



## Tool 3

# Opportunity Brief

An **opportunity brief** summarizes the findings and synthesis of your initial customer research to present a case for next-phase research and development. This next phase typically involves prototyping and testing within the opportunity areas you identify. To make a compelling case for decision-makers to invest in your customer experience project, you must combine qualitative customer insights, needs, and observations with information about market opportunities and sizing.

### STEPS

1

#### HUMAN INSIGHTS

Present key user needs and pain points discovered in your initial research phase. Include documentation such as pictures, personal anecdotes, and personas of those you interviewed. See [Tool 1: Persona Profile](#) (page 6) to learn more about capturing human insights.

2

#### MARKET INSIGHTS

Include any findings about market opportunities that overlap with the user needs you discovered. Include competitor stories and market analogs that illustrate unmet market needs.

3

#### INTERNAL CAPABILITIES

Illustrate capabilities required to further explore the opportunity space. Which current offerings overlap, and what capabilities (such as external partnerships) need to come from the outside?

4

#### OPPORTUNITY SIZING

To further strengthen the case for your opportunity, compile any quantitative metrics that help size it. Examples include market size and segmentation or average household size.

#### SUGGESTED TIME

2-8 hours

#### ROLES

2-4 collaborators

#### MATERIALS NEEDED

template, pages 22-29  
pens  
paper  
sticky notes

*Depending on the scope and budget of your project, an opportunity brief can be an extensive document with a very high level of detail. The tool here presents a simplified template that captures basic elements.*



