# RUN InnoBoost
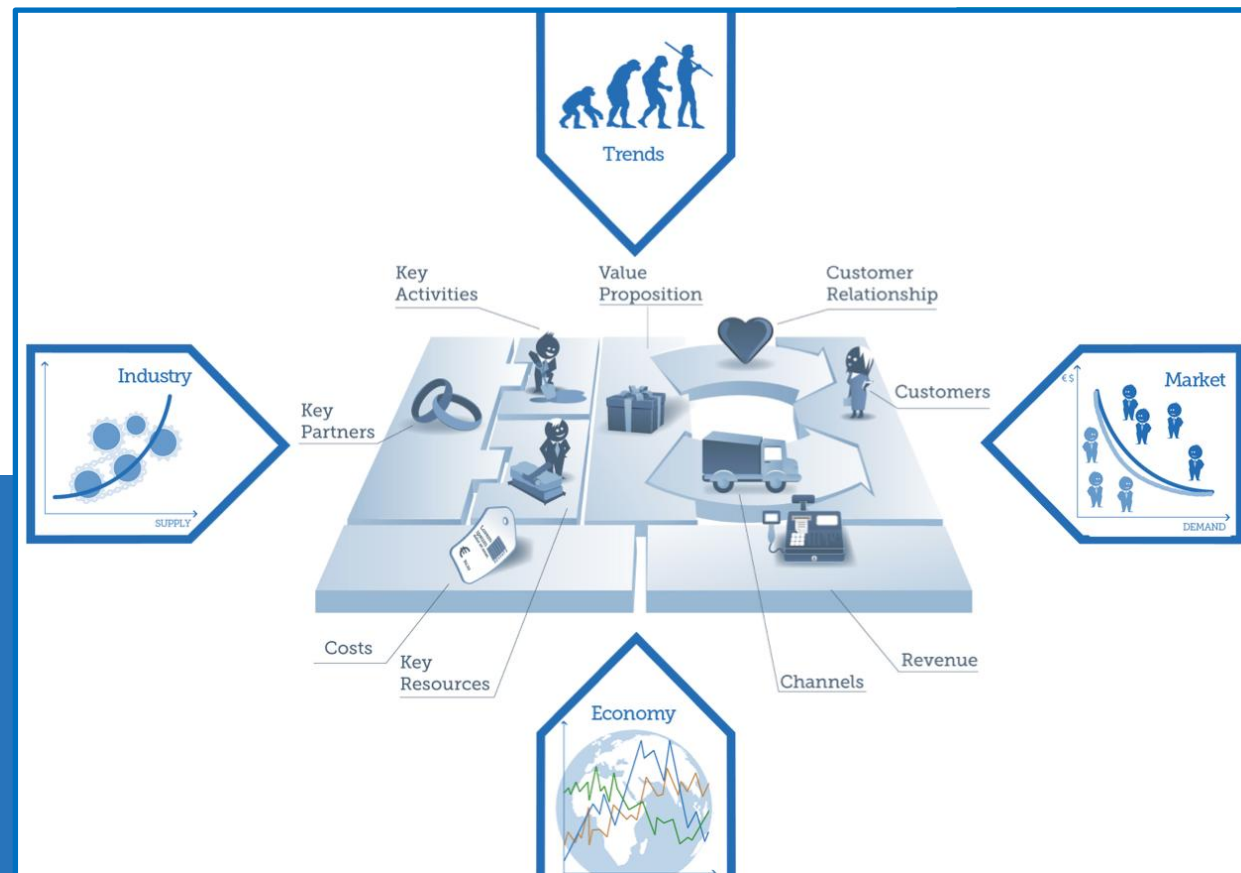bioeconomy, future industries, and social innovation

Your guide to
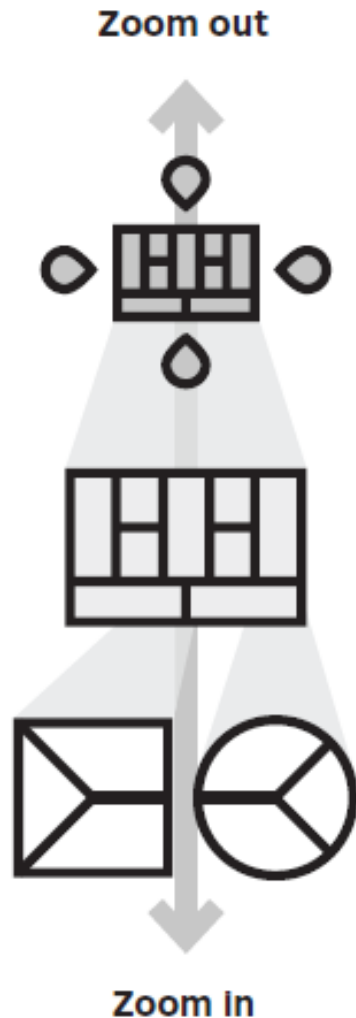
**The Business Environment Map**

https://innoboost.eu/

# The Business Enviroment Map

- ✓ Understand the four quadrants of the environment map and why context matters
- ✓ Learn to scan and allow for external forces you cannot control
- ✓ Practice rapid evidence gathering and sense-making
- ✓ Leave with templates and a cadence for ongoing monitoring

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# BMC, VP and Environment Map

