offerings.

They “hire” them **to make progress** in a **particular context**.

- ✓ A job-to-be-done can be an objective, a goal or a task, a problem to be solved, something to be avoided, or anything else that groups of people are trying to accomplish
- ✓ Jobs could be functional, emotional or social!

Once you get **clarity on why** someone wants to buy (or adopt) something, it makes it easier for you to create the right solution.

Design your offering to address the 'job', in a measurable manner

- ✓ What measurable change happens in your customer's/
beneficiaries life that makes them want your product?
 - ✓ Cost reduction
 - ✓ Productivity
 - ✓ Safety
 - ✓ Quality
 - ✓ Customer satisfaction etc
- ✓ How are you different than existing solutions?

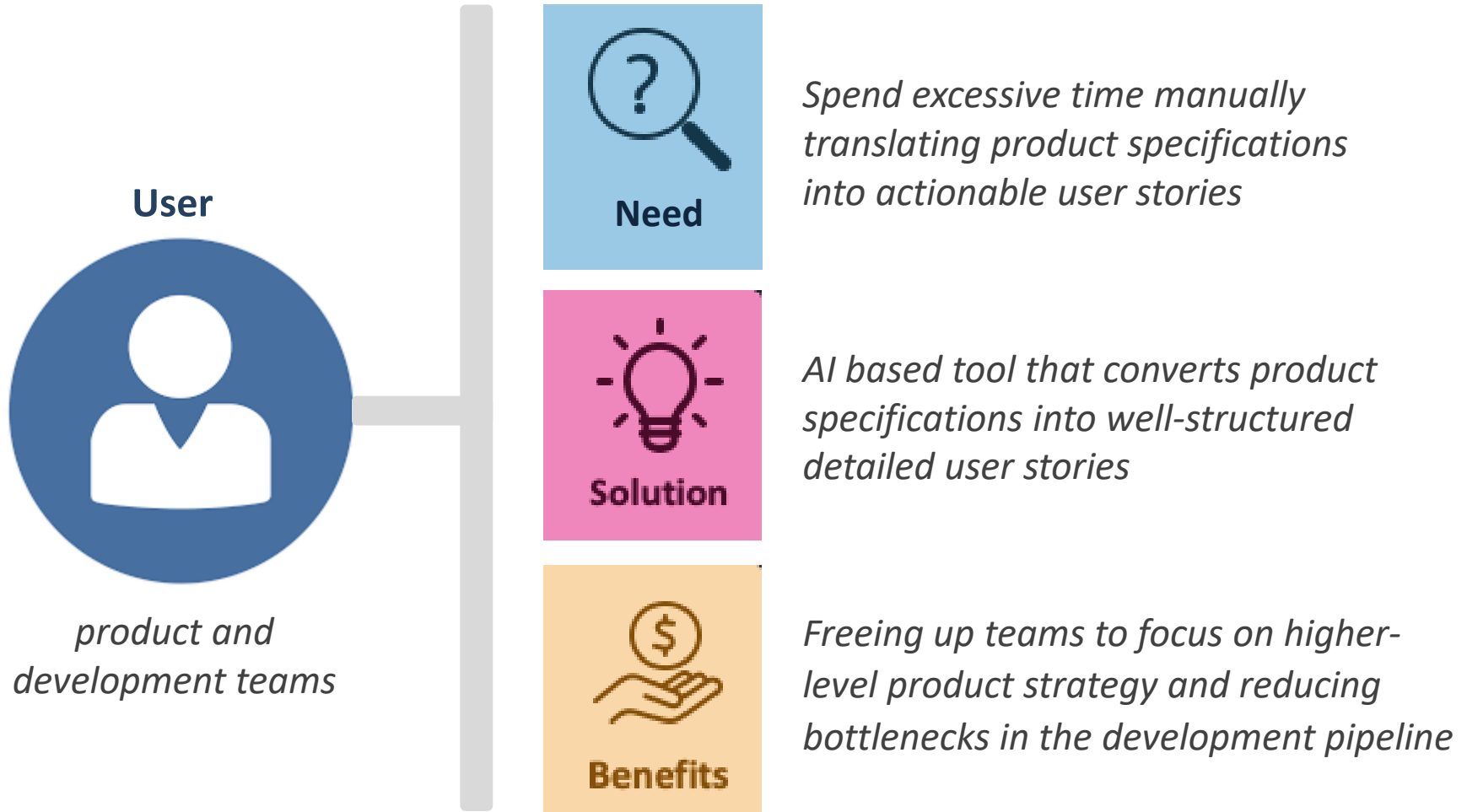
Think benefits over features

“Here’s what our product can do”

is very different from

“Here’s what you can do with our product”

Example







Different stakeholders = different value proposition



Don't mix the customers benefits with the firm's benefits



Lets try this out

<p>User</p>  <hr/> <hr/> <hr/>	<div data-bbox="730 309 993 625"><p>Need</p></div> <div data-bbox="730 646 993 943"><p>Solution</p></div> <div data-bbox="730 972 993 1265"><p>Benefits</p></div>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
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**A compelling
value proposition**

≠

An attractive opportunity

Today's agenda

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- ✓ What is the key value of your innovative idea?
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Evaluating innovative projects



