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HORIZON-EIE-2022-SCALEUP-01-01 Expanding Entrepreneurial Ecosystems

MODULE 3: Market Discovery



ENTREPRENEDU is a project funded by the European Union under GA 101100507.



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UNIT 1: Fundamentals of market research

Τι είναι η αγορά;

Target Market (για μια start-up) = Ποιοι θα είναι οι πιο πιθανοί πελάτες μας;

SAM = Πόσους μπορώ να φτάσω μέσα από τα κανάλια διανομής μου;



Συνολική διαθέσιμη αγορά – Total Available Market (TAM)
Εξυπηρετούμενη διαθέσιμη αγορά – Served Available market (SAM)
Αγορά στόχος – Target Market

Τι είναι τα
τμήματα
αγοράς;

**Διαφορετικές ομάδες ανθρώπων ή
οργανισμών** τις οποίες η επιχείρηση
επιδιώκει **να προσεγγίσει και να
εξυπηρετήσει.**

Τμήμα ή τμήματα αγοράς;

Προκειμένου να ικανοποιήσει καλύτερα τους πελάτες της μια επιχείρηση μπορεί να τους ομαδοποιήσει σε ξεχωριστά τμήματα με βάση:

- κοινές ανάγκες,
- κοινές συμπεριφορές ή
- άλλα χαρακτηριστικά.

Οι πελάτες ανήκουν σε διακριτά τμήματα εάν:

Οι ανάγκες τους απαιτούν και δικαιολογούν μια ξεχωριστή προσφορά/ πρόταση αξίας

Προσεγγίζονται μέσω διαφορετικών καναλιών

Απαιτούν διαφορετικούς τύπους σχέσεων

Έχουν ουσιαστικά διαφορετικές κερδοφορίες

Είναι πρόθυμοι να πληρώσουν για διαφορετικές πτυχές της προσφοράς

Για ΠΟΙΟΝ δημιουργείτε/
παράγετε αξία;

ΠΟΙΟΙ είναι οι πιο
σημαντικοί πελάτες σας;

Για ποιο λόγο κάποιος θα
αγόραζε από εσάς;

Τύποι Αγοράς Στόχου

Μαζική αγορά - Mass market (?)



Αγορά θύλακας - Niche market



Τμηματοποιημένη Αγορά - Segmented



Διαφοροποιημένη Αγορά - Diversified



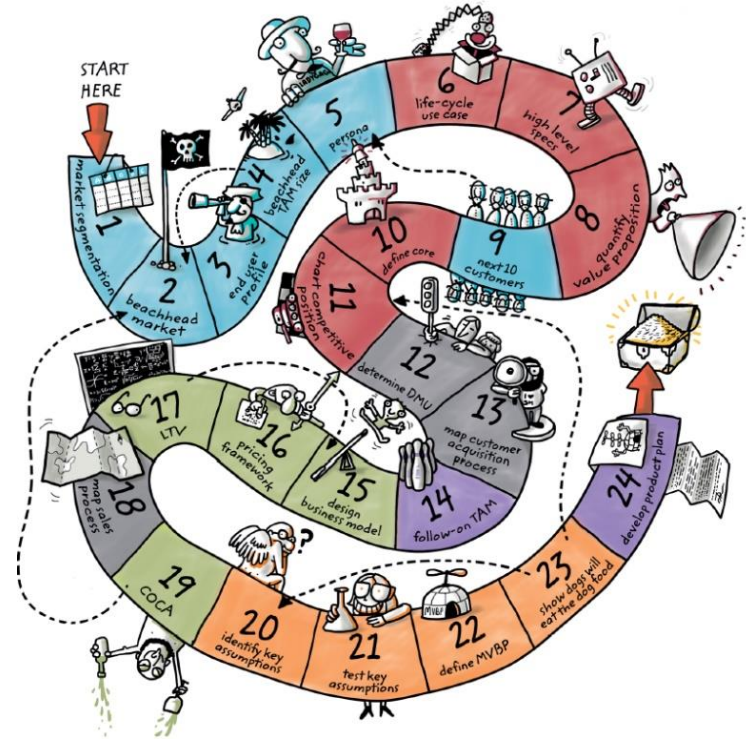
Πολύπλευρη αγορά - Multi-sided platforms
(or multi-sided markets)



The Disciplined Entrepreneurship process

6 Legs in 24 steps

1. Understanding your customers, their needs and problems.
2. What can you do for your customer? How will you create value for her/him?
3. How does your customer acquire your product?
4. How do you make money off your product?
5. How do you design and build your product?
6. How do you scale your business?



WHO IS YOUR CUSTOMER?

-
- START HERE**
- 1 market segmentation
- 2 beachhead market
- 3 end user profile
- 4 begin build MVP
- 5 persona
- 6 life-cycle use case
- 7 high level spec
- 8 quantity value proposition
- 9 next 10 customers
- 10 define core
- 11 chart competitive
- 12 determine DMU
- 13 map customer acquisition process
- 14 follow-on TAM
- 15 design business model
- 16 pricing framework
- 17 LTV
- 18 map sales process
- 19 COCA
- 20 identify key assumptions
- 21 test key assumptions
- 22 define MVPB
- 23 show dogs will eat the dog food
- 24 develop product plan
- AK

Step #1: Market Segmentation –Τμηματοποίηση αγοράς

Step 1A: Brainstorm a wide array of potential customers and markets for your business.