Zoom out

The **Environment Map** helps you *understand the context in which you create.*
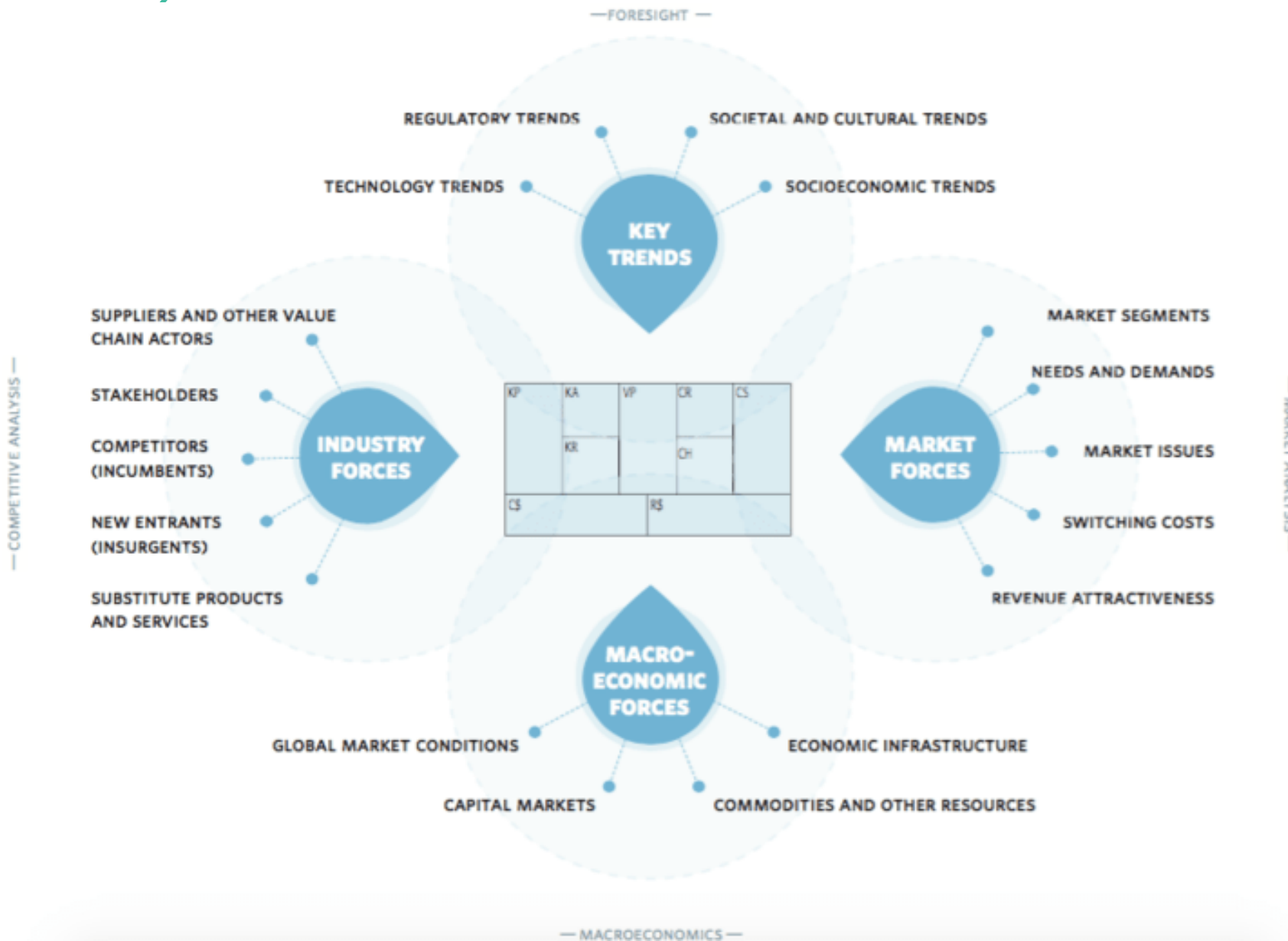
The **Business Model Canvas** helps you *create value for your business.*

The **Value Proposition Canvas** helps you *create value for your customer.*

Strategyzer

Zoom in

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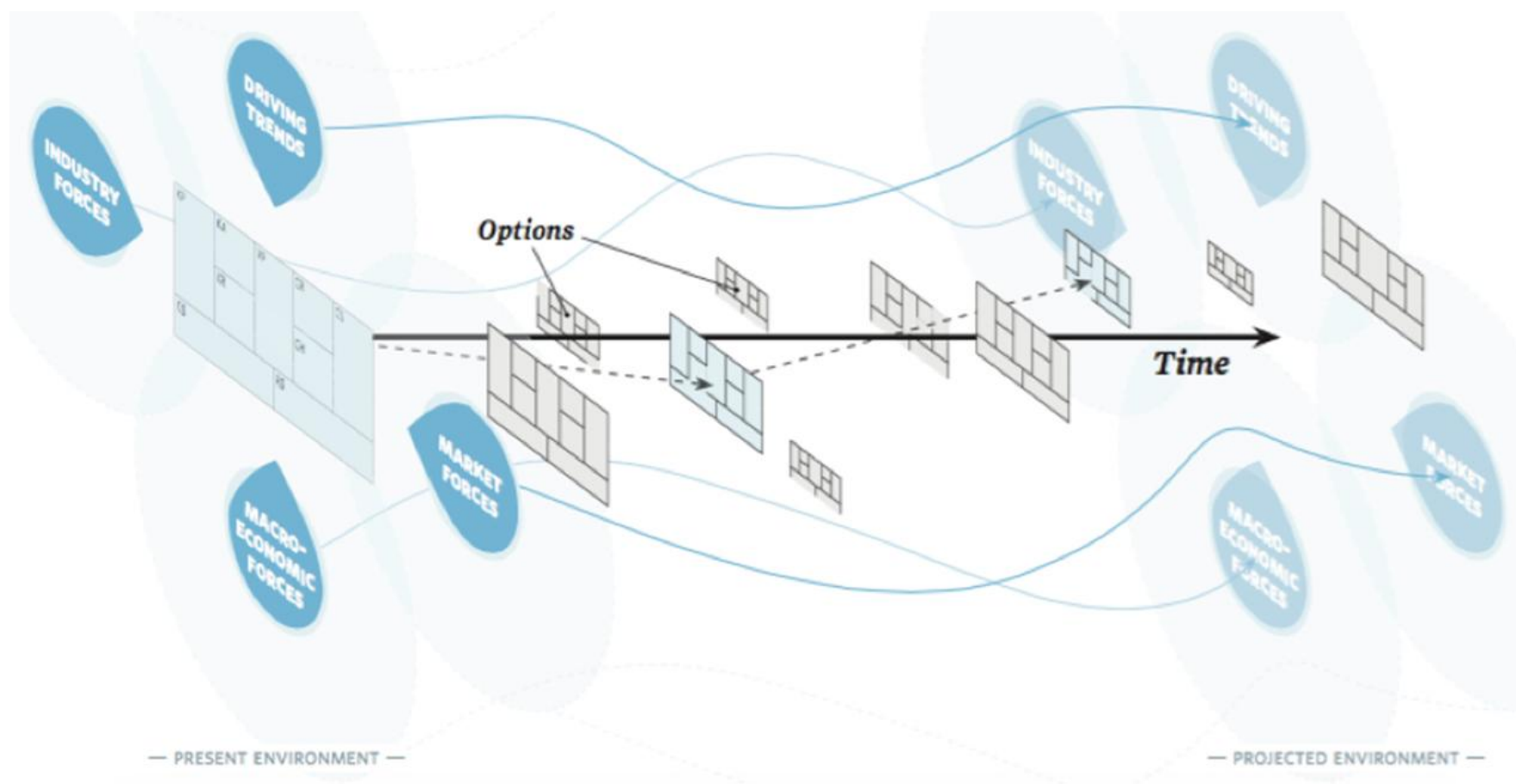
# The Environment Map



The **Environment Map** helps you understand the context in which you create.