Assessing the attractiveness of innovative opportunities

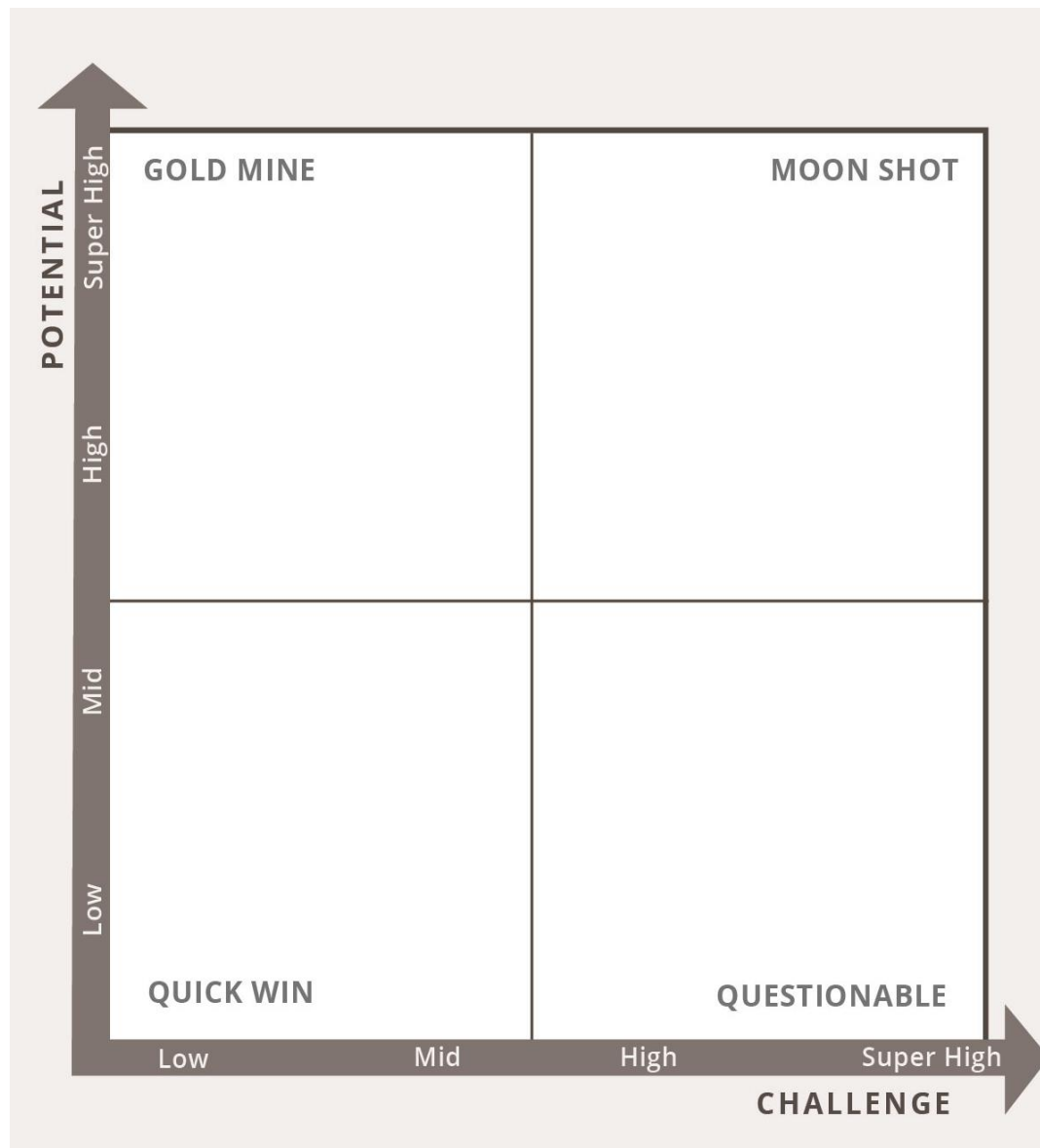


The potential



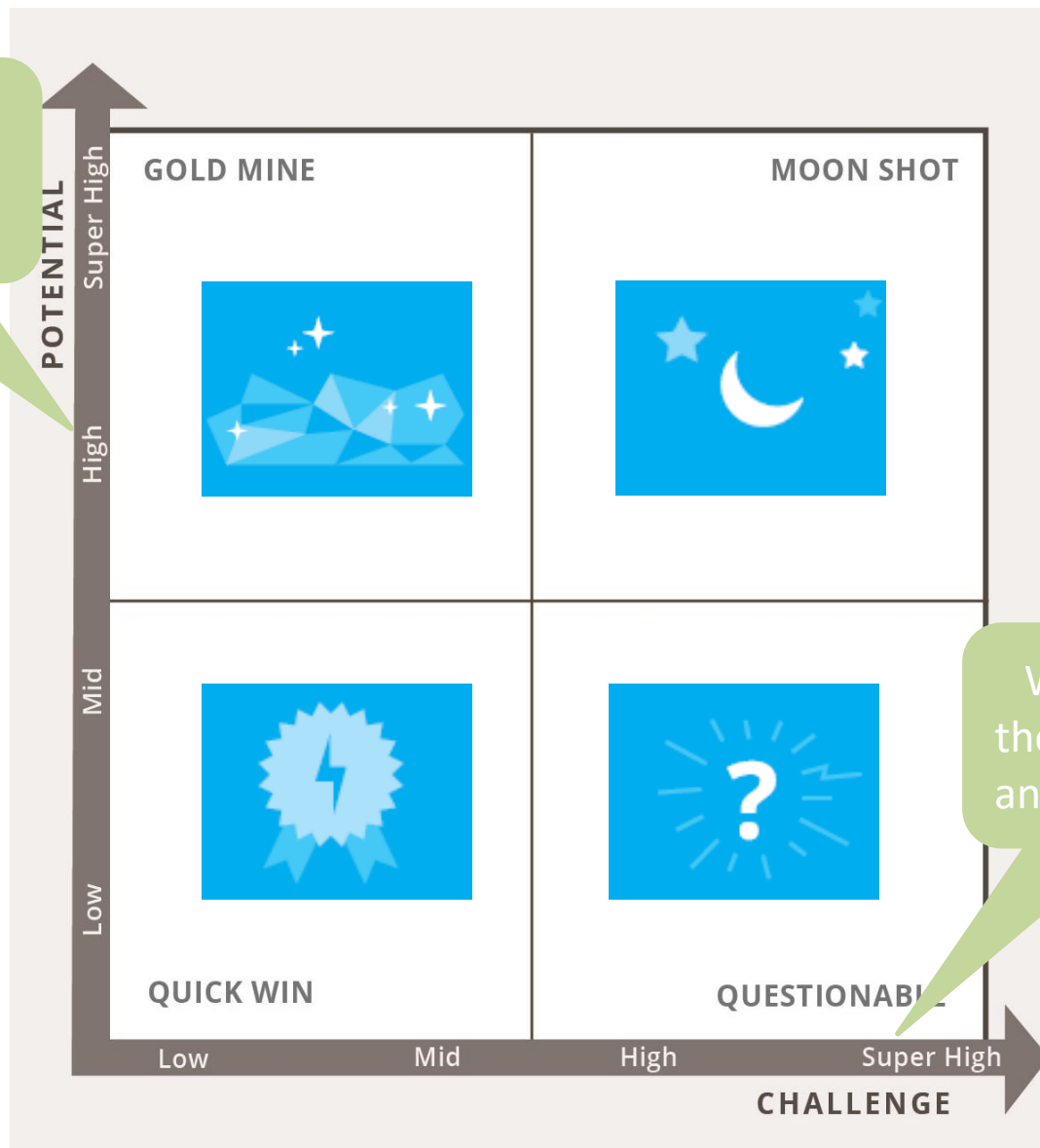
The challenge

The Attractiveness Map



4 types of opportunities

What shapes the potential of an opportunity?



What shapes the challenge of an opportunity?

Operational innovation (internal)





EVALUATE THE ATTRACTIVENESS OF INTERNAL INNOVATION

NAME

DATE

Use this worksheet for every market opportunity you would like to evaluate.



Internal innovation project:

POTENTIAL



LOW MID HIGH SUPER HIGH

COMPELLING REASON TO ADOPT

Clear organizational need
Effective solution
Alignment with business strategy



LOW MID HIGH SUPER HIGH

IMPACT EXTENT

Size of affected target
Expected growth in need/affected target



LOW MID HIGH SUPER HIGH

ECONOMIC VIABILITY

Investment vs. direct savings/improved efficiencies
Indirect benefits (branding, differentiation, etc.)
Springboard for future goals

OVERALL POTENTIAL

LOW MID HIGH SUPER HIGH



CHALLENGE



LOW MID HIGH SUPER HIGH

IMPLEMENTATION OBSTACLES

Innovation development challenges
Adoption barriers/change management obstacles
Raising human and financial capital



LOW MID HIGH SUPER HIGH

IMPLEMENTATION TIME

Preparation time (before starting the project)
Time to fully accomplish project's goals



LOW MID HIGH SUPER HIGH

EXTERNAL RISKS

Dependencies on value chain members
Dependencies on other 3rd parties
Regulation risks

OVERALL CHALLENGE

LOW MID HIGH SUPER HIGH



Use the overall ratings to situate each market opportunity on the Attractiveness Map.



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Internal innovation project:

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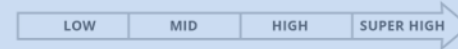
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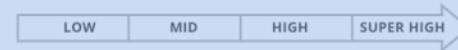


CHALLENGE



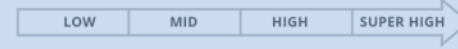
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OVERALL CHALLENGE



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Internal innovation project: AI solutions for HR

POTENTIAL



LOW MID HIGH **SUPER HIGH**

COMPELLING REASON TO ADOPT

Clear organizational need
Effective solution
Alignment with business strategy

Clear unmet need for HR staffers (more efficient work through the use of AI), for job applicants (easier access to application information and application steps through support of AI), and for employees (easier access to corporate information and easier handling of organizational tasks through AI)



LOW MID HIGH **SUPER HIGH**

