



EPAM CONTINUUM

Building the Business Case

while

Designing the product

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Building the Business Case: why it's essential, especially early and integrated

TO VALIDATE DEMAND

With qualitative
Consumer Research
discovering needs, drivers,
and barriers for customers.



AND PROVIDE THE RATIONALE

- Customer Insights
- Unique Value Prop
- CX Engagement Model

TO INVEST IN GROWTH

And quantitative
Market Analysis
to locate, qualify and size
the total opportunity.



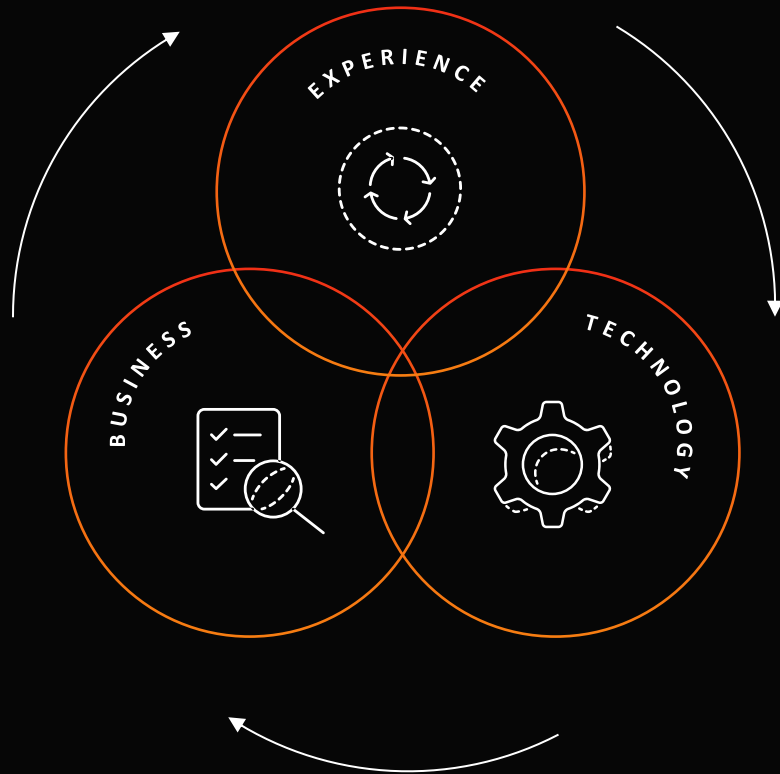
- Market Size
- Price Sensitivity
- Go-to-market strategy

Talking points:

Tell the swifter story about bet-your-job confidence

Business case is more than financials

The areas of overlap are the most important part of this diagram. Solving for these three things in parallel but in isolation is not likely to succeed.



EXPERIENCE

Establishing Motive, Fostering Engagement & Excitement

By focusing on people, uncovering their latent needs, desires, and motivations, we create seamless and engaging product and service experiences that create tangible value & set you apart from your competitors.

TECHNOLOGY

Moving at the speed of software

Keeping up with the pace of technology change is hard. We help you to shape your technology architecture and roadmap, ensuring investments are appropriately evaluated, prioritised and de-risked.

BUSINESS

Mapping value to business relevance

We identify relevant opportunities of focus for your business, that define where investment should be made in existing or new products and services

Business case is more than financial

It's also operational. How does it align with organizational objectives. Where will it go on it's way to market?

VIABILITY = OPERATIONAL ALIGNMENT



The value of an idea
depends on
its appeal to a buyer.

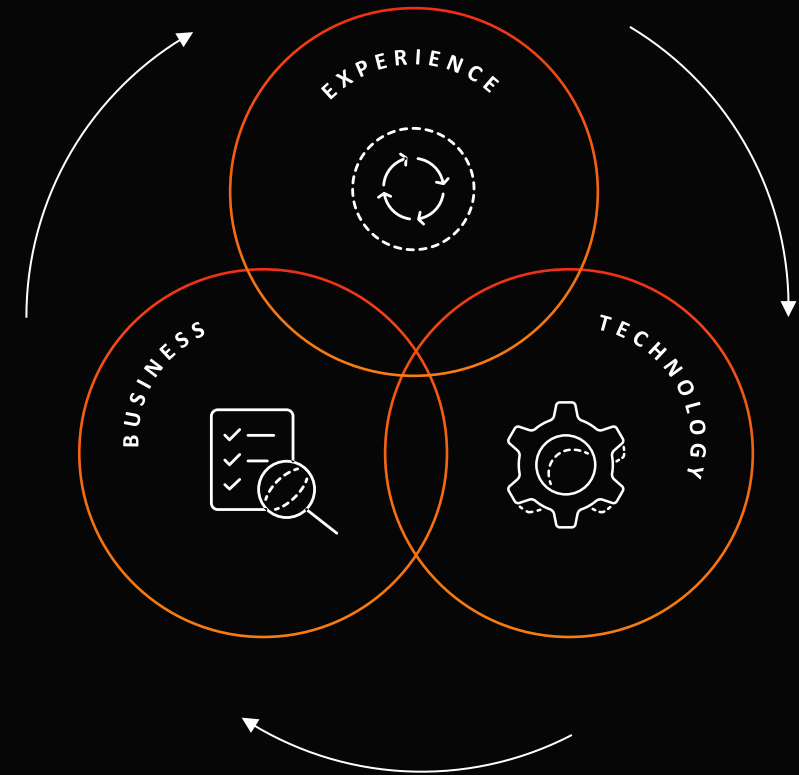
Some puppies cost \$4000.
Some are abandoned.

Your buyer may be an internal colleague.