*Four quadrants*

- *Key trends*
- *Market Forces*
- *Macro economic forces*
- *Industry forces*

# The Environment Map



The **Environment Map** helps you *understand the context in which you create.*

*Over time....*

# What the environment map is and is not

- It maps context around a business model, not the model itself
- Focus on forces you cannot control and how they help or hinder you
- Complements, not replaces, customer discovery and experiments
- Orients teams to outside-in thinking before solutioning
- Guides scenario planning, risk mitigation, and strategic choices

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# Why environment context?

- Great ideas win or fail based on context, not just canvas design
- Customers change over time; new segments appear as needs and attitudes shift
- Macro mood and means drive willingness to pay; the same offer lands differently across cycles
- Key trends (tech, regulation, culture) can flip feasibility and acceptance overnight
- You can't control these forces, but you must monitor and interpret them to inform what you do next.
- Treat it like weather: you can't change it, but you can dress for it and plan your route
- Early warning lets you redesign offers, pricing, and timing before headwinds become storms

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# Why environment context?

- Money decisions are emotional first and rational second, so mood matters

- Sense the economic weather and tailor offers to the budget in front of you

- Rising middle classes expand categories such as travel and first car ownership

- Household pressure such as high housing costs and weak wage growth pushes younger buyers to delay or downshift

- You cannot control these forces, but you can prepare: a different offering, pricing options, bundles, timing, and buffers

- Keep a simple forecast and trigger set so you act early rather than react late

- Make environment scanning a habit so you avoid investing in ideas that the context is in the process of making obsolete

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# The four quadrants at a glance

**Key trends**: technology, regulation, cultural shifts, societal norms

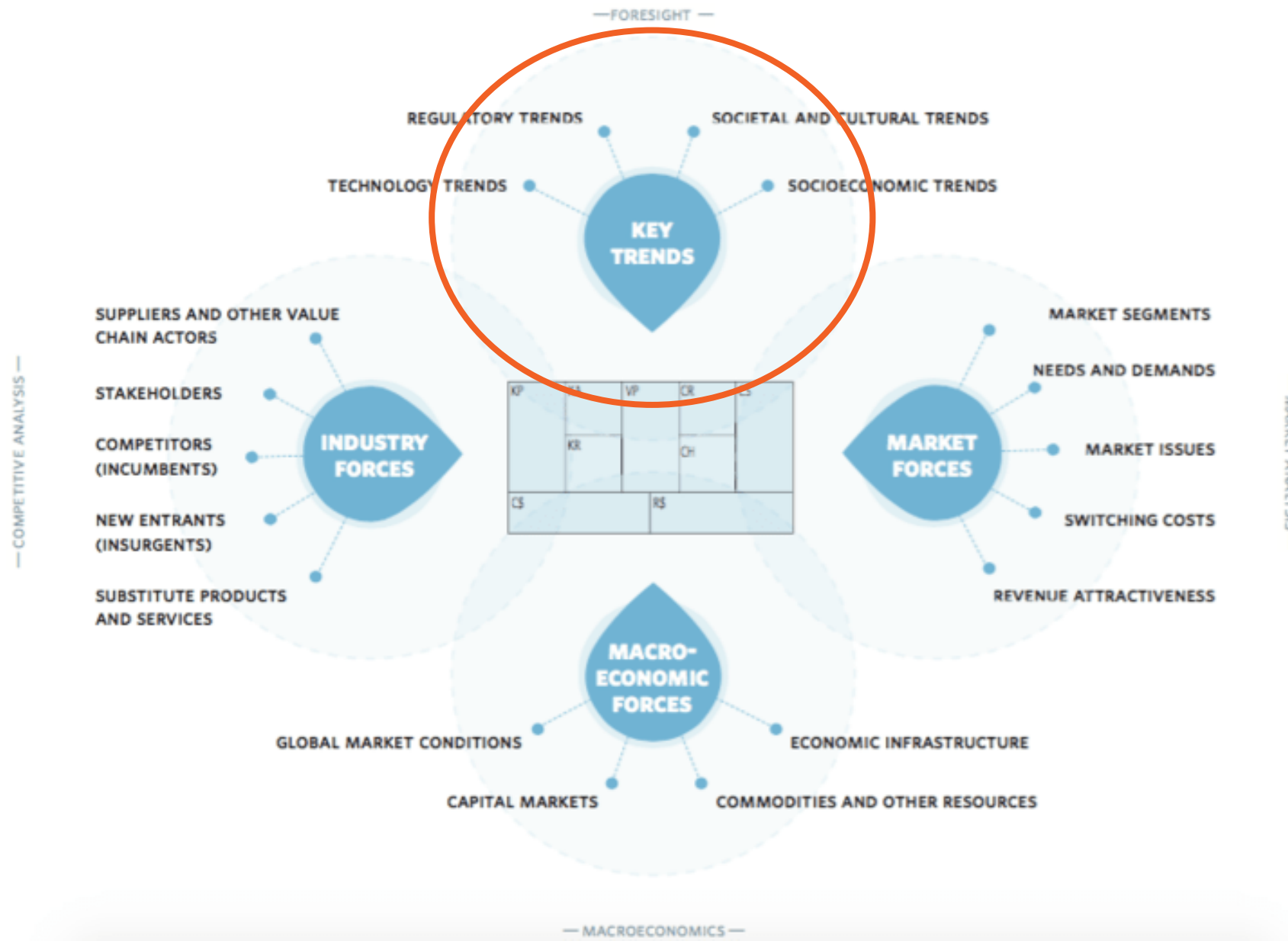**Market forces**: customer segments, jobs, pains, gains, channels, expectations

**Macro-economics**: growth, inflation, rates, labour, FX, income distribution

**Industry forces**: rivals, substitutes, entrants, supplier and buyer power

Each quadrant produces **constraints, triggers, and options** for business model design

# Key trends

REGULATORY TRENDS
SOCIETAL AND CULTURAL TRENDS
TECHNOLOGY TRENDS
SOCIOECONOMIC TRENDS

KEY TRENDS

SUPPLIERS AND OTHER VALUE CHAIN ACTORS
STAKEHOLDERS
COMPETITORS (INCUMBENTS)
NEW ENTRANTS (INSURGENTS)
SUBSTITUTE PRODUCTS AND SERVICES

