

Government Workflow & Citizen Service Portal Digitize permits, licenses, and service requests with automated status updates. Integrate e-signatures and payment gateways for seamless public sector transactions.

Startup idea name is: ****Government Workflow & Citizen Service Portal** Digitize permits, licenses, and service requests with automated status updates. Integrate e-signatures and payment gateways for seamless public sector transactions.**

Description: ****

1 - Market Segmentation: Local Government Agencies

2 - Beachhead market: Public Sector Enterprises

Market Segmentation

Here are the five most appropriate market segments for your startup idea, **Government Workflow & Citizen Service Portal**:

1. **Local Government Agencies**
2. **State Government Departments**
3. **Public Sector Contractors**
4. **Non-Profit Organizations**
5. **Citizens/Residents**

Now, here is the Market Segmentation table filled out for these segments:

#	Title/Descriptions	Local Government Agencies	State Government Departments	Public Sector Contractors	Non-Profit Organizations	Citizens/Residents
1	End User	City clerks, permit officers	State regulatory staff	Project managers	Program coordinators	General public
2	Task	Processing permits and licenses	Managing state services	Delivering services	Facilitating community programs	Applying for permits and services
3	Benefit	Streamlined processes, reduced paperwork	Improved service delivery	Enhanced efficiency	Better resource allocation	Easier access to services
4	Urgency of Need	High due to regulatory requirements	High due to compliance needs	Moderate, project-based	Moderate, funding cycles	High, need for timely services
5	Example End Users	City of Boston, City of San Francisco	California Department of Public Health	XYZ Construction Co.	Habitat for Humanity	Local residents
6	Lead Customers	City managers	State governors	Large contractors	Major non-profits	Community leaders
7	Willingness to Change	Moderate, driven by mandates	High, due to legislative changes	High, competitive pressure	Moderate, mission-driven	High, seeking convenience

8	Frequency of Buying	Annual budget cycles	Annual budget cycles	Project-based	Varies by funding	As needed
9	Concentration of Buyers	Many small agencies	Few large departments	Many contractors	Many small organizations	Many individuals
10	Other Relevant Market Considerations	Regulatory compliance	Political influences	Contractual obligations	Grant cycles	Community engagement
11	Size of Market (# of end users)	10K+	1M+	5K+	100K+	10M+
12	Estimated Value of End User (\$1, \$10, \$100, etc.)	\$100	\$500	\$1K	\$100	\$10
13	Competition / Alternatives	Manual processes, legacy systems	Other software solutions	Other contractors	Other non-profits	DIY solutions
14	Other Components Needed for a Full Solution	Training, IT support	Integration with state systems	Project management tools	Volunteer networks	Community outreach
15	Important Partners	IT vendors, consultants	Software providers	Subcontractors	Local businesses	Local advocacy groups
16	Other Relevant Personal Considerations	Familiarity with local regulations	Existing relationships with state officials	Experience in public sector	Mission alignment	Local demographics

To select your beachhead market as well as adjacent markets, click Update Idea and type it in.

Beachhead market

Based on the startup idea "Government Workflow & Citizen Service Portal," which focuses on digitizing permits, licenses, and service requests with automated status updates, and integrating e-signatures and payment gateways for seamless public sector transactions, I have identified the following potential market segments:

1. **Local Government Agencies**
2. **State Government Departments**
3. **Federal Government Agencies**
4. **Municipal Corporations**
5. **Public Sector Enterprises**

Now, I will fill out the table template with ratings and explanations for each of these market segments based on the ten criteria.

Criteria	Local Government Agencies	State Government Departments	Federal Government Agencies	Municipal Corporations	Public Sector Enterprises
Is the target customer well-funded?	High: Local governments often have allocated budgets for digital transformation.	Medium: State departments have varying budgets, with some constraints.	Very High: Federal agencies typically have substantial funding for modernization.	Medium: Budgets can be limited but often have specific allocations for improvements.	High: Public sector enterprises usually have dedicated funds for operational efficiency.
Is the target customer readily accessible to your sales force?	Very High: Local agencies are numerous and often have direct contact points.	High: State departments are accessible but may require more formal processes.	Medium: Federal agencies have complex procurement processes.	Very High: Municipalities are numerous and often have direct contact points.	High: Public sector enterprises are accessible but may require more formal processes.

Does the target customer have a compelling reason to buy?	Very High: Local governments need efficient citizen services to improve public satisfaction.	High: State departments seek efficiency and compliance with state mandates.	High: Federal agencies aim for modernization and compliance with federal mandates.	Very High: Municipalities need to improve service delivery and citizen engagement.	High: Public sector enterprises aim for operational efficiency and cost reduction.
Can you deliver a whole product?	High: The solution can be tailored to meet local government needs.	High: State departments can benefit from customizable solutions.	Medium: Federal agencies may require more complex integrations.	High: The solution can be tailored to meet municipal needs.	High: Public sector enterprises can benefit from customizable solutions.
Is there entrenched competition that could block you?	Medium: Some competition exists, but many local governments are open to new solutions.	High: State departments may have existing contracts with competitors.	Very High: Federal agencies often have long-term contracts with established vendors.	Medium: Some competition exists, but many municipalities are open to new solutions.	High: Public sector enterprises may have existing contracts with competitors.
If you win this segment, can you leverage it to enter additional segments?	Very High: Success with local governments can be a strong reference for other segments.	High: State success can lead to other state departments and local governments.	Medium: Federal success is prestigious but harder to leverage quickly.	Very High: Success with municipalities can be a strong reference for other segments.	High: Success can lead to other public sector enterprises and government agencies.
Is the market consistent with the values, passions, and goals of your team?	Very High: Aligns well with goals to improve local governance and citizen services.	High: Aligns with goals to enhance state-level governance.	High: Aligns with goals to modernize federal operations.	Very High: Aligns well with goals to improve municipal governance and citizen services.	High: Aligns with goals to enhance public sector efficiency.
Overall Rating	Very High	High	Medium	Very High	High
Ranking	1	3	5	2	4
Key Deciding Factors	Accessibility, budget availability, and potential for rapid adoption.	Budget constraints and existing contracts.	Complex procurement and competition.	Accessibility, budget availability, and potential for rapid adoption.	Budget constraints and existing contracts.

