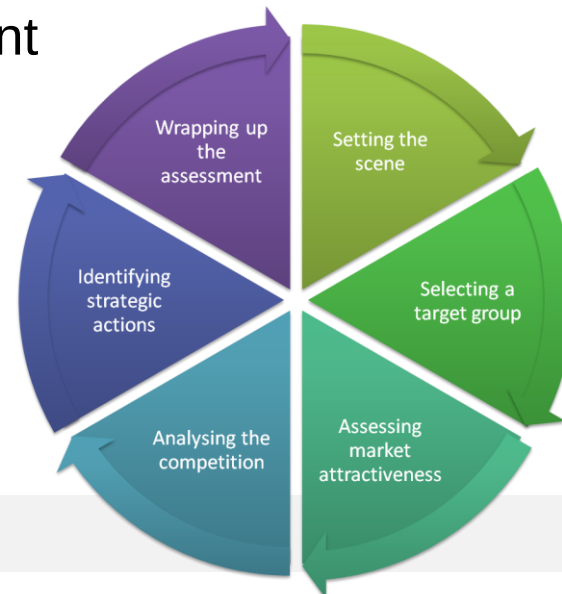


SMALL-SCALE BUSINESS MODEL DESIGN USING THE MAF+

maf.ecologic.eu

- An **online system for collaboration** between innovators and business development experts from SCALE-UP
- Supports innovators to evolve their idea into a business through **demand-driven product development**
- Designed **for non-specialists** in market analysis and business development



Exercise 3 | Target Group Selection (Attractiveness Scorecard)

This form is gathering data for the innovation | My Water Level

Introduction and Instructions

Since the market has been segmented, it is important to clearly define what the target group for the innovation will be. A target group is simply a market segment at which the organisation will direct its marketing and sales efforts.

The main objective of carefully selecting a target group is twofold: a) to ensure that the market segment being addressed is the most appropriate one, and b) to allow for the preparation of a more cost-effective marketing and communication strategy.

According to Kotler and Armstrong (1992) there are three main issues to be considered when selecting a target group: first, the capacity of the organisation to ensure a product that is appealing to the selected target group. Second, reflecting whether this segment could be sustained even after competitors start to enter the market. And last, and most important, whether the return (i.e., benefit) is higher than the investment (i.e., cost) required to provide an existing, customised product. These issues have been operationalised and included in the MAF+ so criteria to be measured that can be used to evaluate and compare the attractiveness of different market segments.

In this exercise innovators are asked to have a closer look at the stakeholder groups that were identified in the previous exercise and evaluate them using the Group Attractiveness Scorecard presented below. Based on their previous experience and knowledge of current clients and their own position in the market, innovators are asked to rate the potential customer groups according to the predefined criteria in the scorecard. The ratings are then used to calculate a total attractiveness score. Using this score, innovators can make a more informed decision about the group(s) that they want to address their offer to.

[GO BACK TO INNOVATION WITHOUT SAVING \(ALL CHANGES ON THIS FORM ARE LOST\) >](#)

Segment overview & Score [GO BACK TO EXERCISE 2 TO CHANGE YOUR SELECTION >](#)

SEGMENT	Score	Target Customer Group
CIVIL DEFENCE AND EMERGENCY RESPONSE ORGANISATIONS	16	
TOURISM SECTOR	11	
RECREATIONAL GROUPS	10	

Civil defence and emergency response organisations **16**

DE1 The customer group has a pressing need and is willing to act upon it. **1**

DE2 Our offering can satisfy that need. **4**

DE3 We can easily communicate/access the customer group. **4**

DE4 There are no known competitors addressing this need. **4**

DE5 The customer group is substantial and potentially profitable. **3**

[SAVE CHANGES](#) [GO TO NEXT EXERCISE >](#)

Target Group Selection exercise from the MAF+

Source: BRIGAIID project

TASK FORCES ON MARKET ASSESSMENT AND BUSINESS MODEL DESIGN

What are they?

- a small group of regional stakeholders from various fields who, due to their specialized knowledge, experience, and/or access to specific data, information and contacts, could make significantly valuable contributions to the market uptake efforts of SCALE-UP



Source: Abhold et al. (2019). Sustainability and Participation in the Bioeconomy: A Conceptual Framework for BE-Rural. H2020 project BE-Rural, Deliverable 1.1.

TASK FORCES ON MARKET ASSESSMENT AND BUSINESS MODEL DESIGN

Why do we need them?

- to ensure a more thorough consideration of regional dynamics, market needs and gaps, and potential barriers to commercialization

**Ultimately, this is expected to yield more realistic business models
with higher chances of success.**