INDUSTRY FORCES

MARKET FORCES

MARKET SEGMENTS
NEEDS AND DEMANDS
MARKET ISSUES
SWITCHING COSTS
REVENUE ATTRACTIVENESS

MACRO-ECONOMIC FORCES

GLOBAL MARKET CONDITIONS
ECONOMIC INFRASTRUCTURE
CAPITAL MARKETS
COMMODITIES AND OTHER RESOURCES

— COMPETITIVE ANALYSIS —

— MARKET ANALYSIS —

— MACROECONOMICS —

*Four quadrants*

- **Key trends**
- *Market Forces*
- *Macro economic forces*
- *Industry forces*

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# Key trends

Technology waves that **alter cost curves** and **user behaviour**

**Regulatory currents** and pending rules that **reset the playing field**

**Cultural** and **demographic shifts** that change acceptance and taste

**Data access**, **privacy norms**, and **trust mechanisms** that enable new models

**Standards**, **infrastructure**, and complements that **unlock adoption**

# Key trends

•Food Processing & Handling
•Inventory Management
•Transportation
•Websites

**Technology Trends**

**Societal & Cultural Trends**

•Healthy Living
•Obesity
•Genetically Modified Foods

•FDA
•Local Health Department
•Anti-Trust Laws
•Fair Work Laws
•Tax Changes

**Regulatory Trends**

**Socioeconomic Trends**

•Price Sensitivity
•Poverty Rates
•Job Loss

TARGET

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# Market forces



**Four quadrants**

- *Key trends*
- ***Market forces***
- *Macro economic forces*
- *Industry forces*

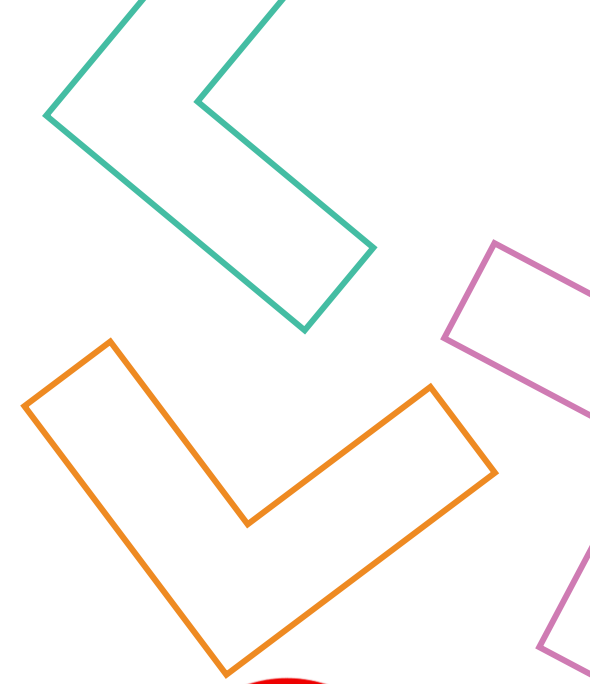bioeconomy, future industries, and social innovation

# Market forces

- How segments evolve as **needs and attitudes change over time**
- **Jobs to be done**, switching costs, and perceived risk that slow adoption
- **Willingness to pay** and price fences that partition value
- **Channel power** and **discovery dynamics** that govern reach
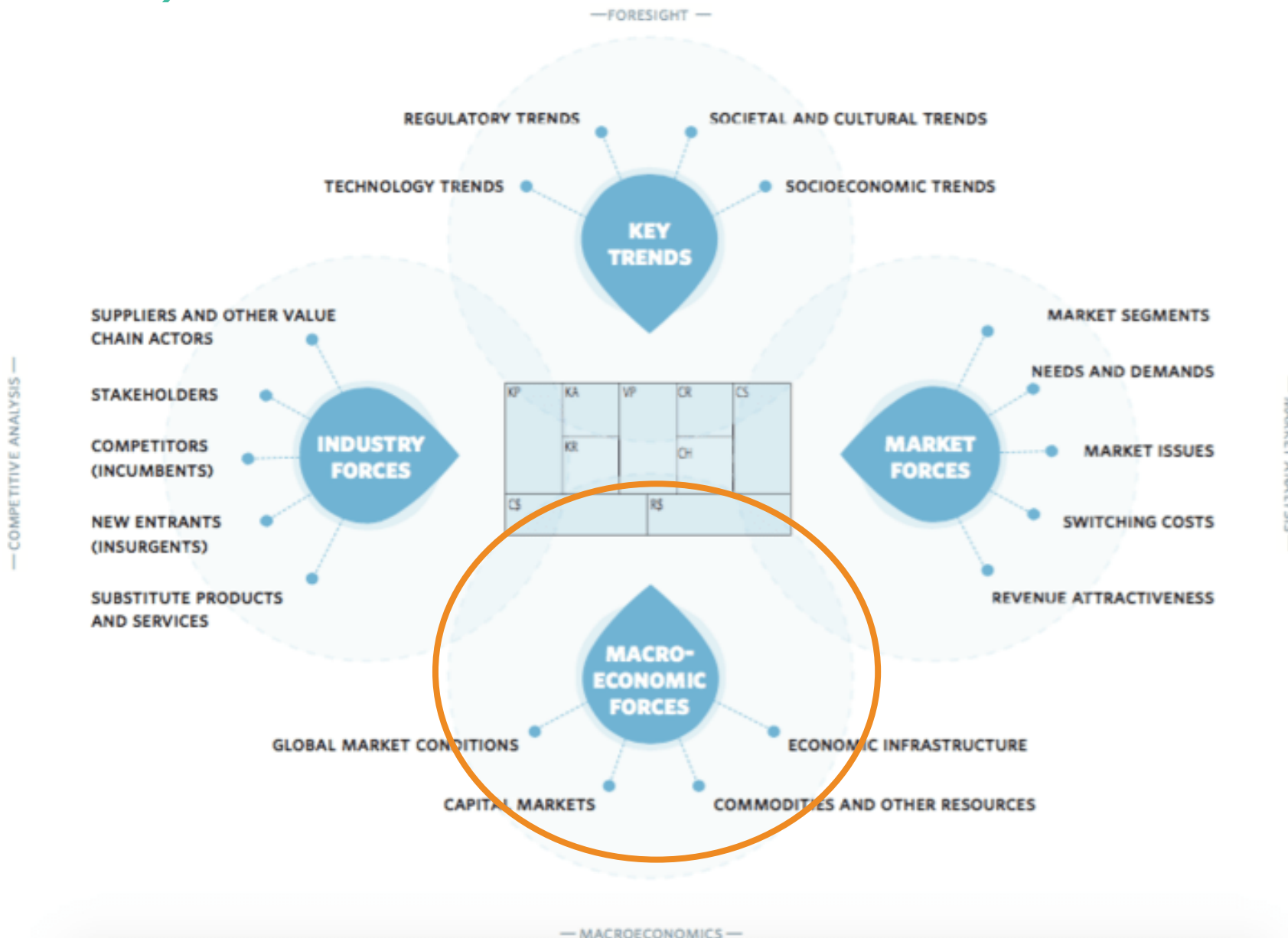- Early adopter characteristics that predict **the next beachhead**

# Market forces



MARKET FORCES

•Healthy Eating
•Genetically Altered Foods
•Obesity
•Safe toys
•Green & Environmentally Friendly Products

**Market Issues**

**Needs and Demands**

•Good Service, Clean Stores, Items in Stock
•Green Products & Company
•Healthy Foods
•Local Foods
•One-stop Shop

•Middle Class Moms
•Highly Educated
•Average to High Income

**Market Segments**

**Switching Costs**

•Convenience
•National Brands
•Price Sensitive
•Ease of Switching to Competition

**Revenue Attractiveness**

•Specific Brands
•Convenience of One-Stop Shop

# Macro-economics



Four quadrants

- Key trends
- Market forces
- **Macro-economics**
- Industry forces

# Macro-economics

- The **financial health** of society affects customers' **willingness and ability to pay** for different things
- **Growth and confidence** shaping demand
- Inflation and input volatility **compressing margins**
- Interest rates and credit access changing **payback hurdles**
- **Labour markets**, **talent scarcity**, and **wage pressure** shaping cost base
- **FX** and **trade** shaping competitiveness and sourcing choices
- Customers **change over time** – partly because their **needs change**, and partly because their **attitudes change**.
- New types of customers with **new needs will emerge,** and there is an opportunity to **create a model** that align with those needs.