IMPACT EXTENT

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Expected growth in need/affected target



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OVERALL CHALLENGE

LOW MID HIGH **SUPER HIGH**





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Internal innovation project: AI solutions for HR

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**COMPELLING REASON TO ADOPT**

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CHALLENGE

**IMPLEMENTATION OBSTACLES**

Innovation development challenges
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**IMPACT EXTENT**

Size of affected target
Expected growth in need/affected target

- 17 employees in the HR department
- 500 job appliers per year
- 1000 employees of the company

**ECONOMIC VIABILITY**

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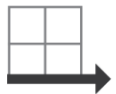
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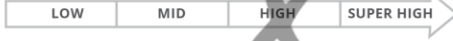
Internal innovation project: AI solutions for HR

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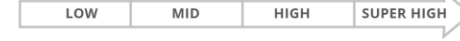
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CHALLENGE



IMPLEMENTATION OBSTACLES

Innovation development challenges
Adoption barriers/change management obstacles
Raising human and financial capital



IMPLEMENTATION TIME

Preparation time (before starting the project)
Time to fully accomplish project's goals

- Decrease of costs by working more efficiently with the help of AI
- More efficient (faster) application management
- Saving time to get corporate information; saving time for organizational tasks
- Employer branding benefit: First industry company in the local area using AI

OVERALL POTENTIAL



OVERALL CHALLENGE



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Internal innovation project: AI solutions for HR

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Internal innovation project: AI solutions for HR

PO

- Unfamiliarity of the board members with AI and therefore not a clear vision of the advantages of AI
- Uncertainty of the staffers about the new technology of AI (not tech-savvy enough)
- Difficulties to hire AI experts on the local labor market

CHALLENGE

**IMPLEMENTATION OBSTACLES**

Innovation development challenges
Adoption barriers/change management obstacles
Raising human and financial capital

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OVERALL POTENTIAL**OVERALL CHALLENGE**

Use the overall ratings to situate each market opportunity on the Attractiveness Map.