Feasibility, Desirability and Viability are not enough to ensure success

Breakdowns are often internal:

- Lack of BU understanding of benefits
- Difficulty buying in due to late involvement
- Funding not available due to lack of visibility
- Not sufficiently leveraging capabilities and assets



**Feasibility, Desirability and Viability are not enough
to ensure success**

Priority is
organizational
desirability



Evidence and Data: using quantitative and qualitative measures together

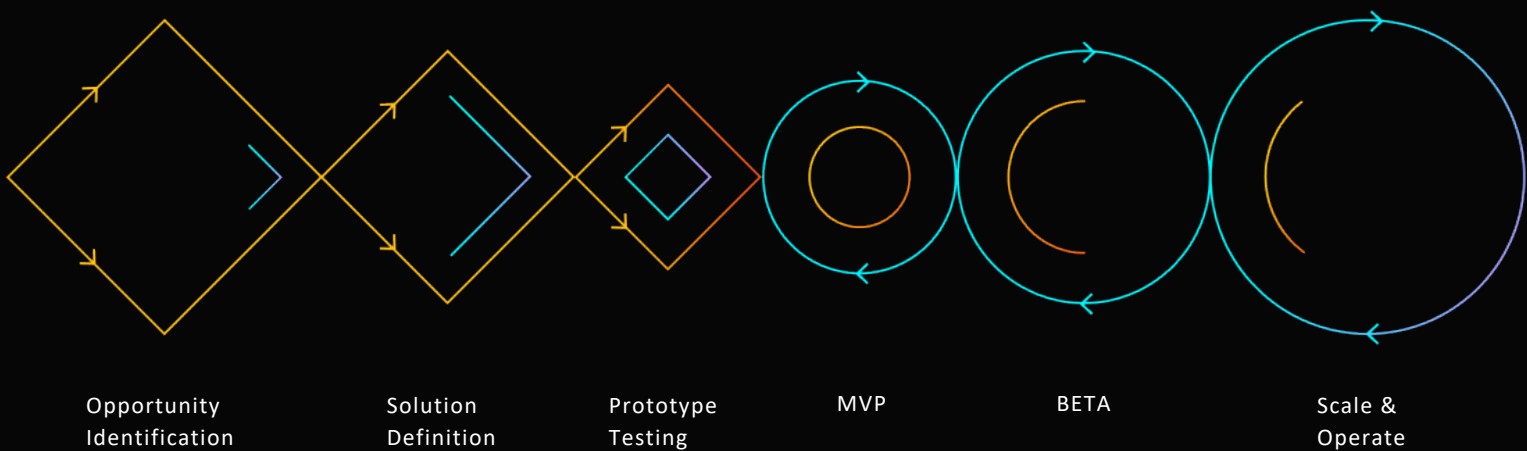
Because they provide different kinds of confidence, they work well together.

Establish The Right Direction

Multidisciplinary teams looking at problems through specialty lenses, coming together to accurately frame the right problems to solve.

Deliver At Speed And Scale

Agile and iterative development ensures ongoing improvements and enhancements along a multi-phase roadmap.



Sense of Urgency – The Time to Act is Now

3

year horizon until adoption

Short Horizon

85% estimate they will implement a similar solution within three years.

97%

already paying for a solution

Active Market

97% are already using tools to do this work. 60% view these existing tools as “complete” and are generally satisfied.

Then we show them our product.

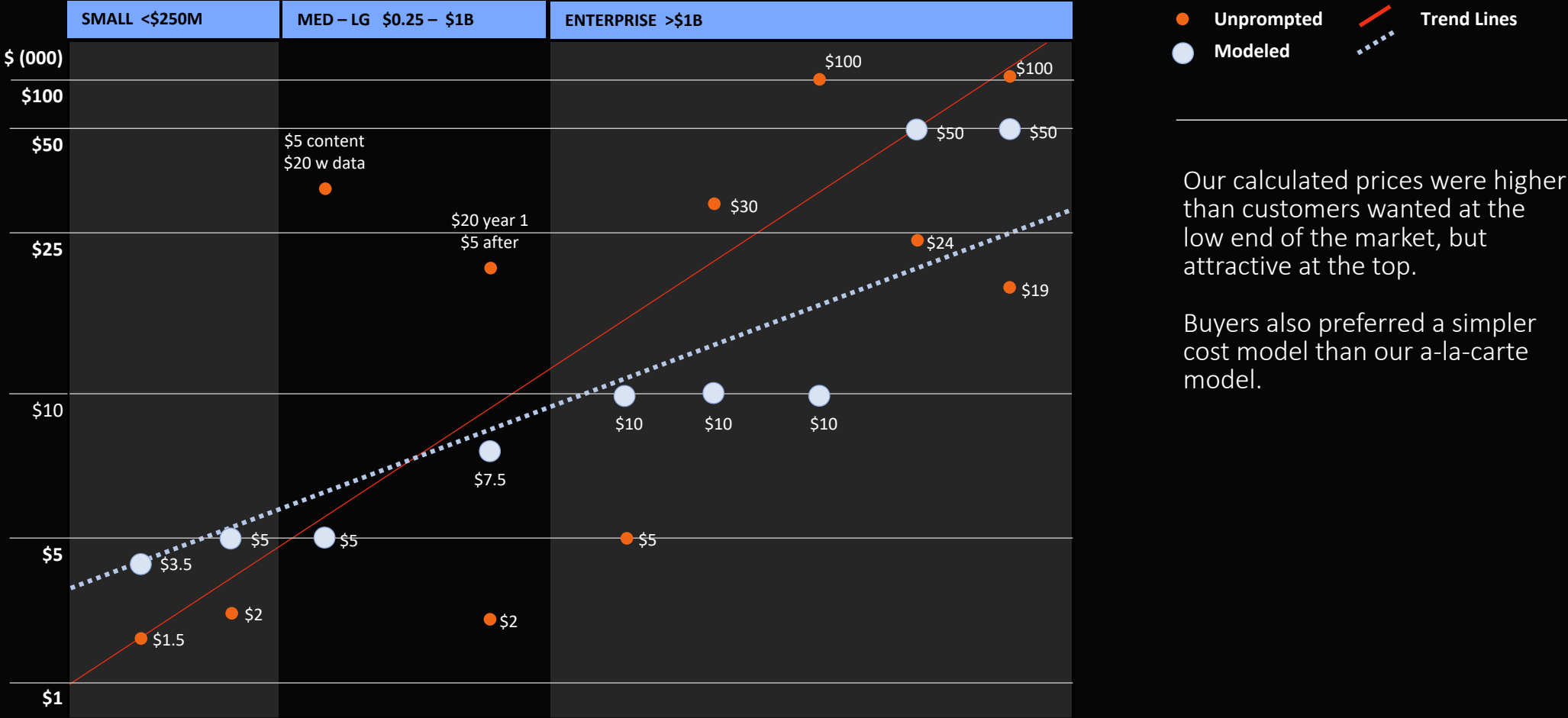
88%

better than alternatives

Strong Competitive Advantage

88% of respondents say our product suite superior to what they use and any other available alternative.