Καταιγισμός ιδεών – Δημιουργήστε μια μεγάλη γκάμα πιθανών πελατών και αγορών για την επιχείρησή σας.

Step 1B: Narrow your list down to your top 6–12 markets.

Περιορίστε τη λίστα σας στις κορυφαίες 6-12 αγορές σας

Step 1C: Gather **Primary Market Research (PMR)** on your top 6–12 markets.

Πραγματοποιήστε πρωτογενή έρευνα αγοράς για τις κορυφαίες 6–12 αγορές σας

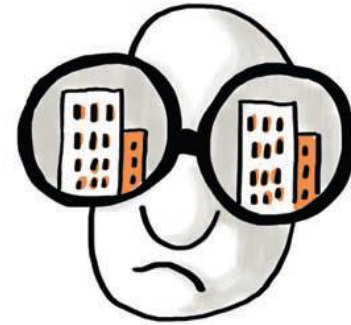
Θυμηθείτε!

Μην κρίνετε «εξ ιδίων τ' αλλότρια»



Seeing the world
through
the eyes of the
customer

vs.



Seeing the world
through
the perspective
of the company

Αναγνώριση του πελάτη-στόχου σας

Ηλικία του πελάτη σας

Φύλο του πελάτη σας

Ποιο είναι το εισόδημά του; Για παράδειγμα, έχει την οικονομική δυνατότητα να αγοράσει το προϊόν σας;

Η τοποθεσία του

Η εθνικότητά του

Το επάγγελμά του

Ο πελάτης σας αναλαμβάνει ρίσκα;

Ο πελάτης σας προβαίνει σε αυθόρμητες αγορές;

Του αρέσει να επενδύει σε καινούργιες προσφορές;

Είναι παραδοσιακός ή δημιουργεί μόδα;

Πηγή: Ανακτήθηκε από <http://www.slideshare.net/leslieforman/customer-segments-value-proposition-based-on-businessmodel-canvas-framework-presented-to-chile-startup-school-on-october-12-2011-leslie-forman>

~~Εξ ιδίων τα αλλότρια~~

Τι εργασίες χρειάζεται να διεκπεραιώσουν οι πελάτες και πώς μπορείτε να τους βοηθήσετε;

Ποιές είναι οι προσδοκίες/φιλοδοξίες τους; Πώς μπορείτε να βοηθήσετε να επιτευχθούν;

Πώς προτιμούν να τους απευθύνονται; Πώς εντάσσεται η παροχή μας στην καθημερινή λειτουργία τους;

Τι σχέση προσδοκούν να αναπτυχθεί μεταξύ μας;

Για ποια(-ες) αξία(-ες) είναι πραγματικά διατεθειμένοι να πληρώσουν;

Δεν αρκεί να ρωτήσετε τους πελάτες

- «Αν είχα ρωτήσει τους πελάτες μου τι θέλουν θα μου είχαν απαντήσει ένα ταχύτερο άλογο»

(H. Ford)

Να κατανοήσετε τη θέση τους

- Πώς και γιατί λειτουργούν;
- Τι εμπειρία αποκομίζουν;
 - Όχι μόνο από το προϊόν, αλλά συνολικά
 - Τα κανάλια διανομής
 - Τις σχέσεις και αλληλεπιδράσεις με την επιχείρηση
 - Τις συναλλαγές

Η ιστορική εμπειρία δεν αποτελεί ένδειξη για το μέλλον

- Η σημερινή ειδική αγορά μπορεί να αποτελέσει την κύρια αγορά στο μέλλον: π.χ. Zipcar