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Internal innovation project: AI solutions for HR

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**IMPLEMENTATION OBSTACLES**

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- Several months for the implementation of AI technique;
- Few weeks for training all staffers on using AI

**IMPLEMENTATION TIME**

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IMPACT EXTENT

Size of affected target
Expected growth in need/affected target



- IT: Data security; external cyber attack
- Lack of experience of local AI suppliers due to still low demand of industry companies

CHALLENGE



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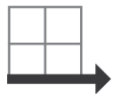
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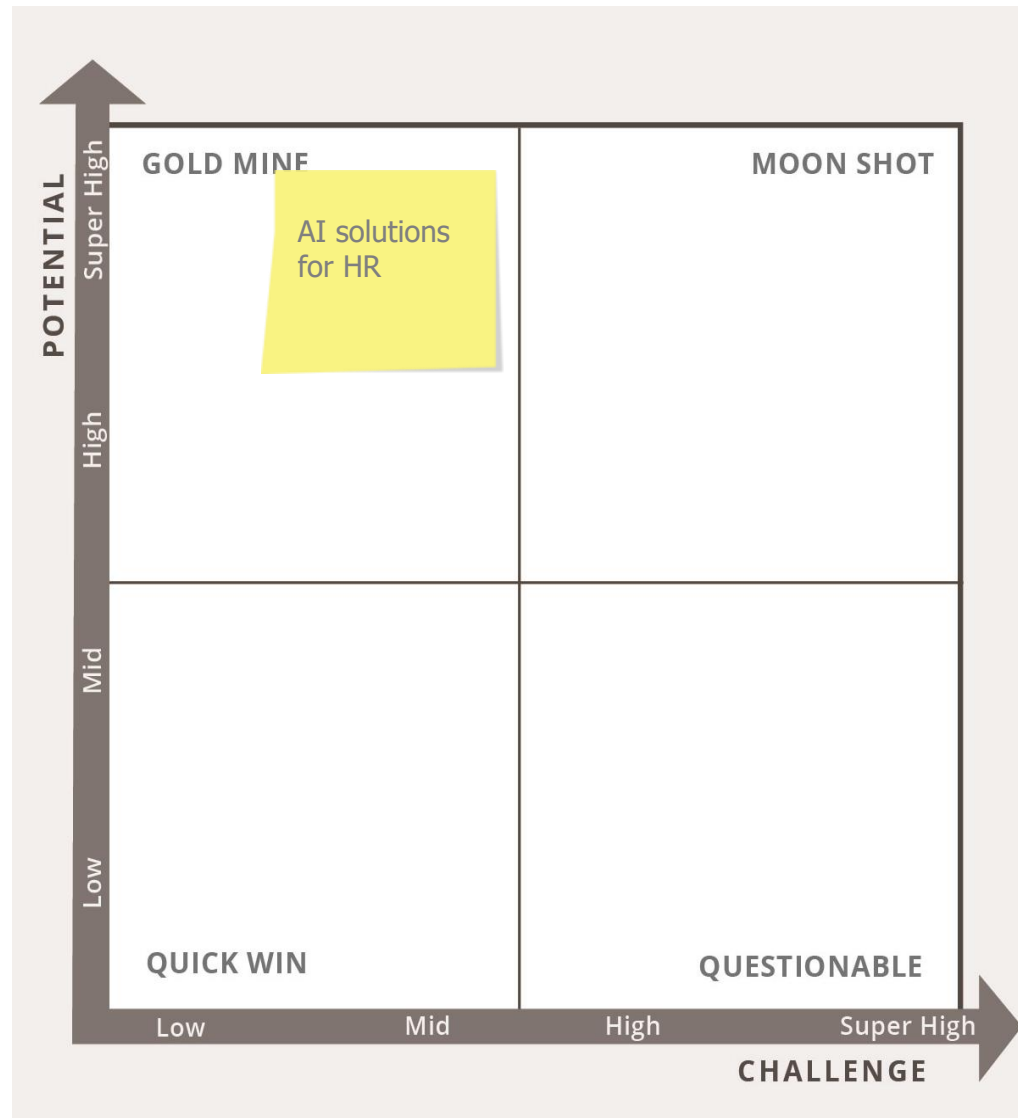
OVERALL POTENTIAL



OVERALL CHALLENGE



Its a Gold-Mine!



KEEP IN MIND

#1

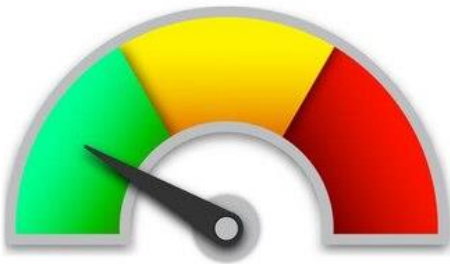
This is not hard science!

$$\begin{aligned} dx &= \int \left(x^2 \sqrt{x} + \frac{x}{2} - x^4 \frac{x^4}{2} \right) dx \\ &= \int \left(\frac{2}{7} x^{\frac{7}{2}} + \frac{x^2}{4} - \frac{3}{10} x^5 \right) dx \\ &= \frac{33}{140} \end{aligned}$$

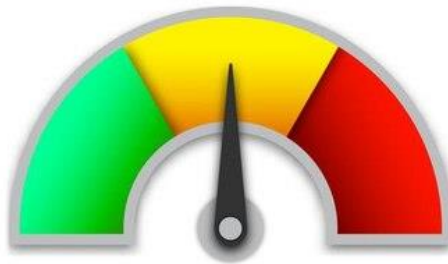
$(x^2 + y) dx dy$
 $\cos(x+y) dx dy$
SS



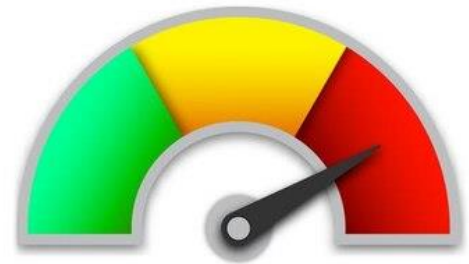
**You can mark your level of uncertainty
for a more efficient learning**