Price: where value to customer = business potential



Our calculated prices were higher than customers wanted at the low end of the market, but attractive at the top.

Buyers also preferred a simpler cost model than our a-la-carte model.

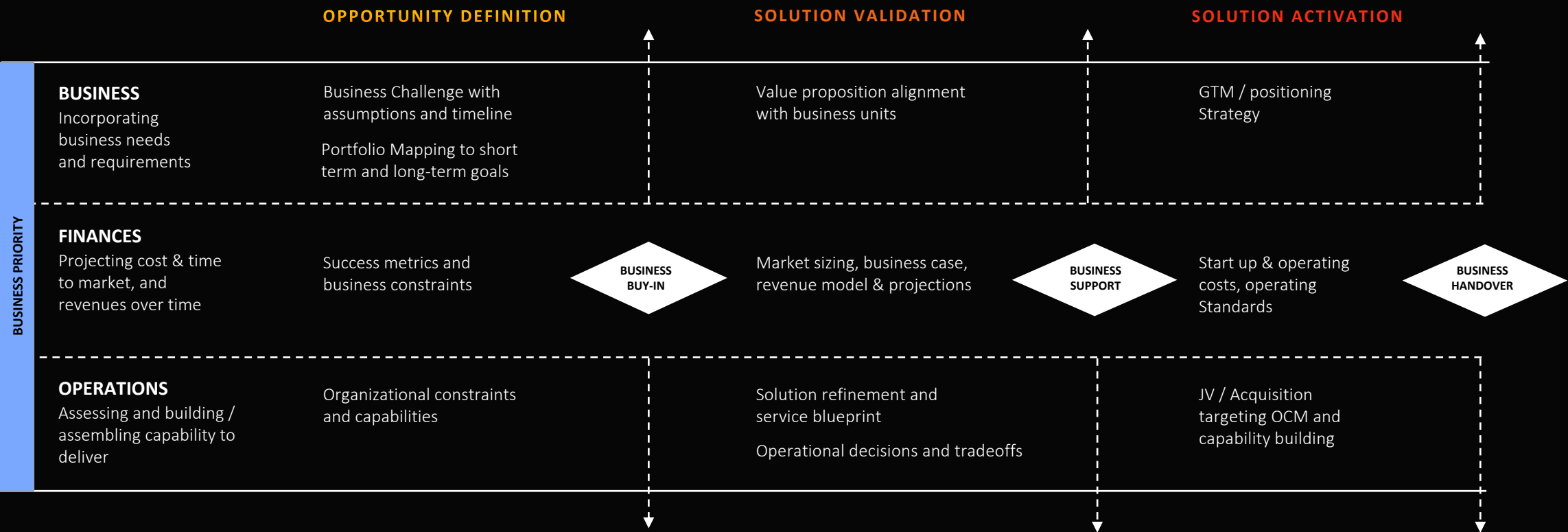
Clear phases, and shared gating criteria

Starting with experience design, only

Development Stage	Concept	Mock-up	Prototype	Pilot	Roll-out
Acceptance Criteria	Customer/ Employee Desirability	Brand Differentiation	Organizational Feasibility	Business Viability	System Performance
Testing Methodology	Generative Testing	Resonance Testing	System Testing	In-Market Testing	Ongoing Feedback

Clear phases, and shared gating criteria

Business Design, in parallel tracks



Clear phases, and shared gating criteria

A blended approach

Solving the right problem?

Market Sizing
Industry Trends
Target User
User Needs
Prioritized Opportunity
Speculative CX
Design/Acceptance Criteria
Operating Assumptions

Embodying the right solution?

Ideas and Features
Early experiential prototype
Testable assumptions
Value proposition
Business canvas
Quant/qual customer research

Well situated in market?

MVP (or M♥P)
Brand position
GTM strategy
Testable assumptions
Growth strategy/ies
Testing results
Risks and pivots