Step 1: Market Segmentation Worksheet

1	Market Segment Name	<i>Carefully name the market segment so it appropriate captures precisely the group you want and no more; it is okay to be general at first but you will have to narrow this down in time to make real progress</i>
2	End User	<i>This is the person who is actually using the product not the economic buyer or the champion (more on this in step 12) – it is not a company or a general organization but real people</i>
3	Task	<i>What exactly is it that the end user does that you will significantly affect or allow her to do that she could not do before?</i>
4	Benefit	<i>What is the benefit that you believe the end user will get?</i>
5	Urgency of Need	<i>What is the level of urgency to solve the problem or capture the new opportunity for the end user?</i>
6	Example End Users	<i>Who are example users that you can, have or will talk to so as to validate to validate your perceptions on this market segment?</i>
7	Lead Customers	<i>Who are the influential customers (i.e., lighthouse customers) that if they buy, others will take note & likely follow?</i>
9	Willingness to Change	<i>How conservative is this market segment? How open are they to change? Is there something to force change (i.e., impending crisis)?</i>
10	Frequency of Buying	<i>How often do they buy new products? What is their buying cycle look like at a high level?</i>
11	Concentration of Buyers	<i>How many different buyers are there in this market segment? Is it a monopoly? Oligopoly (a small number of buyers)? Or many competitive buyers?</i>
12	Other relevant market considerations	<i>This allows for customization for your segment for relevant considerations such as “high employee turnover”, “very low margins/ commodity”, “high growth industry”, “high virality effect (i.e., WOM - Word of Mouth”, etc.</i>
13	Size of Market (# of end users)	<i>Estimation of the number of end users to a relevant range (10’s, 100’s, 1K’s, 10K’s, 100K’s, 1M, etc.)</i>
14	Est. value of end user (\$1, \$10, \$100, \$1K, etc.)	<i>A first pass estimate of the value of each end user, again to a relevant order of magnitude so we can make some relative decisions now but then we will dive much deep into this and other numbers later</i>
15	Competition/ alternatives	<i>What will be you competition from the end users’ perspective? Of course there is the “do nothing option” but who else would be competitors if they analyzed their options?</i>
16	Other components needed for a full solution	<i>Since most customers will only buy a full solution and not components, what are the other elements needed to construct a full solution to achieve the benefits above? These are the complementary assets that you do not currently have but would need to build or acquire to give the end user a total solution.</i>
17	Important partners	<i>Who are the partners or distributors you will have to work with to fit into the work flow (e.g., data must come out vendor A’s system and then be picked up at the end by vendor B’s system) or business processes (e.g., the end users gets all his product via distribution channel C)</i>
18	Other relevant personal considerations	<i>In many market segmentation analysis, there are additional important factors that should be considered. This could be things like where the market segment is geographically centered, values match to founding team, existing knowledge and contacts in market, etc.</i>



7 βήματα για μια επιτυχημένη πρωτογενή έρευνα αγοράς

1. Σχεδιάστε ένα πλάνο της έρευνας.
2. Καθορίστε τα κριτήρια με τα οποία θα επιλέξετε συνεντευξιαζόμενους.
3. Αναπτύξτε ένα ερωτηματολόγιο.
4. Αναπτύξτε υποστηρικτικό υλικό, π.χ.:
 - οδηγό συζήτησης,
 - landing page,
 - on-line ερωτηματολόγιο ή
 - άλλο εργαλείο έρευνας όπως σχόλια σε διαφορετικά προϊόντα, κ.λπ.
5. Βρείτε τα υποκείμενα της έρευνας
6. Υλοποιήστε το πρόγραμμα έρευνάς σας.
7. Συνοψίστε τα αποτελέσματα και προχώρησε στα επόμενα βήματα.

Φύλλο εργασίας πρωτογενούς
έρευνας αγοράς I
(Primary Market Research Worksheet
I):
Προετοιμασία

Primary Market Research Worksheet I: Preparation

I.	Secondary Market Research Sources and Key Lessons Learned: A. _____ _____ _____ B. _____ _____ _____ C. _____ _____ _____
II.	What are the profile(s) of the people you want to engage with? (e.g., description of end user, economic buyer, champion, industry analysts, influencers; description should be enough to help you identify, find & deselect potential candidates. Can include demographics & psychographics – see Step #3 for more info) A. 1 st Targeted Profile Name: _____, Description: _____ _____ B. 2 nd Targeted Profile Name: _____, Description: _____ _____ _____ C. 3 rd Targeted Profile Name: _____, Description: _____ _____ _____ D. 4 th Targeted Profile Name: _____, Description: _____ _____ _____ E. 5 th Targeted Profile Name: _____, Description _____ _____ _____
III.	Your General Recruitment Script (be clear on who you are, why you want to engage, what you are asking for)

The Primary Market Research Pledge

Pledge to Serve the Interests of the Customer

PMR

Worksheets:

The Primary Market Research Pledge

I do hereby solemnly swear to follow the lead of potential customers in the pursuit of a product and/or service while starting and building my startup.

I recognize that I am subject to **confirmation bias**, and as such will approach primary market research as an opportunity to **question assumptions** and to search for **different alternatives**.

I understand that it is not a sign of weakness, lack of intellect, or other shortcoming to **modify or completely change** the idea with which I started. In fact, I acknowledge that failing to adjust is a likely sign of such shortcomings, as consistency comes in second when searching for the truth.

This does not mean it is the customer's job to design the product, because that job is mine. But I will seek to honestly **understand the customer's needs, wants, pain points, pressures, opportunities and much more** to design a solution that will create great value for her and minimize any **friction** it takes for her to adopt it.