Low



Mid



High



Assess a single project, or apply on multiple projects to compare and prioritize



Customer-facing innovation (external)



Same logic, small adjustments



EVALUATE MARKET OPPORTUNITY ATTRACTIVENESS

NAME

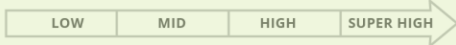
DATE

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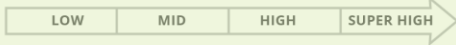
Market Opportunity:

POTENTIAL



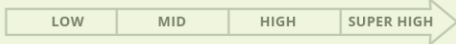
COMPELLING REASON TO BUY

Unmet need
Effective solution
Better than current solutions



MARKET VOLUME

Current market size
Expected growth



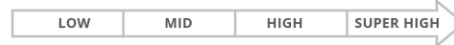
ECONOMIC VIABILITY

Margins (value vs. cost)
Customers' ability to pay
Customer stickiness

OVERALL POTENTIAL



CHALLENGE



IMPLEMENTATION OBSTACLES

Product development difficulties
Sales and distribution difficulties
Funding challenges



TIME TO REVENUE

Development time
Time between product and market readiness
Length of sale cycle



EXTERNAL RISKS

Competitive threat
3rd party dependencies
Barriers to adoption

OVERALL CHALLENGE



Use the overall ratings to situate each market opportunity on the Attractiveness Map.



EVALUATE MARKET OPPORTUNITY ATTRACTIVENESS

NAME

DATE

Use this worksheet for every market opportunity you would like to evaluate.



Market Opportunity:

POTENTIAL



LOW	MID	HIGH	SUPER HIGH
-----	-----	------	------------

COMPELLING REASON TO BUY

Unmet need
Effective solution
Better than current solutions



LOW	MID	HIGH	SUPER HIGH
-----	-----	------	------------

MARKET VOLUME

Current market size
Expected growth



LOW	MID	HIGH	SUPER HIGH
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ECONOMIC VIABILITY

Margins (value vs. cost)
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OVERALL POTENTIAL

LOW	MID	HIGH	SUPER HIGH
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CHALLENGE



LOW	MID	HIGH	SUPER HIGH
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IMPLEMENTATION OBSTACLES

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LOW	MID	HIGH	SUPER HIGH
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TIME TO REVENUE

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LOW	MID	HIGH	SUPER HIGH
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EXTERNAL RISKS

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OVERALL CHALLENGE

LOW	MID	HIGH	SUPER HIGH
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בקרום תוכלו לרכוש מכונית משומשת בלי לצאת מהבית

טרייד מוביל, חברת הסחר במכוניות משומשות, תשיק פלטפורמה מקוונת • את הקנייה יהיה אפשר להשלים ברשת, והמכונית אף תובא לבית הקונה לצורך נסיעת מבחן – אך המיקוח על המחיר יהיה מוגבל • "84% מהקונים לא מאמינים לאיש מכירות, אבל 91% מאמינים לאפליקציה"

דניאל שמיל

מגפת הקורונה והבניסה של טסלה לישראל דחפו את המכירה של מכוניות חדשות ברשת. יבואנים גדולים כמו לובנסקי, וכן יבואנים קטנים יותר כמו אוטורחן (יבואנית איזוס), מאי פשרים הזמנה מלאה של מכוניות ברשת, שאף יכולה לכלול נסיעת מבחן ליד הבית.

ואולם בשוק המכוניות המיושמות המצב שונה. כדי לקבל מכונית משומשת, יש לנסוע למגרש המכירה או לבעלים, לראות את המכונית, ואולי גם להתמקח על המחיר. בארה"ב, לעומת זאת, חלק גדול מהריכישות של מכוניות משומשות נעשה ברשת – דרך חברות כמו Vroom, Carvana ו-Carmax. כעת תנסה טרייד מוביל, חברת סחר במכוניות



"השימוש העיקרי בסוכנויות יהיה למסירת מכוניות" צילום: ניר קידר

מנכ"ל טרייד מוביל. החברה מתכננת להשיק פלטפורמה מקוונת חדשה למכירת מכוניות, שבה כל מכונית תוצג ב-20 תמונות, מבפנים ובמחיצ. האפליקציה תכלול מירע מלא על השריטות והמצב המכני של

משומשות השייכת למשפחת דיין, למכור מכוניות משומשות דרך האינטרנט גם בישראל. "ראינו ש-84% מהקונים לא מאמינים לאיש מכירות, אבל 91% מהם דווקא כן מאמינים לאפליקציה", אומר שגיב מגר,

המכונית, כולל בעלויות קודמות וקילומטראז'. את תהליך הקנייה אפשר יהיה להשלים ברשת, והוא יוכל לכלול נסיעת מבחן במכונית, שתובא לבית הקונה. טרייד מוביל כבר ערכה פיילוט בהיקף מצומצם, וכעת היא מתכננת להציע את השירות בהיקף נרחב יותר. עם זאת, מרבית המכוניות של החברה עדיין יימכרו בסניפים.