Clear phases, and shared gating criteria

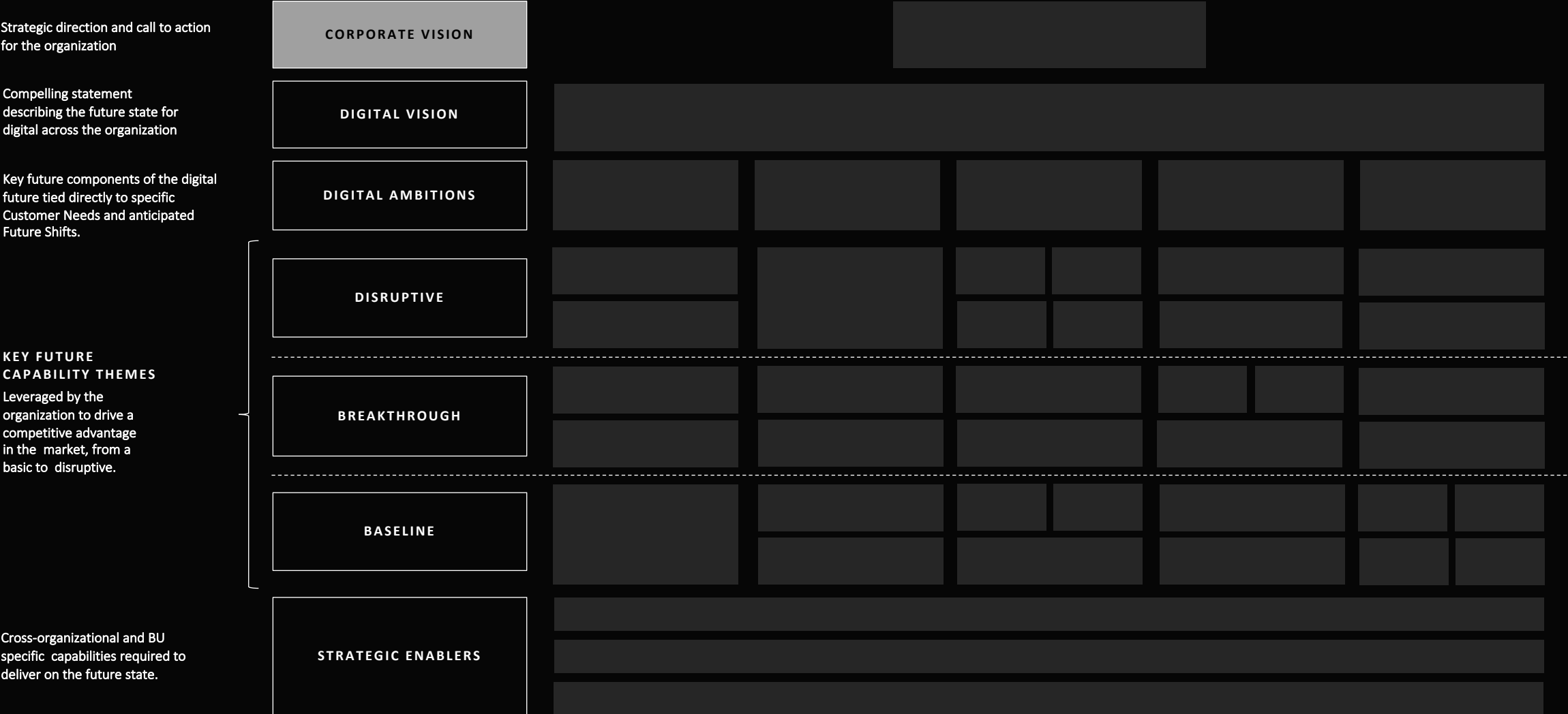
A blended approach

We have business people working on understanding and sizing the market potential.

We have designers working on defining the product, its value prop and essential capabilities.

The goal, though, is **to achieve product-market fit.**

Strategic Framework



KPIs linking business value to product features and benefits

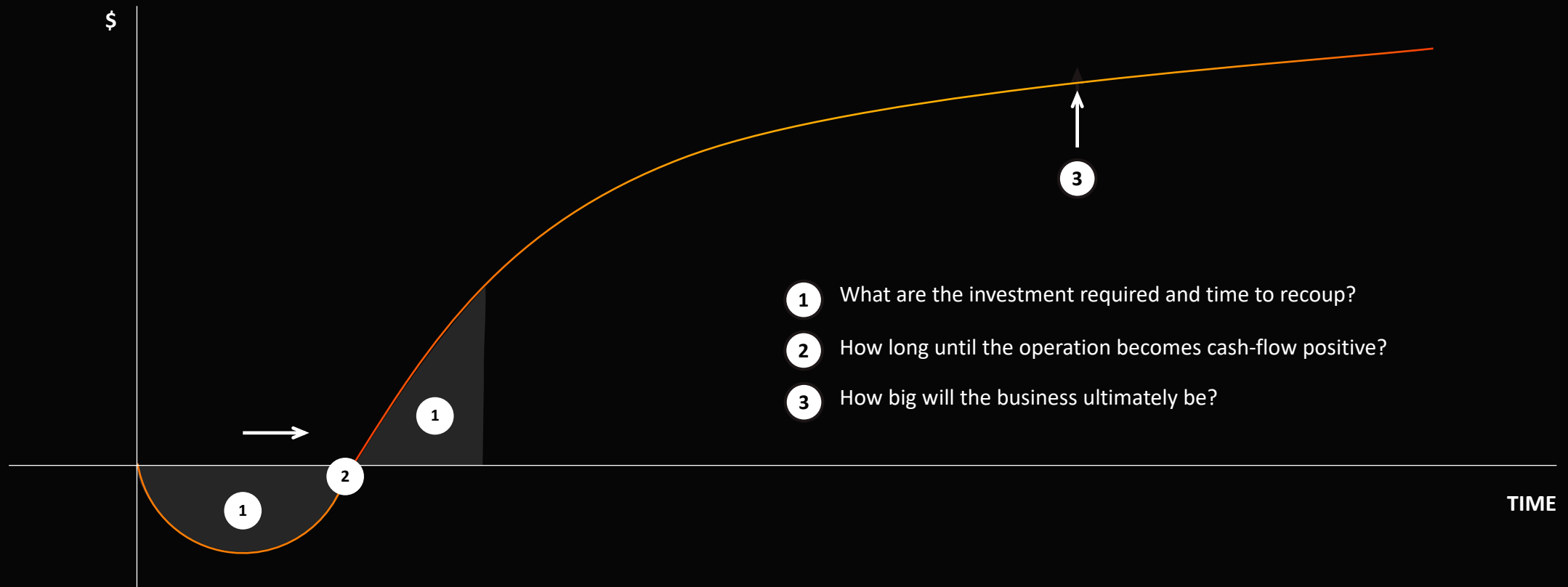
Benefit framework to create a common definition of the primary and secondary value drivers. Collections of future capabilities will be mapped to these.



Financial projections: the J-curve

Whitespace innovation projects potential and specifies investments required.