Print name: _____

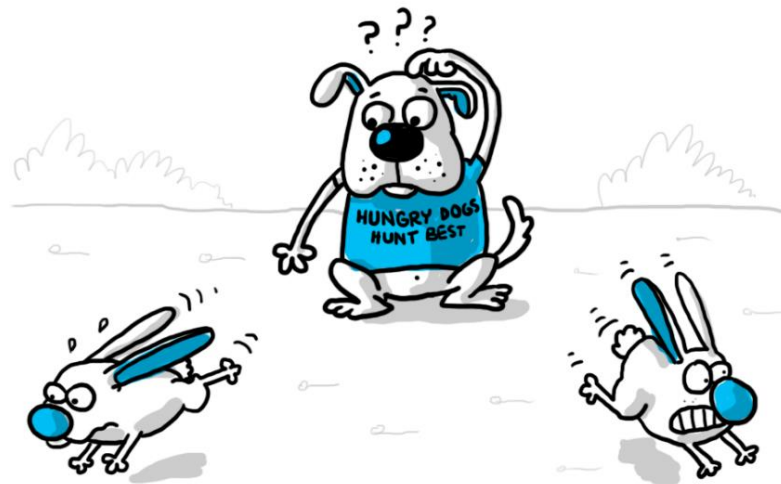
Signature: _____

Date: _____

Step #2: Επιλέξτε μια αγορά «προγεφύρωμα» - Beachhead Market

“PERSON WHO CHASES TWO RABBITS CATCHES NEITHER”

— ROMANIAN PROVERB



Beachhead Market Selection Worksheet

Beachhead Market Selection Worksheet				
Criteria	Market Segment =	Market Segment =	Market Segment =	Market Segment =
Rating is Very High (best), High, Medium, Low, Show Stopper (worst)				
1. Economically Attractive				
2. Accessible to Our Sales Force				
3. Strong Value Proposition				
4. Complete Product				
5. Competition				
6. Strategic Value				
7. Personal Alignment				
Overall Rating				
Rating for Ranking is 1 (most attractive) to 4 (least attractive) – Key Factors is Most Important Contributor to the Ranking				
Ranking				
Key Deciding Factors				

Step #4: Υπολογίστε το μέγεθος της TAM για την 1η αγορά

Πόσα έσοδα θα έχετε στη διάθεσή σας ετησίως από το προϊόν σας εάν πετύχετε μερίδιο αγοράς 100%;

Προτιμήστε έναν τύπο ανάλυσης από κάτω προς τα πάνω (αποτυπώνει λεπτομέρειες)

Εμπλουτίστε με αναφορές για ανάλυση της αγοράς, στατιστικά στοιχεία κ.λπ. (ανάλυση από πάνω προς τα κάτω)



Αξιζει τον κόπο; (reality check) Κάντε τους υπολογισμούς σας

Πόσοι άνθρωποι έχουν το πρόβλημα που λύνετε;

Πόσο σημαντικό είναι το πρόβλημα (πόσο τους κοστίζει);

Πόσο είναι διατεθειμένοι να πληρώσουν για να το λύσουν;

Με τι κόστος μπορείτε να το διαθέσετε;

Πόσοι άλλοι μπορούν να το διαθέσουν;

Σε τι έχετε συντριπτικό πλεονέκτημα; (η πιο συντριπτικό πλεονέκτημα θα αναπτύξετε;)

Top-Down Estimate of Number of End Users in Beachhead Market

Number of People In Your Largest Demographic or Psychographic Characteristic = _____

Based on End User Profile Characteristic: _____
Assumption(s): _____
Source(s): _____

1st Segmentation Based on End User Profile = _____

Based on End User Profile Characteristic: _____
% of Previous Segment: ____%
Assumption(s) for Calculation: _____
Source(s): _____

2nd Segmentation Based on End User Profile = _____

Based on End User Profile Characteristic: _____
% of Previous Segment: ____%
Assumption(s) for Calculation: _____
Source(s): _____

3rd Segmentation Based on End User Profile = _____

Based on End User Profile Characteristic: _____
% of Previous Segment: ____%
Assumption(s) for Calculation: _____
Source(s): _____

End Users in Beachhead Market = _____

Based on End User Profile Characteristic: _____
% of Previous Segment: ____%
Assumption(s) for Calculation: _____
Source(s): _____

Top-Down TAM Analysis Summary

1	Total # of end users in the broad market segment		Source/ Based on:	
2	Total # of end users in the targeted sub-segment your BHM		Source/ Based on:	
3	Annual monetizable revenue per end user		Source/ Based on:	
4	Estimate of Top-Down TAM (line 2 times line 3)			
5	Estimate of Range of Profitability for Your Product		Source/ Based on:	
6	Estimated CAGR (Compound Annual Growth Rate)		Source/ Based on:	
7	Estimated Time to Achieve 20% Market Share		Source/ Based on:	
8	Anticipated Market Share Achieved if You are Reasonably Successful		Source/ Based on:	
	What are the 3 top assumptions that could affect the attractiveness of the beachhead market for your product (besides the product itself)?	1. 2. 3.		