# Macro-economics

# Macro-economics

# SWOT analysis

|  | INTERNAL FACTORS | EXTERNAL FACTORS |
|---|---|---|
| **POSITIVE** | **STRENGTHS**<br><br>S1 High Customer Traffic (SM)<br><br>S2 Hybrid Service Offerings (OP)<br><br>S3 High Revenue Growth Rate (AF) | **OPPORTUNITIES**<br><br>O1 Partnership with Online Delivery Services (S2, T2)<br><br>O2 Potential Increase in Productivity (T2, T3, S2)<br><br>O3 Develop Local Events Sales Promotion (S3, T1) |
| **NEGATIVE** | **WEAKNESSES**<br><br>W1 Low Turnover Rate (OP)<br><br>W2 Limited Sitting Capacity (OP)<br><br>W3 Poor Social Media Presence (SM) | **THREATS**<br><br>T1 Potential Increase in Production Cost (E1, E2, E3)<br><br>T2 Potential Decrease in Demand (P1, P2, P3, E2)<br><br>T3 Potential Increase in Product Price (E1, E2, E3) |

# Industry forces
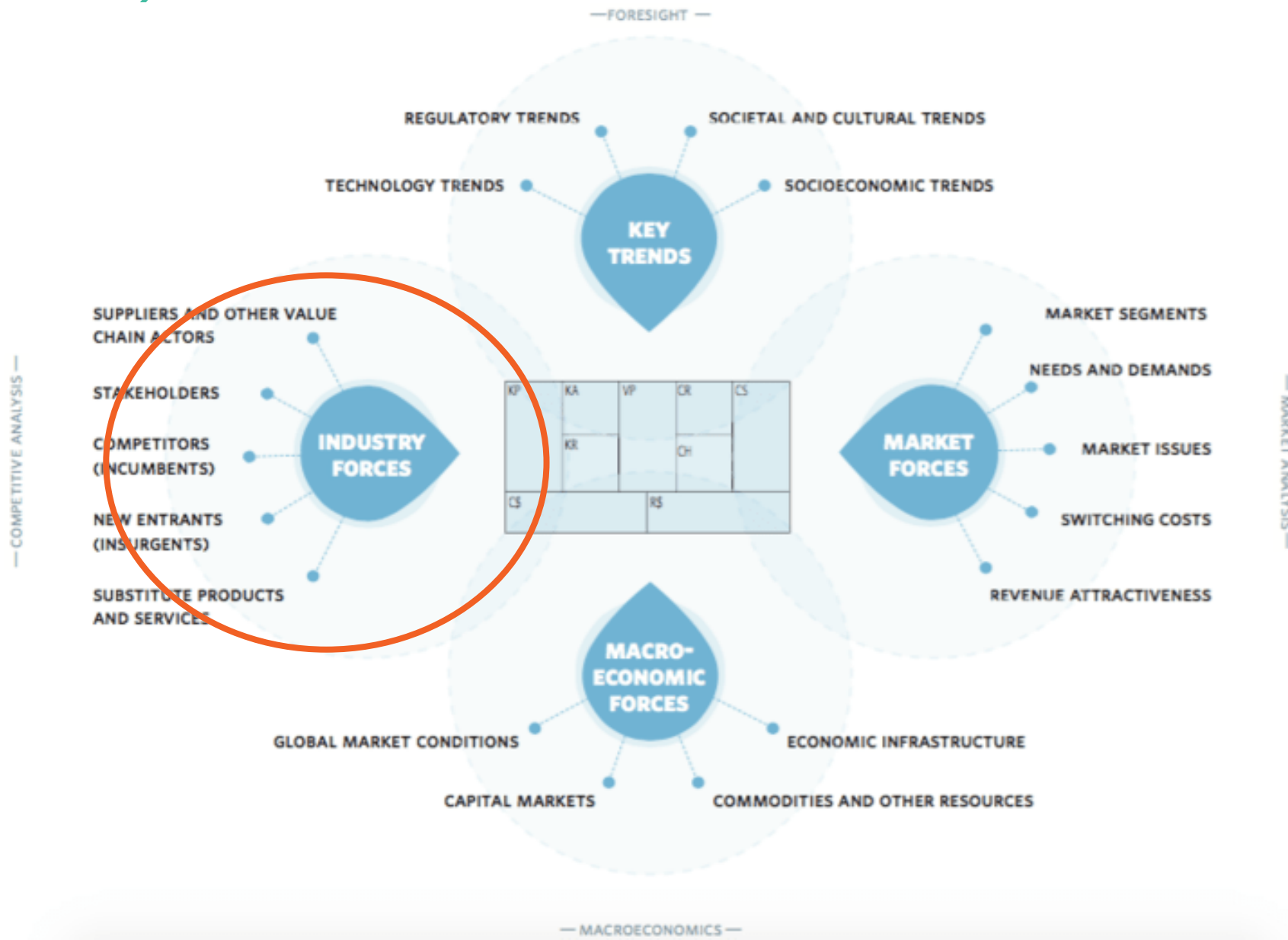


**Four quadrants**

- Key trends
- Market forces
- Macro-economics
- **Industry forces**

# Industry forces

Map direct competitors, near substitutes, and the **do-nothing** option

Identify **barriers to entry**, **capital intensity,** and **learning curve** advantages

Track supplier concentration and platform gatekeepers that set terms

**Observe buyer concentration** and procurement playbooks that shape deals

- Locate your **unfair / defensible advantage** where rivals cannot easily follow

- Company size and user volume
- Number, frequency, and length of coaching sessions.
- Access to specialist coaching (e.g., diversity, leadership, parental return-to-work)
- Analytics dashboards, integrations, learning materials, pulse surveys.
- Account management and custom content needs.