Answer these questions:

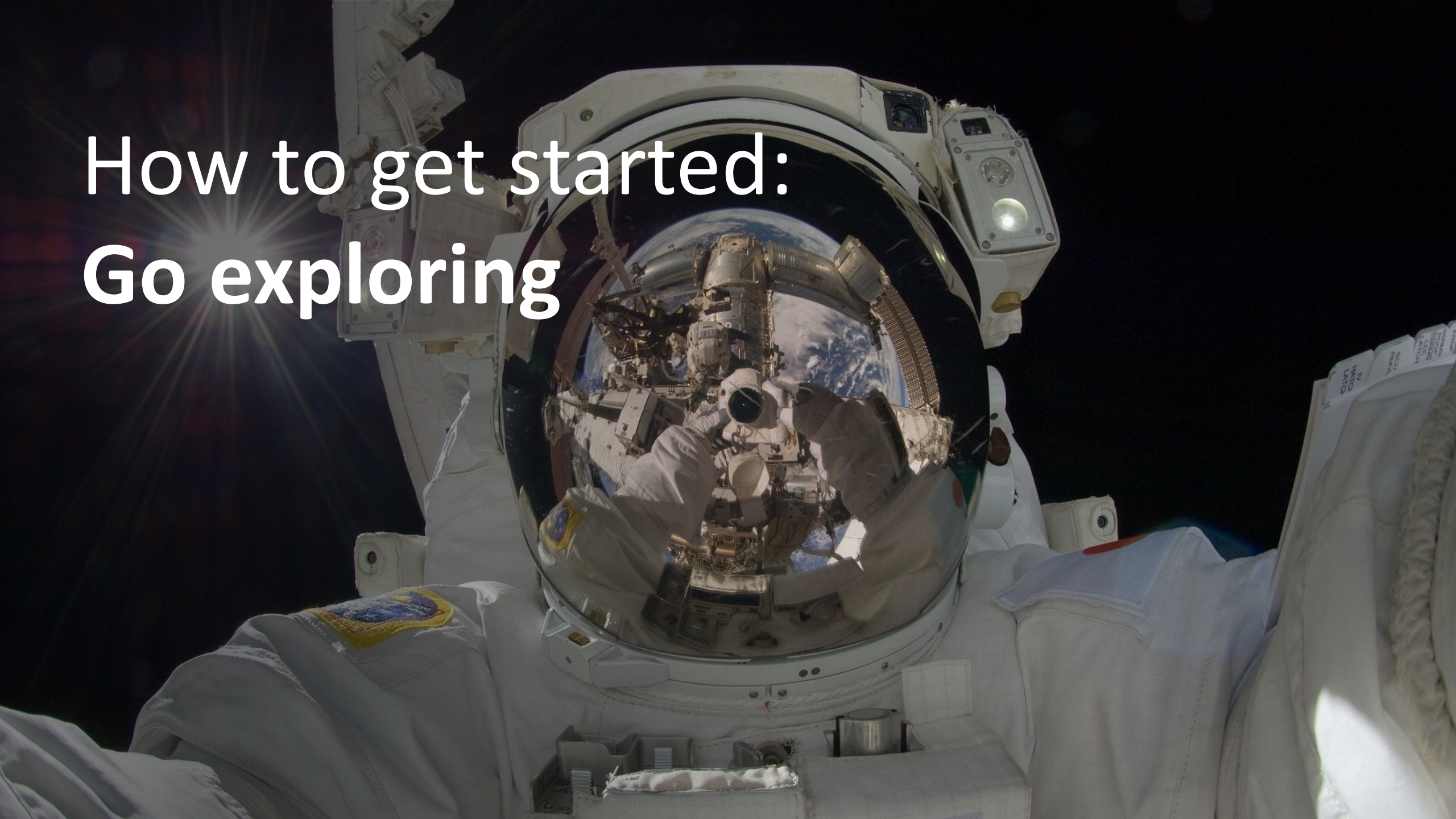


Demonstrating Product-market fit

Defining M♥P and path to market

Two case studies

How to get started:
Go exploring



How to get started:
Place a bet



Defining the opportunity

Define early adopter customers, and the heart of the market longer-term.

We cut through the noise and break down silos so that cross-functional teams (and internal and external stakeholders) can confidently take action together.

XXX helps **professionals** to **collaboratively** determine, track, and improve their organization's **ESG performance** so they can get ahead of **what's next**.

Today: target value.
Tomorrow: broader value.

Comprehensive foresight delivered through a frictionless experience that encourages confident action with reduced risk.

Save time, effort, money, and resources so they can be reallocated to other high-value areas of the business.

Value defined for customers



Unique Value Proposition:

One workplace for sustainability professionals to determine, track and improve their organization's sustainability performance, tailored to their priorities.



Early Adopters for MVP:

Sustainability professionals in medium to large Food and Beverage and FMCG/CPG companies in the UK (then EU and US).

Customer Segments:

The purchase decision will likely be driven by the sustainability organization, with input from IT, Compliance, Regulatory, Policy, Investor Relations.

Primary users are sustainability professionals (e.g. Sustainability Lead) in Complex and DMZ organizations that:

- do business in countries with sustainability laws, tax incentives, or reporting requirements
- wish to report data to the investor community
- wish to report data to NGOs (to get certifications or prevent PR controversy)

As the product matures, we anticipate users who touch sustainability to use portions of system. Those roles will include Compliance, Regulatory, Policy, Investor Relations and Tax

Existing Alternatives:

Startups: Partner or buy.

EHS software: Differentiate.