Design Attitude

Managing as Designing

by Richard Boland Jr. and Fred Collopy
(Stanford Business Books, 2004)

A Whole New Mind: Why Right-Brainers Will Rule the Future

by Daniel H. Pink (Riverhead Trade, 2006)

The Ten Faces of Innovation: Strategies for Heightening Creativity

by Tom Kelley (Profile Business, 2008)

Customer Insights

Sketching User Experiences: Getting the Design Right and the Right Design

by Bill Buxton (Elsevier, 2007)

Designing for the Digital Age: How to Create Human-Centered Products and Services

by Kim Goodwin (John Wiley & Sons, Inc., 2009)

Ideation

The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm

by Tom Kelley, Jonathan Littman, and
Tom Peters (Broadway Business, 2001)

IdeaSpotting: How to Find Your Next Great Idea

by Sam Harrison (How Books, 2006)

Visual Thinking

The Back of the Napkin: Solving Problems and Selling Ideas with Pictures

by Dan Roam (Portfolio Hardcover, 2008)

Brain Rules: 12 Principles for Surviving and Thriving at Work, Home, and School

by John Medina (Pear Press, 2009)
(pp. 221-240)

Prototyping

Serious Play: How the World's Best Companies Simulate to Innovate

by Michael Schrage (Harvard Business
Press, 1999)

Designing Interactions

by Bill Moggridge (MIT Press, 2007) (ch. 10)

Storytelling

The Leader's Guide to Storytelling: Mastering the Art and Discipline of Business Narrative

by Stephen Denning (Jossey-Bass, 2005)

Made to Stick: Why Some Ideas Survive and Others Die

by Chip Heath and Dan Heath
(Random House, 2007)

Scenarios

The Art of the Long View: Planning for the Future in an Uncertain World

by Peter Schwartz (Currency Doubleday, 1996)

Using Trends and Scenarios as Tools for Strategy Development

by Ulf Pirkahn (Publicis Corporate
Publishing, 2008)



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UNIT 2: Utilization of digital tools

Innovation & Entrepreneurship: Market research

Market research

Companies

Venture capital & private equity

Patents

Business plans

Market research

- [BCC Research](#)
Provides b2b market research reports with statistical and analytical information on industry structure, major players and their market shares, industry dynamics, forecast, and international developments relevant to the field.
- [IBIS World](#)
IBIS World is a database that provides research reports on industries in the United States, the United Kingdom, Australia and China. Global industry reports for selected industries are also available.
- [Frost & Sullivan](#)
Market research reports on Healthcare; Aerospace & Defense; Automotive & Transportation; Chemicals, Materials & Food; Electronics & Security; Energy & Power Supplies; Environment & Building Technologies; Industrial Automation & Process Control; Information & Communication Technologies; Measurement & Instrumentation. Coverage is both US and Global.
- [Forrester Research](#)
Forrester's research publications analyze a broad range of technology areas such as new media, computing, software, networking, telecommunications and the Internet, and project how technology trends will affect businesses, consumers, and society.
- [Gartner Group Reports](#)
A great resource for B2B research and analysis of the impact of IT in Financial Services, Health Care, Government, Higher Education and Small and Medium sized business.
- [Passport Global Market Information Database \(GMID\)](#)
Market research data from Euromonitor for 210 countries & 27 industries, including: market sizes, market data & forecasts, consumer lifestyles, companies and brands, economic indicators, demographic data, foreign trade statistics, and more.
- [Fitch Connect](#)
Provides in-depth reports on 24 industries and 200 global markets, emphasizing emerging markets.
- [eMarketer](#)
Provides updated data, statistics and analysis on the Internet, e-business, online marketing, media and emerging technologies.

Management and Social Sciences Librarian for Innovation & Entrepreneurship



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UNIT 3: Hands-on projects and case studies

The sensAble market segmentation chart

Industry	Entertainment	Industrial Design	Medical Visualization	Surgical Simulation	Micro Surgery	Geophysical Visualization	Non Visual C.H.I.	Prototyping
End User	• Animator	• Stylist • Designer	• Radiologist • Surgeon	• Med Student • Surgeon	• Surgeon	• Geophysicist	• Blind Person	• Engineer
Application	• Sculpt • Animation • Paint	• Sculpt • Paint • Modeling	• Segmentation • Navigation • Surgical planning • Diagnosis	• Training • Surgical planning	• Ophthalm. Surgery • Neurosurgery	• View enhancement • Drill plan	• H.U.I.	• Design review • Model evaluation
Benefits	• Ease of use • Reduce cycle	• Reduce cycle • Increase accuracy	• Ease of use • Increase accuracy	• Increase use of new tech. • Increase accuracy	• Reduce cycle • Increase accuracy	• Reduce errors • Increase yields	• Increase access, "mainstream"	• Reduce cycle • Improve designs
Lead Customers	• Disney • ILM • Dreamworks	• Toyota • Ford • Rollerblade	• Brigham & Women's • German Cancer Rsrch	• U. of Colorado • Penn • BDI	• Dr. Ohgami • Ottawa Eye	• BHP • WMC / CSIRO	• Certec • U. of Delaware	• Volkswagen • Stratasys • Toyota
Market Characteristics	• Early adopt. • High-priced talent • High growth	• Dislike CAD & computers • High-priced talent	• Mainstream • High-priced talent • HMO	• Mainstream • High-priced talent • HMO	• Early adopt • High-priced talent • HMO • Not computer automated	• Late main. • Oligopoly	• Late main. • No money • Gov't sponsor	• Mainstream • Pressure to reduce prod. cycle
Partners/ Players	• Alias • Soft Image • Discrete Logic	• PTC • Alias • Imageware	• GE • Siemens • Picker	• Smith & Neph • Hitachi • Heartport • Ethicon • US Surgical	• Toshiba • Hitachi	• Landmark • Fractal Graphics	• IBM • Apple • SUN • HP • Microsoft	• PTC • Solid Works
Size of Market	40,000	X00,000	X0,000	X0,000	X,000	X,000	X,000,000	X00,000
Competition	Watcom	None yet	None yet	Immersion	None yet	None yet		None yet
Platform	• SGI • Windows	• SGI • SUN	• SGI • SUN	?	None	• SGI • SUN	• Windows	• SUN, HF
Complementary Assets Required	• NURBS • Stylus • Dynamics	• NURBS • Stylus	• Voxels • Stylus • VRML	• 6 DOF • Custom devices	• 3 Finger scaling	• Voxels • Stylus	• Windows I/F • P300	• NURBS • VRML • Dynamics