**References: Prioritization Tools** Selected methods from The DIY Toolkit (Nesta), Insights Into Action (CGAP).

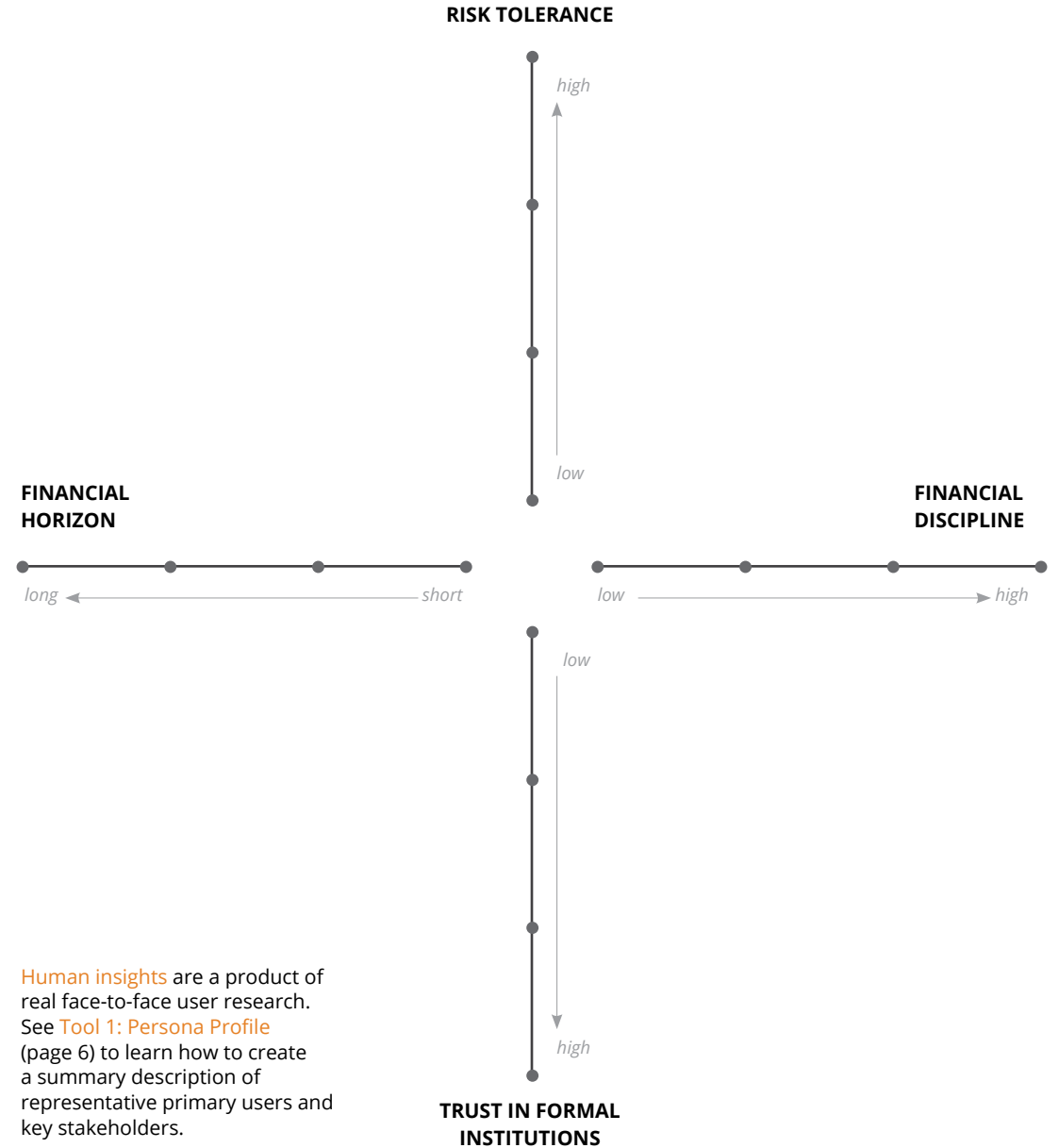


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# Opportunity Brief (1/4: human insights)

**[FINANCIAL] BEHAVIORAL INSIGHTS** Summarize insights about behaviors you observed in your customers' financial practices. Which habits and rituals are performed on a regular basis vs. single behaviors that result from external pressures?

**MOTIVATIONAL INSIGHTS** Summarize the needs, enablers, and blockers that influence your customers. Who are the influential stakeholders in their lives?





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# Opportunity Brief (2/4: market insights)

### UNMET MARKET NEEDS

Map the human needs you identified in your primary research onto gaps in your organizational offerings (and offerings of your competitors). Highlight areas with the most potential.

**Opportunity areas** should reflect an unmet human need as well as a market opportunity. You may identify several opportunity areas to include in your brief, and your next round of research should allow several rounds to prototype and test those areas.

**HUMAN NEED** As identified in your primary research

**ORGANIZATIONAL GAPS** Look at existing products and services within your organization

**COMPETITIVE GAPS** Look at market analogs, as well as competitors

**OPPORTUNITY AREAS** What opportunity areas have you identified?

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### Opportunity Brief (3/4: internal capabilities)

**CURRENT PRODUCT AND SERVICE OFFERINGS** Which existing products or services offered by your organization solve customer needs similar to those identified in your research? Where do they succeed? How do they fall short?

**CURRENT PORTFOLIO SIZE** How much does your organization already invest in the sector(s) you identified in your opportunity areas?

**CUSTOMER MAKEUP** How many of your current customers are signed up for products or services within the sector, or with products and services that address similar needs to those you've identified?

**ON DECK** Which new pilots or opportunity areas are you currently investigating? Is there overlap with the opportunity areas you wish to explore further?



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## Opportunity Brief (4/4: opportunity sizing)

<p><b>CUSTOMERS BY THE NUMBERS</b> Include customer metrics to help define your segment.</p>	<p>e.g., average household size in target country</p>	<p>e.g., percent of residents who have savings</p>
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<p>e.g., percent of residents who've taken out loans</p>	<p>e.g., average cost of existing products or services</p>	<p>e.g., percent of income spent on comparable products and services</p>
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<p><b>REGIONAL MARKET</b> Include market sizing data where possible.</p>	<p>e.g., nationwide total market potential per year [\$]</p>	<p>e.g., total addressable market potential (considering demand) [\$]</p>
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<p>e.g., primary segment addressable market potential [\$]</p>	<p>e.g., total segment addressable market potential (including secondary segments) [\$]</p>	<p>e.g., expected share of addressable market [\$]</p>
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