Supply Chain Mgmt Software: Differentiate and outpace

ERPs: Outpace

Sizing an uncertain, but rapidly growing market

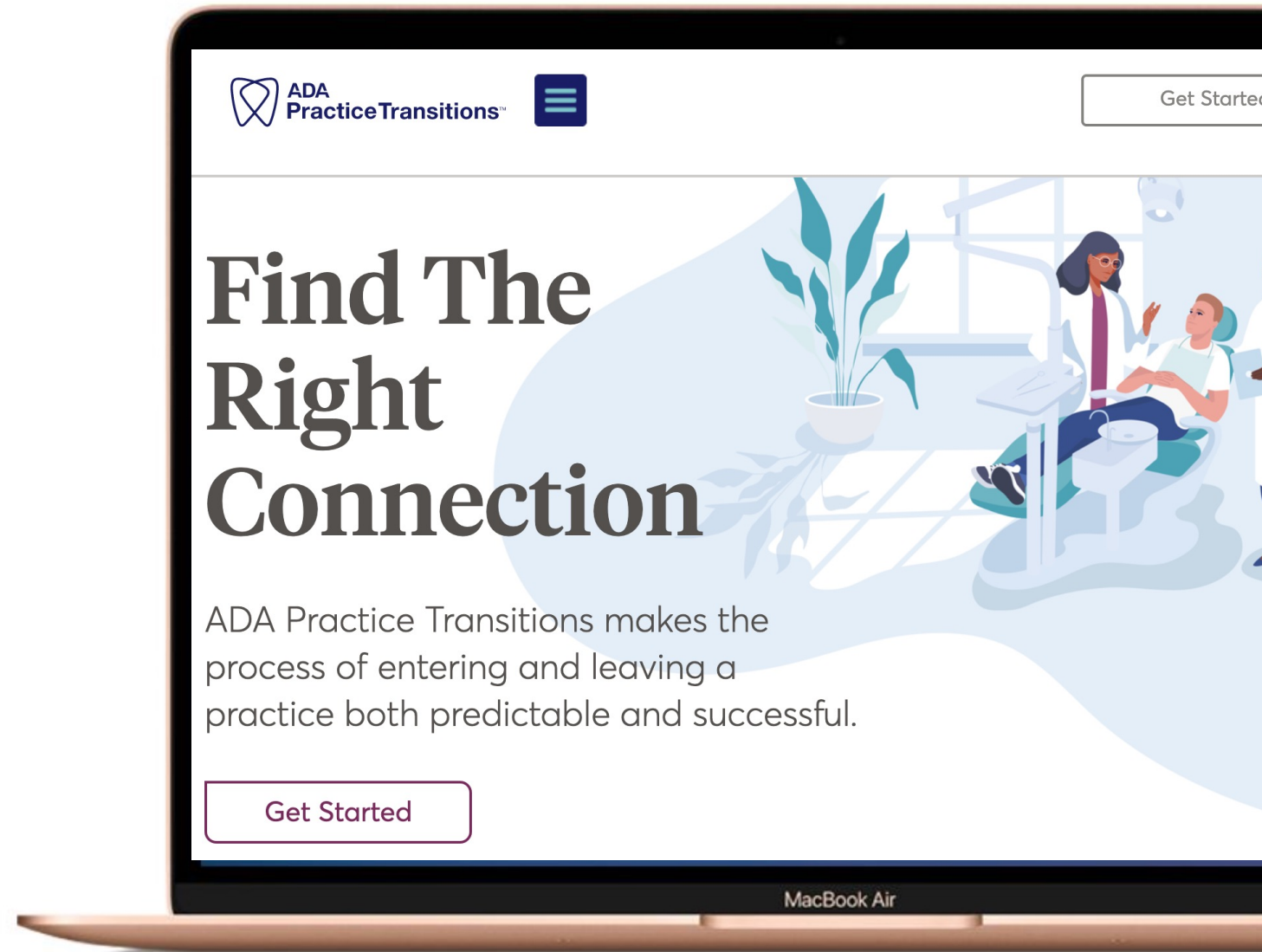
The rate of adoption in the category and our share of the category remain our major unknowns, so we modeled three scenarios for each.

We can see that our share is much more influential than category adoption timing to our cash flow projections.

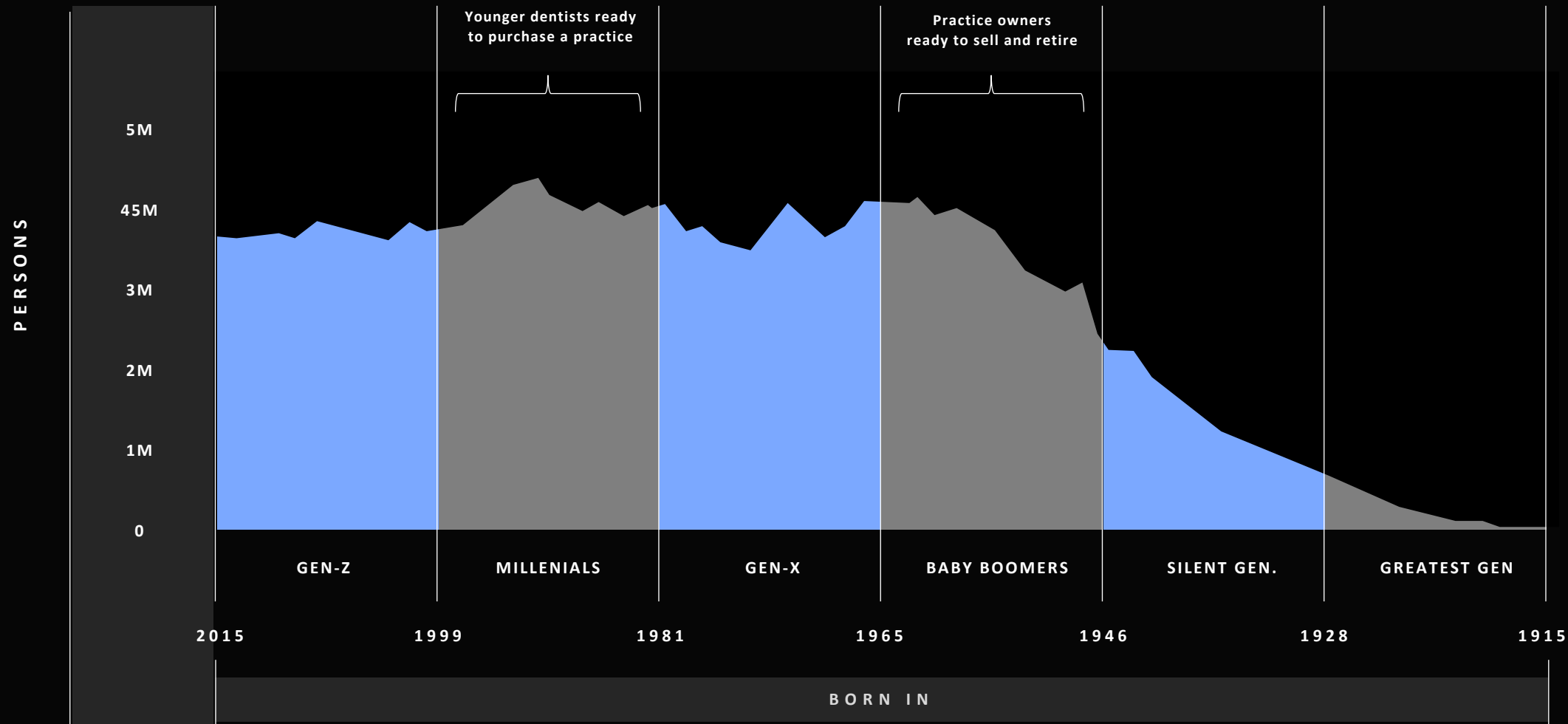
		OUR SHARE			DCF (\$M) 2021 + 5 year (%TAM, year 5)
		PESSIMISTIC	CONSERVATIVE	OPTIMISTIC	
CATEGORY ADOPTION	OPTIMISTIC	\$158 1.78%	\$306 3.55%	\$1,309 14.22%	
	CONSERVATIVE	\$124 1.77%	\$245 3.53%	\$1,008 14.10%	
	PESSIMISTIC	\$92 1.73%	\$181 3.46%	\$747 13.85%	