Apple segmentation, targeting and positioning

Apple target segment					
Type of segmentation	Segmentation criteria	Devices: iPhone, iPad, Mac, iPod	Services: <i>iTunes and the iTunes Store, Mac App Store, iCloud, Apple Pay,</i>	Operating system & software: iOS, OSX, iLife, iWork	Accessories: Apple TV, Apple Watch and related accessories
Geographic	Region	US and international	US and international	US and international	US and international
	Density	Urban	Urban	Urban	Urban
Demographic	Age	18 – 45	18 – 30	20 – 35	20 – 45
	Gender	Males & Females	Males & Females	Males & Females	Males & Females
	Life-cycle stage	Bachelor Stage	Bachelor Stage	Bachelor Stage	Bachelor Stage
		Newly Married Couples	Newly Married Couples	Newly Married Couples	Newly Married Couples
		Full Nest I			Full Nest I
		Full Nest II			Full Nest II
	Income	High earners	High earners	High earners	High earners
	Occupation	Professionals, managers and executives	Students Professionals, managers	Professionals, managers and executives	Professionals, managers

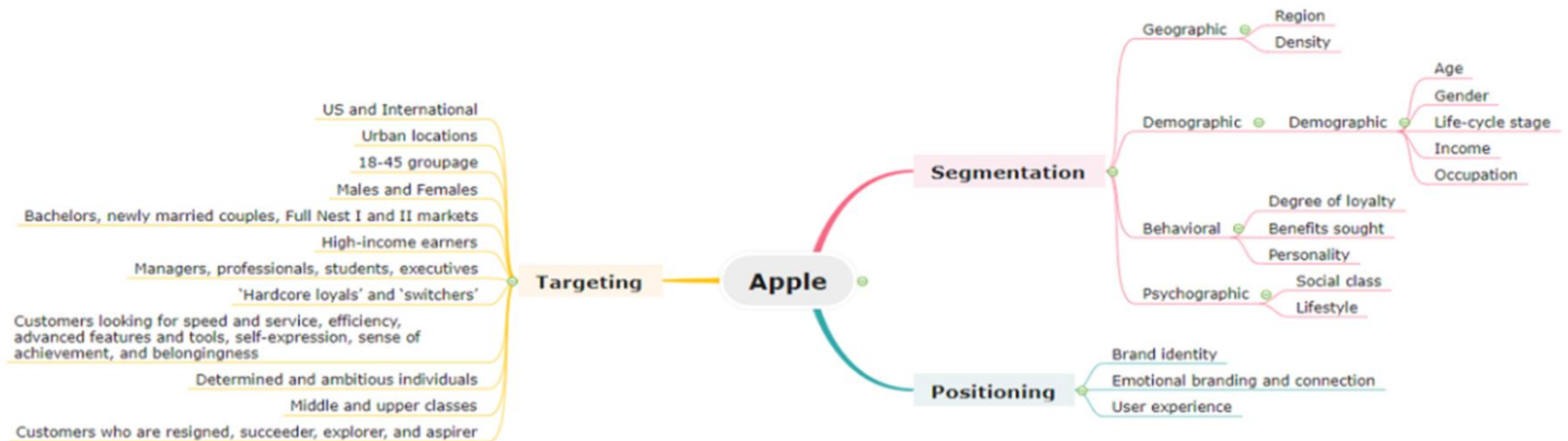
Behavioural	Degree of loyalty	'Hard core loyals' 'Switchers'	'Hard core loyals' 'Switchers'	'Hard core loyals' 'Switchers'	'Hard core loyals' 'Switchers'
	Benefits sought	Sense of achievement and belonging Self-expression Speed of service, advanced features and capabilities	Speed of service Efficiency	Efficiency Speed of service	Recreation Self-expression
	Personality	Determined and ambitious	Determined and ambitious	Determined and ambitious	Determined and ambitious
	User status	Non-users, potential users	Users	Users	Non-users, potential users
			Non-users, potential users	Non-users, potential users	
Psychographic	Social class	Middle and upper classes	Middle and upper classes	Middle and upper classes	Upper class
	Lifestyle[2]	Resigned	Aspirer	Aspirer	Aspirer Explorer
		Aspirer	Succeeder Explorer	Succeeder Explorer	
		Succeeder Explorer			
	Risk aversion	Risk avoiding	Risk avoiding	Risk avoiding	Risk avoiding
		Risk neutral	Risk neutral	Risk neutral	Risk neutral
			Risk loving		Risk loving