Enterprise clients are quoted individually. However, estimates from evaluations suggest a benchmark of about $499/user/month, though actual rates can vary widely based on negotiation and service scope. MentorCruise, LeggUP, and other review sources also reference this $499/month figure for benchmark comparison.

**Positioning vs. Abilta:**

BetterUp is focused on long term personal and professional development through repeated engagement with human coaches. Its strength lies in building individual capabilities over time, particularly soft skills like resilience, leadership presence, and strategic communication, delivered through structured coaching relationships. Abilta, by contrast, is designed to intervene at the moment of psychological friction, delivering real time, personalised emotional confidence support without relying on a coach. It combines embedded reflective practice and behavioural nudges. Its cognitive insight engine helps users understand and interrupt unhelpful cognitive patterns as they arise, offering immediate insight into what the brain is doing under stress or bias. Where BetterUp offers a high touch, long cycle development pathway, Abilta delivers scalable, autonomous support that acts in the moment, helping users navigate uncertainty, pressure and emotional complexity. Its focus is not on scheduled coaching, but on psychological safety in action, when decisions need to be made and internal perspective matters most.

### 2.2.2 Bravely - https://www.workbravely.com

Bravely is an on-demand coaching platform built to help employees navigate workplace challenges, particularly interpersonal tension, performance issues, and organisational change. Founded in 2017, the platform originally gained traction by giving employees a safe space to prepare for difficult conversations, such as giving feedback, handling conflict, or speaking up to a manager. It has since evolved into a broader people development tool, offering coaching across several dimensions of employee experience and well-being. Its core offerings are as follows:

- On-Demand Coaching: Users schedule confidential sessions with professional coaches ("Pros"), who are trained in communication, conflict resolution, and emotional intelligence.
- Employee-Initiated Access: Bravely is employee-first; users choose when and how to engage without needing approval or manager mediation.
- Workplace Communication Support: Coaches help users script, rehearse, or plan for critical workplace conversations.
- Coaching Themes: These include performance management, career planning, feedback conversations, navigating organisational change, and DEI-related issues.
- Manager Tools: Support for managers in giving feedback, handling team dynamics, and supporting direct reports through change.

- Data & Analytics: High-level insights are shared with HR leaders, anonymised and aggregated to support organisational change.

Bravely is sold to employers as part of their HR or well-being stack. Organisations pay for licenses that enable employees to access coaching sessions confidentially. Pricing is based on volume, usage, and the size of the workforce. Bravely operates on a flat annual license model, giving all employees within a client organisation unlimited access to its on-demand coaching services. Unlike per-user or per-session pricing, Bravely's cost is based on total workforce size and selected service tier (e.g. Boost, Advance, Exec), with no public pricing disclosed. However, data from Vendr indicates the average annual contract value is approximately $43,401, with some contracts reaching up to $89,000. This positions Bravely as a mid-range enterprise solution offering scalable, confidential coaching access across entire organisations.

**Positioning vs. Abilta:**

Bravely is grounded in situational coaching for interpersonal or performance-based challenges, with a heavy emphasis on human connection and emotional preparation. Its claimed strength lies in enabling employees to feel supported and heard, particularly when navigating ambiguity or friction in workplace relationships. Abilta, on the other hand, is not built around coaching conversations. It delivers digital first, structured reflective practice, emotionally intelligent nudges, and real time psychological scaffolding to support individual decision making under pressure. Its cognitive insight engine helps users understand and interrupt unhelpful thinking patterns as they occur, offering immediate awareness of what the brain is doing in moments of stress or bias. While Bravely prepares users before a conversation or difficult interaction, Abilta is designed to support users during and around moments of stress, guiding them through complex choices in high stakes contexts where external coaching may not be available or appropriate. In essence, Bravely is about helping people speak up. Abilta is about helping people think clearly and act with confidence, no matter the situation.

Fig 2: Example of Bravely Mobile App Interface

### 2.2.3 Bunch.AI - https://www.bunch.ai

Bunch.AI is an AI-powered leadership and personal development tool designed for daily, microlearning-style coaching. Marketed as a "digital leadership coach in your pocket" Bunch delivers short, AI-curated
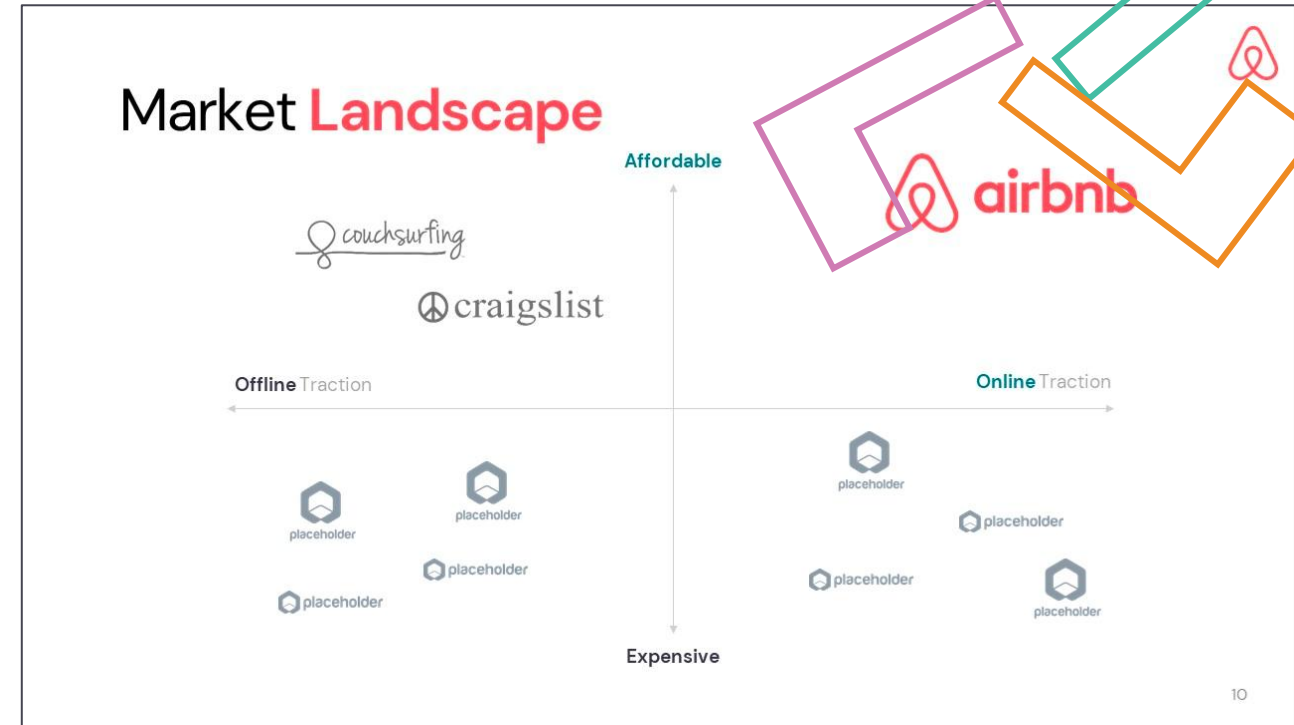
# Competing solutions

