

## Structured Approach to Identifying New Opportunities

### Insights: Innovation

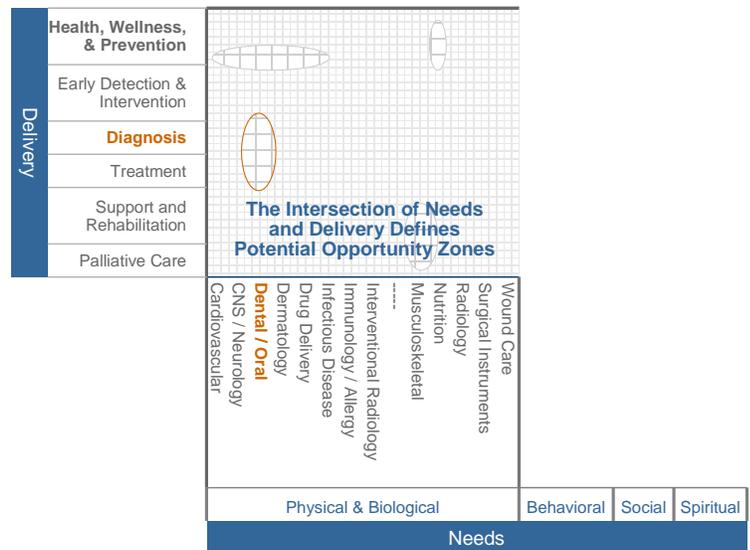
Making good decisions when selecting new white space or adjacent opportunities is one of the more critical decisions a business can make. From a myriad of choices, the right segments are defined by size and growth of the opportunity, fit with competencies, competitive intensity, strategic objectives, and other factors. Before these factors can be considered, however, a clear picture of the market space and segmentation is essential. BIC takes the approach that segments can be identified and categorized along two dimensions; Need and Delivery.

### Needs vs Delivery Segmentation

Though the precise definition can vary, Needs and Delivery successfully define two axes of a segmentation approach that has proven valuable across different industries. The elements of the Need axis can range from clinical language (in the case of healthcare), to consumer language (in many cases of personal care or other consumer products). The Delivery axis can also range from clinical setting (for healthcare), to market channels (for consumer products). The approach is best explained through examples.

### Example 1: Healthcare Segmentation

In the case of healthcare, the Needs axis is grouped along the four principle dimensions of Physical & Biological, Behavioral, Social, and Spiritual to be as comprehensive as possible. In the Delivery axis, the categories range along a Continuum of Care, from Health/c Care.



### Example 2: Food and Beverage

In the case of the Food and Beverage, a possible Need axis describes consumer states related to functional beverages to address specific concerns of a cohort group, or proven ingredient that provide health benefits. The delivery axis describes product vehicles to deliver the benefit.