Type of segmentation	Segmentation criteria	Devices: iPhone, iPad, Mac, iPod	Services: iTunes and the iTunes Store, Mac App Store, iCloud, Apple Pay	Operating system & software: iOS, OSX, iLife, iWork	Accessories: Apple TV, Apple Watch and related accessories
Geographic	Region	US and international	US and international	US and international	US and international
	Density	Urban	Urban	Urban	Urban
Demographic	Age	18 - 45	18 - 30	20 - 35	20 - 45
	Gender	Males & Females	Males & Females	Males & Females	Males & Females
	Life-cycle stage	Bachelor Stage	Bachelor Stage	Bachelor Stage	Bachelor Stage
		Newly Married Couples	Newly Married Couples	Newly Married Couples	Newly Married Couples
		Full Nest I			Full Nest I
		Full Nest II			Full Nest II
	Income	High earners	High earners	High earners	High earners
	Occupation	Professionals, managers and executives	Students Professionals, managers	Professionals, managers and executives	Professionals, managers
Behavioural	Degree of loyalty	'Hard core loyals'	'Hard core loyals'	'Hard core loyals'	'Hard core loyals'
		'Switchers'	'Switchers'	'Switchers'	'Switchers'
	Benefits sought	Sense of achievement and belonging	Speed of service	Efficiency	Recreation
		Self-expression	Efficiency	Speed of service	Self-expression
		Speed of service, advanced features and capabilities			
Psychographic	Personality	Determined and ambitious	Determined and ambitious	Determined and ambitious	Determined and ambitious
	User status	Non-users, potential users	Users	Users	Non-users, potential users
			Non-users, potential users	Non-users, potential users	
	Social class	Middle and upper classes	Middle and upper classes	Middle and upper classes	Upper class
	Lifestyle[2]	Resigned Aspirer Succeeder Explorer	Aspirer Succeeder Explorer	Aspirer Succeeder Explorer	Aspirer Explorer
	Risk aversion	Risk avoiding	Risk avoiding	Risk avoiding	Risk avoiding
		Risk neutral	Risk neutral	Risk neutral	Risk neutral
			Risk loving		Risk loving

Apple segmentation, targeting and positioning

Apple Segmentation, Targeting, and Positioning Mind Map

As you sketch your mind map, you can refer to this example:



Type of segmentation	Segmentation criteria	Airbnb target customer segment	
		Accommodation	Experiences & Adventures
Geographic	Region	More than 191 countries and regions and about 100000 cities	More than 30000 experiences worldwide
	Density	Urban/rural	Urban
Demographic	Age	18-45	18-60
	Gender	54% Females & 46% Males ^[1]	Males & Females
	Life-cycle stage	Bachelor Stage	Bachelor Stage
		Newly Married Couples	Newly Married Couples
		Full Nest I	Full Nest I
		Full Nest II	Full Nest II
		Full Nest III	Empty Nest I
		Empty Nest I	
		Empty Nest II	
	Occupation	Students, employees, professionals,	Students, employees, professionals, senior manager, executives
Behavioral	Degree of loyalty	'Hard core loyals'	'Hard core loyals'
		'Soft core loyals'	'Soft core loyals'
		'Switchers'	'Switchers'
	Benefits sought	Cost advantage, variety	Uniqueness, variety
	Personality	Easygoing, determined,	Easygoing, ambitious
	User status	non-users, potential users, first-time users, regular users,	non-users, potential users, first-time users, regular users,
Psychographic	Social class	Lower class, working class, middle class, upper class	Working class, middle class, upper class
	Lifestyle ^[2]	Resigned, Struggler, Aspirer, Explorer, Reformer	Mainstreamer, Aspirer, Succeeder, Explorer, Reformer

Airbnb segmentation, targeting and positioning



Πηγή: Business Research Methodology

Type of segmentation	Segmentation criteria	Starbucks target customer segment
Geographic	Region	US, Canada, Latin America, Europe, Middle East, Africa, China and Asia Pacific region
	Density	Urban
Demographic	Age	18 – 60
	Gender	Males & Females
	Life-cycle stage	Bachelor Stage young, single people not living at home
		Newly Married Couples young, no children
		Full Nest I youngest child under six
		Full Nest II youngest child six or over
		Full Nest III older married couples with dependent children
Behavioral	Occupation	Students, employees, professionals
	Degree of loyalty	'Hard core loyals'
	Benefits sought	Enjoying quality coffee in a relaxing atmosphere
		A place to chat with friends and relatives
		A place to work
	Personality	Easygoing, determined and ambitious
Psychographic	User status	Regular users
	Social class	Middle and upper class
		Mainstreamer
		Aspirer
		Succeeder
		Explorer
Psychographic	Lifestyle[2]	Reformer