# Competing solutions



| | CELLSORTER | | OTHER METHODS | | | |
|---|---|---|---|---|---|---|
| | VALVE CONTROL | PIEZO HEAD | OTHER ROBOTS USING MICRO-PIPETTES | FACS | DROPLET BASED DEVICES | MANUAL PIPETTING |
| Imaging Based Cell Selection | ✔ | ✔ | ✔ | ✘ | ✘ | ✔ |
| Fluorescent Markers Correlated to the DNA/RNA Sequence | ✔ | ✔ | ✔ | ✔ | ✘ | ✔ |
| Appropriate for Sensitive Cells | ✔ | ✔ | ✔ | ✘ | ✔ | ✔ |
| Appropriate for Cell Suspension | ✘ | ✔ | ✘ | ✔ | ✔ | ✔ |
| Isolation of Rare Cells | ✔ | ✔ | ✔ | ✘ | ✘ | ✔ |
| Installation on Various Microscopes | ✔ | ✔ | ✘ | N/A | N/A | ✔ |
| Low Operation Cost | ✔ | ✔ | ✔ | ✘ | ✘ | ✘ |
| Low Device Cost | ✔ | ✔ | ✘ | ✘ | ✔ | ✔ |
| Reduced Hands-On Time | ✔ | ✔ | ✔ | ✔ | ✔ | ✘ |
| Compact Device | ✘ | ✔ | ✘ | ✔ | ✔ | N/A |

# **Competing solutions**

- Map your competitors using a 4 quadrant model

- Use the X & Y axis to show where you differentiate

- This quickly identifies the white-space that is your unfair advantage

- Aim to be in the top right quadrant

# Competing solutions

Demonstrate diligent awareness of both direct competitors and indirect substitutes. Prove you're grounded in market realities. It will also demonstrate:

- Your sustainable competitive advantages
- Barriers to entry you've established
- Recognition of indirect competitors and alternatives

Investors want to know you've thoroughly analysed the competitive environment and have a sustainable edge.

Tip: Never claim "we have no competition" — this signals naivety about your market. Even disruptive innovations compete with established behaviors or workarounds.

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# Competing solutions

**Example:**

An AI-powered behavioural support platform that helps leaders make confident, clear decisions under pressure and in the face of uncertainty.

# Competing solutions

## Direct competitors:

- **BetterUp** – global digital coaching and behavioural science platform.
- **CoachHub (with AIMY™ AI Coach)** – blends human coaching with AI-enabled situational support.
- **Ezra (Adecco Group)** – large-scale enterprise coaching with behavioural measurement.
- **Torch** – combines coaching, mentoring, and digital leadership development.

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# Competing solutions

## Do-nothing options:

**Rely on Traditional Executive Coaching** – scheduled, high-cost sessions that lack immediacy.

**Generic Leadership Training** – workshops or e-learning modules that don't support live decision-making.

**Ad Hoc Peer/Mentor Support** – informal reliance on colleagues or senior leaders for guidance.

**Status Quo / No Intervention** – leaders continue under stress, with decisions shaped by bias, hesitation, or over-consensus.

# Competing solutions

**Exercise:** Who are your direct competitors, and what is the **do-nothing** option for your idea?

Take 5 minutes

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# Market sizing and any relevant shifts

You need to show not just the current market size, but how you've thoughtfully **segmented it** and identified the specific portions **you can realistically capture**.

What to Include:

- Total Addressable Market **(TAM),** Serviceable Addressable Market **(SAM),** and Serviceable Obtainable Market **(SOM)**
- **Visual representation** of market segmentation
- **Market trends** or tailwinds **strengthening your opportunity**
- **Regulatory** or **technological shifts** creating a market opening

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# Market sizing and growth rate

**Market size:** measure of the total volume of a market

- **Total Available / Addressable Market (TAM):** total revenue opportunity for your product and everyone you want to reach with your product, doesn't tell you much

- **Serviceable Addressable Market / Served Available Market (SAM):** portion of TAM that is served by your product or portion of TAM you are targeting

- **Serviceable Obtainable Market (SOM) / Target market**: portion of SAM where you start serving and where you will realistically reach, especially within the first few years

TAM

SAM

SOM
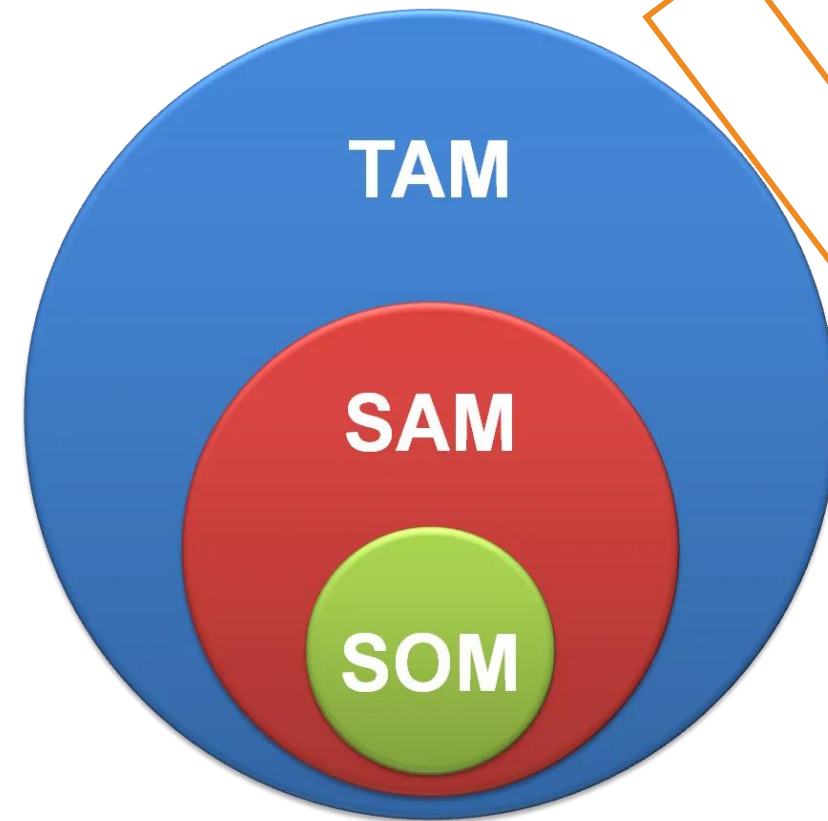
# Example

Let's say you are starting a company that sells pet food:

**TAM:** the market for pet food
**SAM:** the market for dog food
**SOM:** the market for puppy food

OR you are starting an e-learning company:
**TAM:** the market for learning
**SAM:** the market for online learning
**SOM:** the market for online learning about for x

# Why market sizing and growth rate

It tells you about the **business potential** of your idea

One of the first things investors will look at, the **bigger your market size**, the lower the **risk of their investment** e.g. "$50B market growing 15% annually")

Need to know your **business potential early on**, maybe your market is too niche

Determines your **business decisions**, marketing strategy, etc.