Established dentists, who might be nearing retirement, tend to be older, white and male. Those newer to the profession tend to be none of those things. How does a professional organization serve such a diverse and evolving group of members?



Market context: Transitioning a dental practice



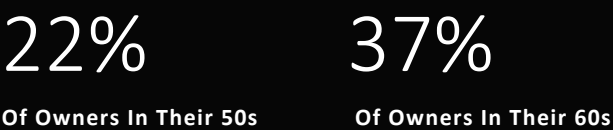
Market context: Transitioning a dental practice

CURRENT OWNERS

Established dentists are open to new opportunities



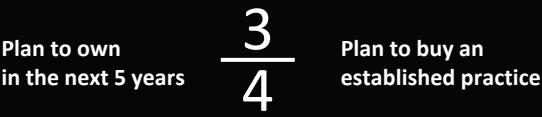
...But transitioning their practice is not a focus



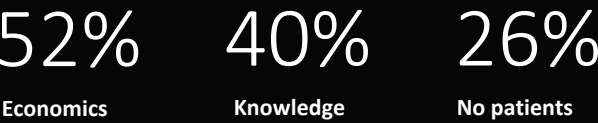
...Consider transitioning ownership their top goal

FUTURE OWNERS

Young dentists are focused on owning a practice



...But they have significant barriers to a smooth transition



Meaningful connections are broadly appealing.

63% | 86%

Prefer A Mentorship/Partnership Approach

Successful connections between dental practice owners and new dentists are difficult to achieve within today's inefficient systems: a clear opportunity for the ADA.

Addressable Market



X,000

active licensed
ADA members will
turn 60 this year.

YYY

of them are the
only dentist in
their zip code.

Many of them will
need help to
transition their
practices.



2X,000

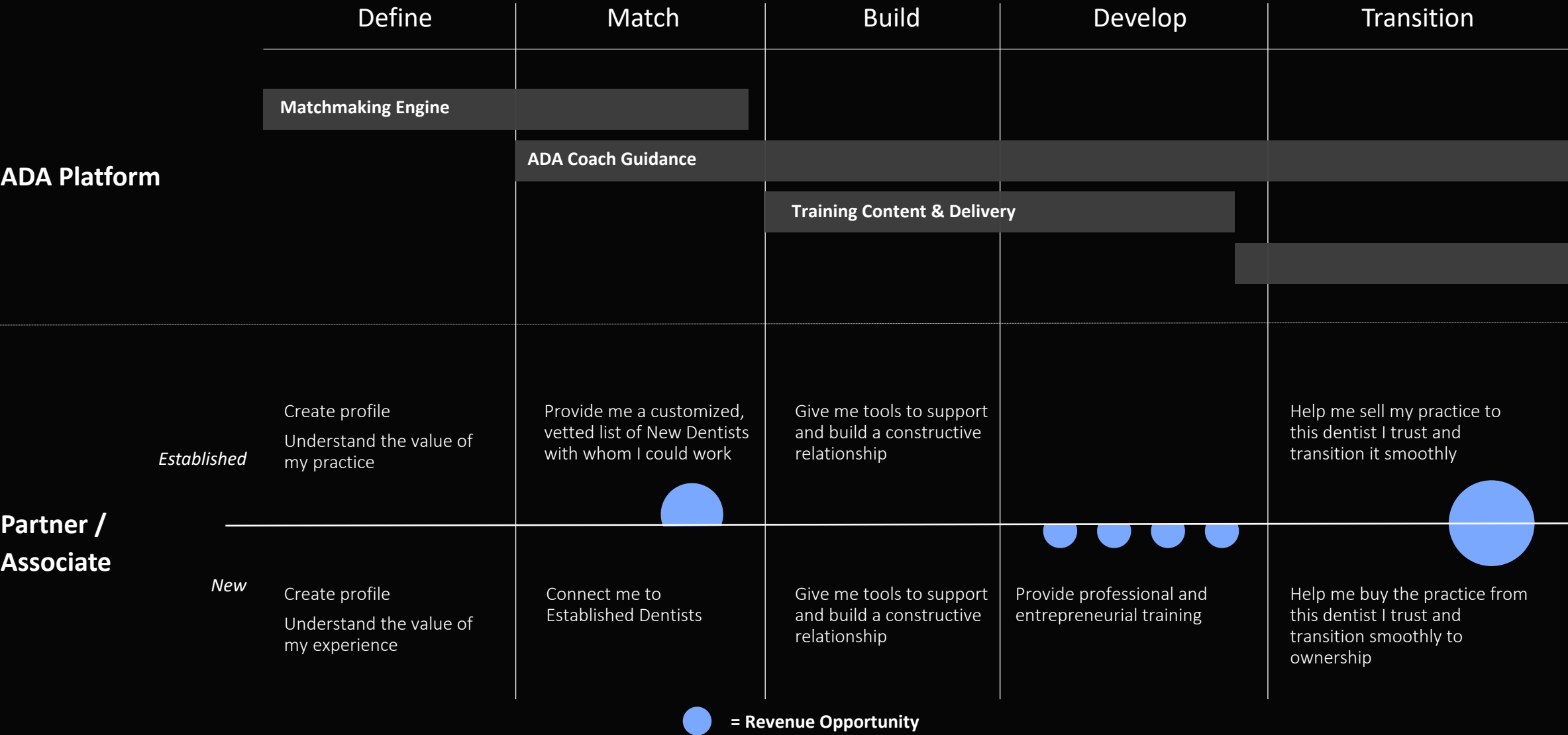
new dentists will
graduate from dental
school this year.