Starbucks segmentation, targeting and positioning

Starbucks segmentation, targeting and positioning



Πηγή: Business Research Methodology

Type of segmentation	Segmentation criteria	IKEA target customer segment
Geographic	Region	Europe, Americas, Asia & Australia, Russia. In total 11 franchisees operate in more than 500 locations
	Density	Urban
Demographic	Age	18 and older
	Gender	Males & Females
	Life-cycle stage	Bachelor Stage young, single people not living at home
		Newly Married Couples young, no children
		Full Nest I youngest child under six
		Full Nest II youngest child six or over
		Full Nest III older married couples with dependent children
		Empty Nest I older married couples, no children living with them
		Empty Nest II older married couples, retired, no children living at home
		Solitary Survivor I in labour force
		Solitary Survivor II retired
	Occupation	Students, employees, professionals
Behavioural	Degree of loyalty	'Hard core loyals'
		'Soft core loyals'
		'Switchers'
	Benefits sought	Cost effectiveness
		Functionality
	Personality	Easygoing and determined
Psychographic	User status	Non-users, potential users, first-time users and regular users
	Social class	Lower class, working class and middle class
		Resigned
		Struggler
	Lifestyle ^[1]	Mainstreamer

IKEA segmentation, targeting and positioning



Πηγή: Business Research Methodology

McDonald's segmentation, targeting and positioning

Type of segmentation	Segmentation criteria	McDonald's target segment
Geographic	Region	Operating in 119 countries
	Density	Urban/rural
Demographic	Age	6 – 70
	Gender	Males & Females
	Life-cycle stage	Bachelor Stage: young, single people not living at home
		Newly Married Couples: young, no children
		Full Nest II: youngest child six or over
	Income	Low and middle
Behavioral	Occupation	Students, employees, professionals
	Degree of loyalty	'Hard core loyals' and 'Switchers'
	Benefits sought	Cost benefits, time efficiency
	Personality	Easygoing & careless
	User status	Potential and regular fast food eaters
Psychographic	Social class	Lower, working and middle classes
	Lifestyle	McDonald's targets Resigned, Struggler and Mainstreamer individuals according to Cross Cultural Consumer Characterization developed by Young & Rubican



Πηγή: Business Research Methodology

Type of segmentation	Segmentation criteria	Amazon target customer segment
Geographic	Region	More than 100 countries
	Density	Urban and rural
Demographic	Age	14 and older
	Gender	Males & Females
	Life-cycle stage	Bachelor Stage young, single people not living at home
		Newly Married Couples young, no children
		Full Nest I youngest child under six
		Full Nest II youngest child six or over
		Full Nest III older married couples with dependent children
		Empty Nest I older married couples, no children living with them
		Empty Nest II older married couples, retired, no children living at home
		Solitary Survivor I in labour force
		Solitary Survivor II retired
	Occupation	Students, employees and professionals
Behavioural	Degree of loyalty	'Hard core loyals'
		'Soft core loyals'
		'Switchers'
	Benefits sought	Widest range of products
		Convenience of online purchasing
		Competitive prices
Psychographic	Personality	Easygoing, determined and ambitious
	User status	non-users, potential users, first-time users, regular users, or ex-users of a product
	Social class	All social classes: lower class, working class, middle class and upper class
	Lifestyle[3]	Resigned, Struggler, Mainstreamer, Aspirer, Succeeder, Explorer
		Reformer

Amazon segmentation, targeting and positioning



Type of segmentation	Segmentation criteria			
		Vehicles: Model S, Model X, Model 3, Future Consumer and Commercial Evs	Energy storage: Powerwall 2, Powerpack 2	Solar energy systems: solar panels, inverters, racking, electrical hardware, monitoring device
Geog-raphic	Region	North America, Asia, Europe	North America, Asia, Europe	North America, Asia, Europe
	Density	Urban & Rural	Urban & Rural	Urban & Rural
Demog-raphic	Age	30+	25-65	30-65
	Gender	Mostly males, but also females	Mostly males, but also females	Mostly males, but also females
	Life-cycle stage	Full Nest I	Full Nest I	Full Nest I
		Full Nest II	Full Nest II	Full Nest II
		Full Nest III	Full Nest III	Full Nest III
	Occupation	Employees, professionals, senior manager, executives	Employees, professionals, senior manager, executives	Employees, professionals, senior manager, executives
	Income levels	High	Upper middle and high	Upper middle and high
	Degree of loyalty	'Hard core loyals'	'Hard core loyals'	'Hard core loyals'
		'Soft core loyals'	'Soft core loyals'	'Soft core loyals'
		'Switchers'	'Switchers'	'Switchers'

Tesla segmentation, targeting and positioning





Funded by
the European Union



ENTREPRENEDU is a project funded by the European Union under GA 101100507.