נמישות מצומצמת

המחירים בשירות החדש יתבססו על המחירון של טרייד מוביל (המבוסס על נתוני הביקוש וההיצע בחברה, על נתונים משוק המשומשות כולו ועל מחירון לוי יצחק), והמיקוח על מחיר המכונית יהיה מוגבל. טרייד מוביל תציע תכילת הטבה שונות, בשווי 1,500-5,000 שקל, הכוללות מערכת מולטימדיה, הרכבת אודיו וגם חופשות

בבתי מלון. במקרים מסוימים אף שר יהיה להמיר את אחת מחבילות ההטבה בהנחת מוזמן. האפשרות המוגבלת למשא ומתן היא תולדה של מצב יוצא דופן בשוק המכוניות המשומשות, שבו מכוניות נמכרות במחיר גבוה מהמחירון והגמישות במחירים היא קטנה הרבה יותר מאשר בעבר. מגר אומר כי התוכנית של החברה היא לעבור ל-90% מכירת רות אונליין, וכך גם לצמצם משמעותית את מספר הסניפים של החברה. משמעות הרבה היא חיסכון ניכר בדמי שכירות ותפעול, וכן בשכר לאנשי המכירות. "מעט הסוכנויות שישארו ייהפכו למתחם חווייתי, ולא למתחם מכירה. השימוש העיקרי בהן יהיה למסירת מכוניות ללקוחות", מר סיף מגר. שוק המכוניות המשומשות נותר מחוץ למהפכה הדיגיטלית,

עובדה שהופכת אותו להודמ"נ עובר גורמים שונים. קבוצת Zap (רפי זהב לשעבר) עוברת כבר זמן רב על אתר למכירת מכוניות משומשות בשם Zap Cars, וקבוצת מימון ישיר רכשה את Carwiz, פלטפורמה למכירת מכוניות משומשות. עם זאת, כשני המקרים מדובר בתיווך בין מוכרים לקונים (שירות המכונה Market Place בשוק הקמעוני), ושתי החברות לא מוכרות מכוניות בעצמן.

לעומת זאת, בארה"ב מציעות חברות סחר גדולות את המכוניות שברשותן רק ברשת, ולכן גם לריקחות אחריות על מצב המכונית ועל היכולת לספק אותן ללקוחות בדיוק במצב שבו הן הוצגו באינטרנט. טרייד מוביל תהיה הראשונה שתעשה כן בישראל, אבל אפשר להניח שהיא לא תישאר לבד על המגרש במשך זמן רב.



EVALUATE MARKET OPPORTUNITY ATTRACTIVENESS



Use this worksheet for every market opportunity you would like to evaluate.



Market Opportunity: פלטפורמה מקוונת למכונות משומשות

POTENTIAL

**COMPELLING REASON TO BUY**

Unmet need
Effective solution
Better than current solutions

**MARKET VOLUME**

Current market size
Expected growth

**ECONOMIC VIABILITY**

Margins (value vs. cost)
Customers' ability to pay
Customer stickiness

CHALLENGE

**IMPLEMENTATION OBSTACLES**

Product development difficulties
Sales and distribution difficulties
Funding challenges