Many of them want
to own practices.

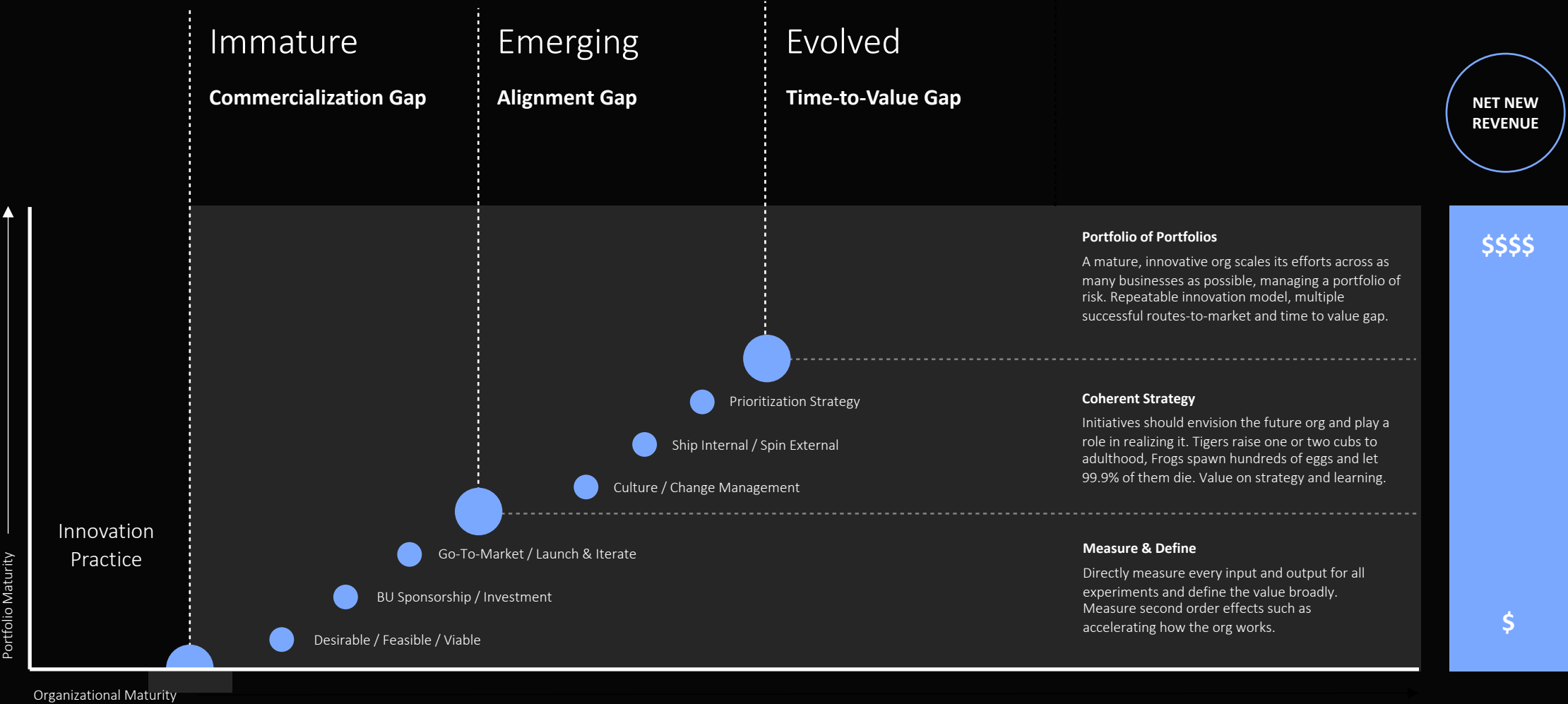
At scale, we project a yearly cadence of:

- XXX New-Established Dentist matches made
- XXX New Dentists in training
- XXX practice transitions facilitated
- XXX practices purchased and sold

Mapping revenue potential to experience



Maturity map



A metaphor:



Portfolio of portfolios: What do we mean by “innovation”

The term can refer to any of these three strategies: pull, push, or play.

HUMAN-CENTERED

HCD

Start With An Unmet Need.

A human-centered design or design thinking methodology identifies unmet market opportunities and builds and tests prototypes to launch new products, services and businesses.

TECHNOLOGY-CENTERED

R&D

Start With A Technology.

This type of innovation is focused on developing and capitalizing on emerging technologies, this builds on strong R&D capabilities to develop proofs of concept for viable technologies.

INVESTMENT-CENTERED

M&A

Start With A Venture Fund.

An outward-facing capability that seeks innovation among founders and innovators, building on expertise in M&A activity.

You Are Not A Startup



Innovators within companies

Funded from CapEx or OpEx budgets

Project clear ROI to secure funding

Responsive to quarterly, annual pressures

Brand equity to leverage (or jeopardize)

Existing potential customer base

Distribution, scale, other assets: a “machine”

Founders of startups

Runs on VC funding

Often aims to build market before finding revenue

Targets big payoff, on a patient timeline

Must create brand buzz

No customers, and no existing customers to alienate

Scaling is a big challenge

Thank you.

Toby Bottorf