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# Exercise

What was the TAM, SAM and SOM for Facebook?

**TAM: ?**

**SAM: ?**

**SOM: ?**

# Exercise

Facebook's market size:

**TAM:** All people in the world

**SAM:** All people who can be online

**SOM:** Harvard students

# Market sizing and growth rate

tober 13th 2020 | DLux+ Vitamin D a... | G Google | G ComCab london dir... | INFOODS: Software... | ADL daniel | BCG Deep Tech and the... | CEAC_Roster_Re... | 5 ways technology i...

**Transparency Market Research**
In-depth Analysis. Accurate Results.

**Resistance Spot Welding Market Size to Hit USD 498.7 Mn, Globally, by 2031 to Grow at a CAGR of 5.5% Says, Transparency Market Research**

**Request Sample Report on Resistance Spot Welding Market Analysis 2031. TMR -**

https://www.transparencymarketresearch.com/sample/sample.php?flag=S&rep_id=32846

**Market Snapshot:**

| Report Coverage | Details |
|---|---|
| Market Revenue | US$ 304.7 Mn |
| Estimated Value | US$ 498.7 Mn |
| Growth Rate - CAGR | 5.5% |
| Forecast Period | 2023-2031 |
| No. of Pages | 180 Pages |
| Market Segmentation | By Machine Type, By Operation, By Features, By Electrode Shape, By Material Thickness, By End-use Industry, By Distribution Channel |
| Regions Covered | North America, Europe, Asia Pacific, Middle East & Africa, Latin America |
| Companies | Amada Weld Tech, CenterLine (Windsor) Limited, ESAB Corp., Fronius International GmbH, IDEAL-Werk Gegründet, Kawasaki |

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# Market sizing and growth rate

## 3.1 Global Customer Experience Management (CXM) Market

The global customer experience management market size was estimated at $12.04 billion in 2023 and is projected to reach $32.87 billion by 2030, growing at a CAGR of 15.8% from 2024 to 2030 according to a 2024 report by Grand View Research. The market growth can be attributed to the rising importance of understanding customer behaviour and their preferences, which drives various brands and organizations to implement customer experience strategies, such as regularly communicating and engaging with customers, developing a long-term programme, and utilising automation, to provide the best service performance to customers in real-time.
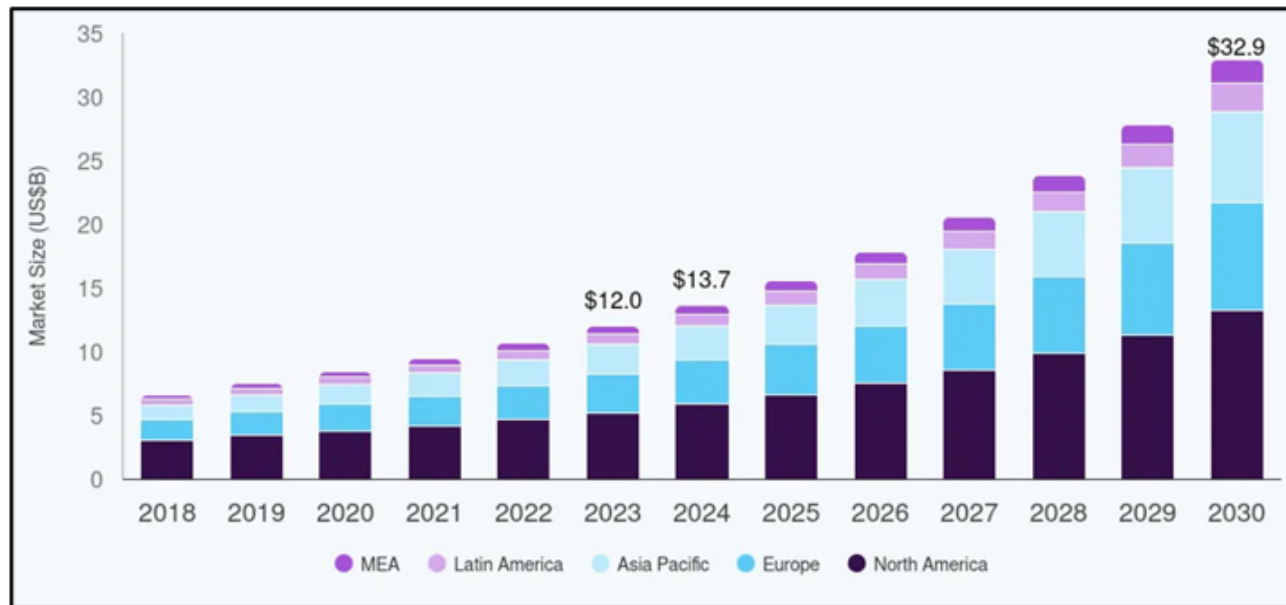


Fig: Customer Experience Management Market (Size by Region, 2014 – 2030)

The text analytics segment accounted for a revenue share of around 39.0% in 2023. The growing need for social media analytics and demand for sorting customer interactions or Voice of the Customer

# Methodology

**Go back to the problem** your startup is solving

Somewhat arbitrary, **no right answer**

Figure out what makes sense for your startup and product and also, **what would make sense to your investors**

Be **logical** and **consistent**

# Methodology – tools

Identify the different factors that impact the sale of your product, e.g., age groups, geographical location, socio-economic background, income, education level, etc.

Look for numbers that make sense and use the numbers you already have based on your revenue, customer behaviour, etc. so far

- ✓ Government reports
- ✓ Market reports
- ✓ Official statistics
- ✓ Make assumptions

Cite your sources

# What do investors look for?

Numbers, **the bigger the better**, but **realistic** and **justifiable**

**Clarity** of your assumptions

Your **optimism**

Your **market analysis**, understanding of **competitors**, potential penetration, **growth**, etc.

Don't say "our TAM is this…," explain the process…

*"according to research done by … we estimate that x number of people are buying online and out of this, y number of people are buy electronic goods, and z number of people make enough money to afford our product, … so, our market size is estimate to be…"*

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# Your market size

Based on what you know, come up with your market size.

What is your version of…

*"We estimate that x number of people are buying online and out of this, y number of people are buy electronic goods, and z number of people make enough money to afford our product, … so, our market size is estimated to be…"*

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