**TIME TO REVENUE**

Development time
Time between product and market readiness
Length of sale cycle

**EXTERNAL RISKS**

Competitive threat
3rd party dependencies
Barriers to adoption

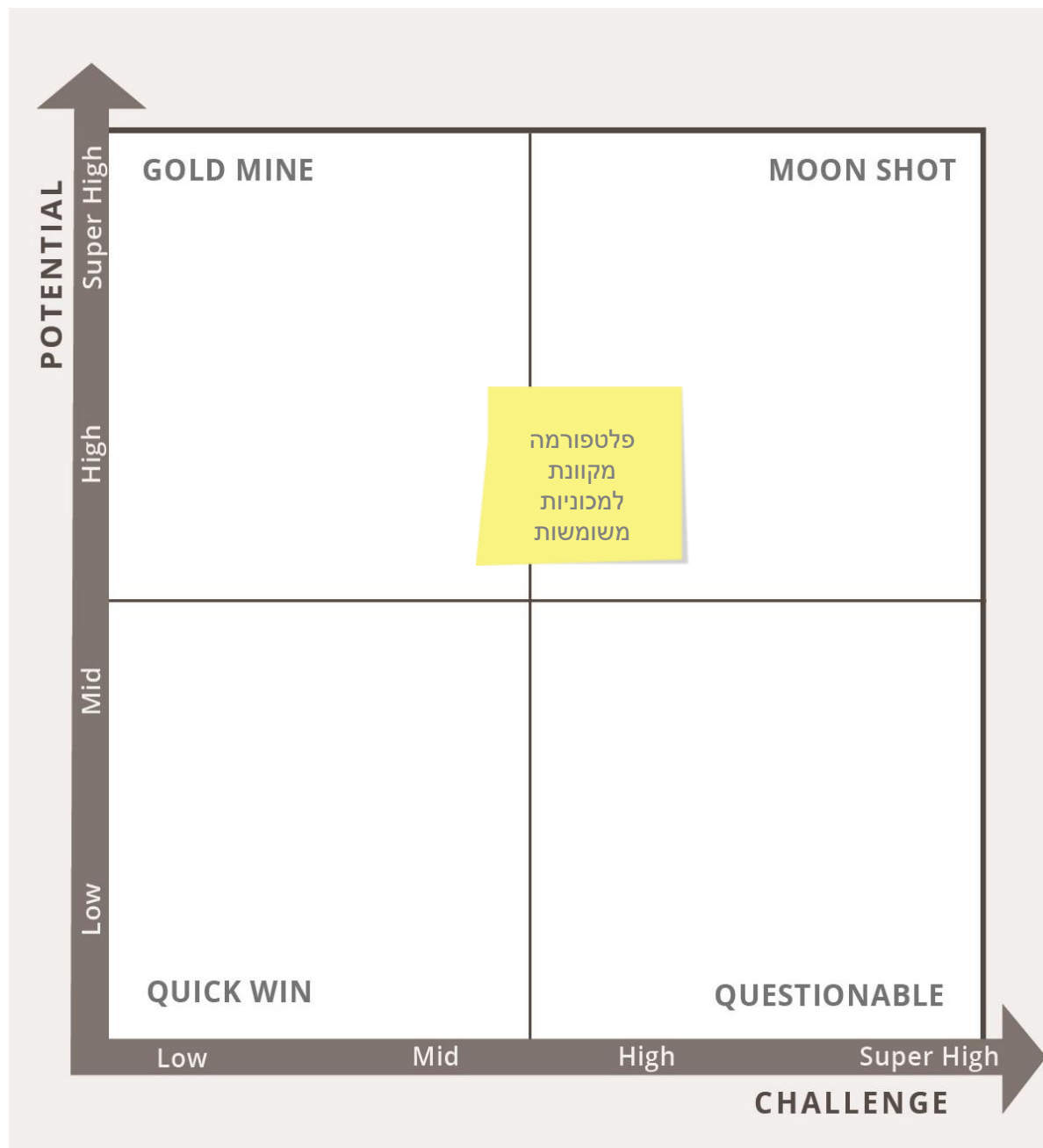
OVERALL POTENTIAL



OVERALL CHALLENGE



Use the overall ratings to situate each market opportunity on the Attractiveness Map.





EVALUATE MARKET OPPORTUNITY ATTRACTIVENESS

Use this worksheet for every market opportunity you would like to evaluate.



Market Opportunity:



POTENTIAL



Desirability

CRIME LINE REASON TO BUY

Unmet need
Effective solution
Better than current solutions



MARKET VOLUME

Current market size
Expected growth



ECONOMIC VIABILITY

Margins (value vs. cost)
Customers' ability to pay
Customer stickiness

CHALLENGE



IMPLEMENTATION OBSTACLES

Product development difficulties
Sales and distribution difficulties
Funding challenges



TIME TO MARKET

Development time
Time between product and market readiness
Length of sale cycle



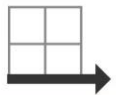
EXTERNAL RISKS

Competitive threat
3rd party dependencies
Barriers to adoption

OVERALL POTENTIAL



OVERALL CHALLENGE



Use the overall ratings to situate each market opportunity on the Attractiveness Map.

EVALUATE THE ATTRACTIVENESS OF INTERNAL INNOVATION

NAME

DATE

Use this worksheet for every market opportunity you would like to evaluate.



Internal innovation project:

POTENTIAL



LOW

MID

HIGH

SUPER HIGH

COMPETITIVE ADVANTAGE

Clear organization
Effective strategy
Alignment of resources



LOW

IMPACT

Size of affected market
Expected return



LOW

ECONOMIC VALUE

Investment required
Indirect benefits (learning, employee loyalty, etc.)
Springboard for future goals

CHALLENGE



LOW

MID

HIGH

SUPER HIGH

les

GH

GH

Regulation risks

OVERALL POTENTIAL

LOW

MID

HIGH

SUPER HIGH



OVERALL CHALLENGE

LOW

MID

HIGH

SUPER HIGH



Use the overall ratings to situate each market opportunity on the Attractiveness Map.

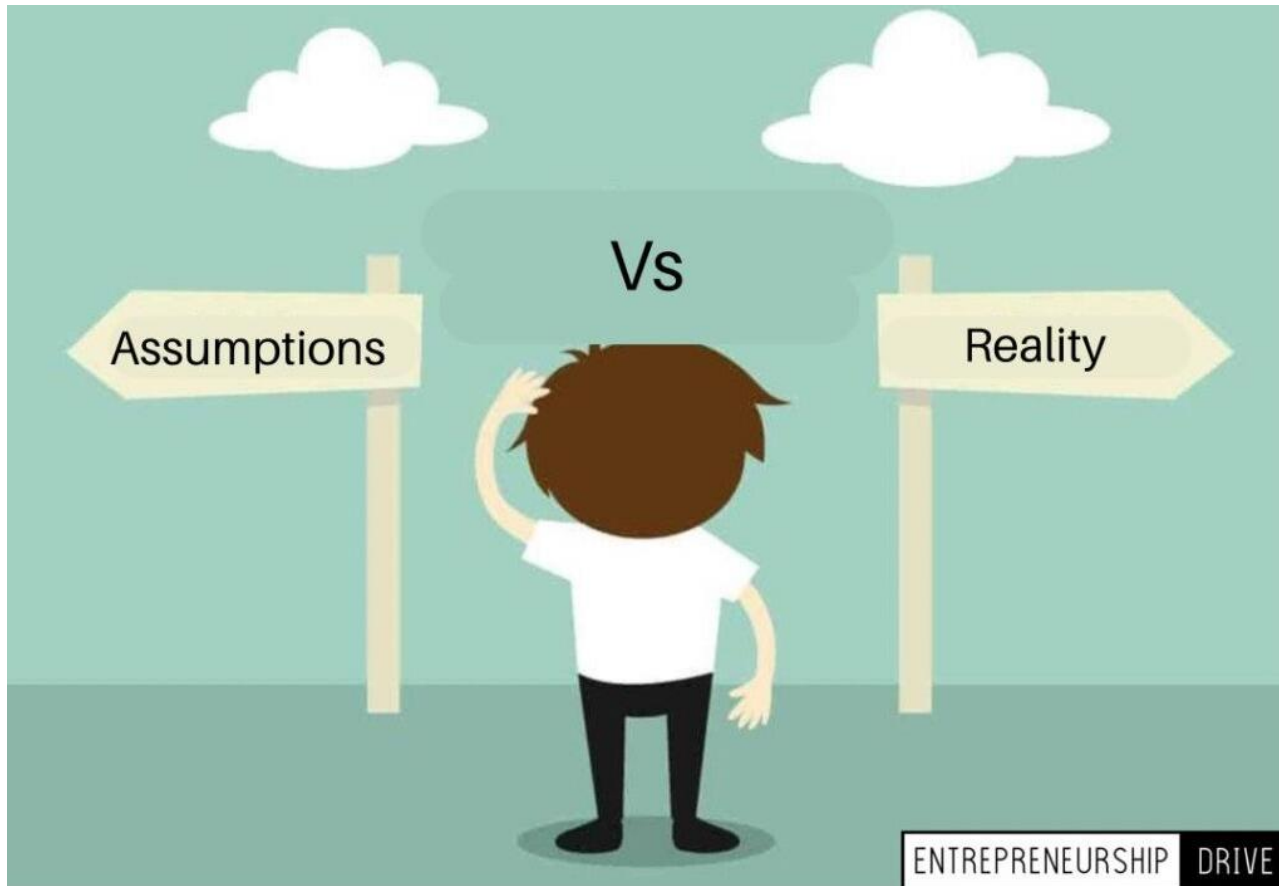


**LET'S GET
TO WORK**

Questions / Key insights



The value of a quick & dirty evaluation



Understand your assumptions, build a plan to validate them

Spot the weaknesses and improve your idea



The power of structured processes



**SUPPORTS YOUR
DECISION-MAKING**

**PROVIDES A
SHARED LANGUAGE**

**DOCUMENTS
ORGANIZATIONAL
KNOWLEDGE
OVER TIME**

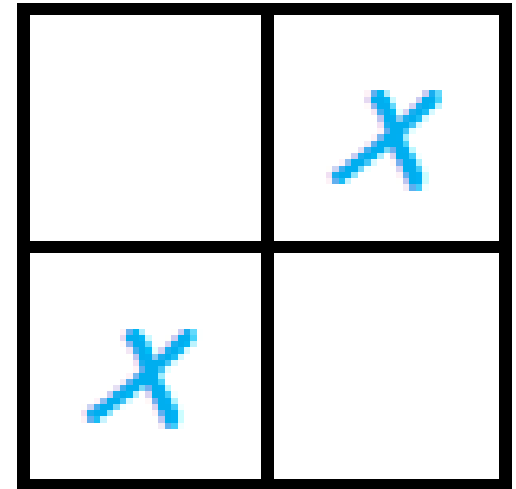


Involve different stakeholders in your
evaluation process





Generating short term wins can greatly help in getting the agreement and the sponsorship for a bigger idea



THE MARKET OPPORTUNITY NAVIGATOR

NAME

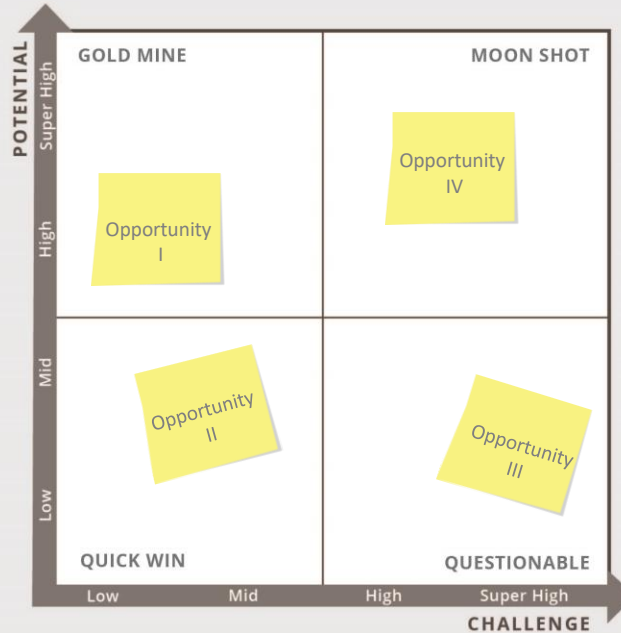
DATE



MARKET OPPORTUNITY SET

1

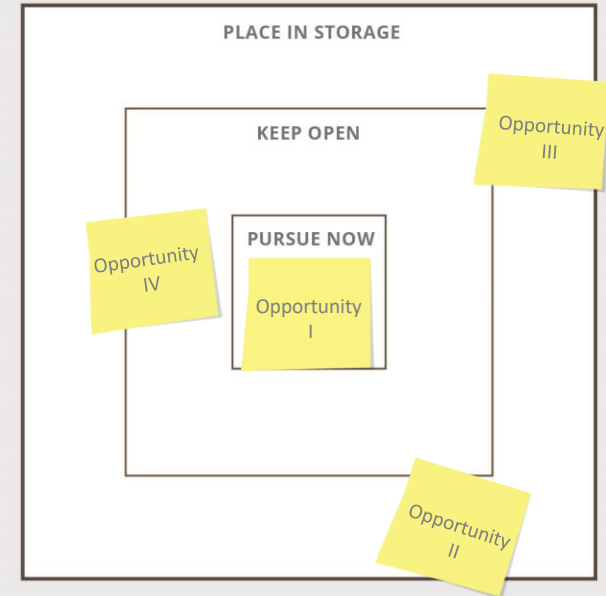
Use Worksheet 1 to identify potential market opportunities, and place them in the set



ATTRACTIVENESS MAP

2

Use Worksheet 2 to evaluate the attractiveness of each market opportunity, and place each one on the map



AGILE FOCUS DARTBOARD

3

Use Worksheet 3 to design your Agile Focus strategy, and mark it on the dartboard



market opportunity = any combination of application + customer

Use sticky-notes™ to represent each market opportunity

If you want to learn more on how to identify, evaluate and prioritize innovative opportunities:



The book: 'Where to Play'



Free on-line course on edX:
Find the right markets for your innovation



Find more resources / download worksheets at:
www.wheretoplay.co



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