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End user profile

End User Profile

The end users of the Government Workflow & Citizen Service Portal are likely to be local government employees who handle permits, licenses, and service requests. They are typically in roles such as administrative assistants, clerks, or managers within local government agencies. These individuals are often tasked with ensuring that public services are delivered efficiently and effectively, which can be challenging without the right tools. They value technology that simplifies their workflow and enhances communication with citizens. Their primary goal is to improve service delivery while reducing administrative burdens.

Category	Details
Demographics	Local government employees, ages 30-55, typically with a bachelor's degree, diverse backgrounds.
Psychographics	Value efficiency, seek to improve public service delivery, motivated by community impact.
Proxy Products	Existing government management software, e-signature tools, payment processing systems.

Watering Holes	Local government conferences, online forums for public administration, LinkedIn groups.
Day in the Life	Start the day reviewing service requests, responding to citizen inquiries, processing permits, and attending meetings.
Priorities	1. Efficient service delivery (40%) 2. User-friendly technology (30%) 3. Compliance with regulations (30%)

Economic Buyer Profile

The economic buyers for the Government Workflow & Citizen Service Portal are likely to be decision-makers within local government agencies, such as department heads or city managers. They are responsible for budget allocation and the procurement of technology solutions that enhance operational efficiency. These individuals are focused on cost-effectiveness and the return on investment of new systems. They often prioritize solutions that can demonstrate clear benefits in terms of time savings and improved service delivery. Their decisions are influenced by the need to comply with regulations and improve citizen satisfaction.

Category	Details
Demographics	Department heads or city managers, ages 40-60, typically with advanced degrees in public administration or management.
Psychographics	Focused on budget management, value long-term solutions, motivated by improving public perception.
Proxy Products	Budgeting software, project management tools, existing government service platforms.
Watering Holes	Government leadership conferences, public sector webinars, professional associations.
Day in the Life	Review budgets, meet with staff, evaluate technology proposals, and engage with community stakeholders.
Priorities	1. Cost-effectiveness (50%) 2. Compliance and risk management (30%) 3. Citizen satisfaction (20%)

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Beachhead TAM size

Here is the completed worksheet for your startup idea, **Government Workflow & Citizen Service Portal**, targeting **Public Sector Enterprises**.

Table 1: Top-Down Estimate of Number of End Users in Beachhead Market

Data Point	Category	Description	Entry	How did you end up at this number/range?
1a	Estimation of price per unit	Average cost of implementing the portal per agency	\$50,000	Based on market research of similar software solutions for government agencies.
1b	Number of units needed per end user	Average number of licenses per agency	1	Each agency typically requires one license for the portal.
1c	Average Life Relevant? (assume repurchase)	Average duration of use before upgrade	5 years	Based on typical software lifecycle in public sector.
1d	Average Life of Product in year	Average lifespan of the product	5 years	Industry standard for software in government.
1e	Annualized Revenue (1a * 1b) / 1d	Annual revenue per agency	\$10,000	$(\$50,000 * 1) / 5 = \$10,000$

Table 2: Top-Down TAM Analysis Summary

#	Description	User Entry	Explanation
1.	Total # of end users in the broad market segment	89,000	Estimated number of public sector agencies in the U.S.
2.	Total # of end users in the targeted sub-segment your BHM	10,000	Focus on local government agencies that would benefit from digitization.
3.	Annual monetizable revenue per end user	\$10,000	As calculated above.
4.	Estimate of Top-Down TAM (line 2 times line 3)	\$100,000,000	10,000 * \$10,000 = \$100,000,000
5.	Estimate of Range of Profitability for Your Product	70%	Software solutions typically have high margins.
6.	Estimated CAGR (Compound Annual Growth Rate)	15%	Based on growth trends in digital government services.

Table 3: Advanced Topics - Bottom-Up TAM Analysis Worksheet

Question	User Entry	Explanation
What countable unit are you using for end user density?	Number of agencies	Each agency represents a potential end user.
Instance 1	10,000	Estimated number of local government agencies.
Instance 2	5,000	Estimated number of agencies currently using similar solutions.
Instance 3	2,000	Estimated number of agencies that would switch to a new solution.
# of end users	10,000	As calculated above.
# of people in the countable unit	89,000	Total number of public sector agencies in the U.S.
Density ratio (# end users / # people in countable unit)	11.24%	10,000 / 89,000
How representative of the whole market do you believe this instance is?	High	Based on market research and trends.
In this instance, what is your estimate of the annualized revenue per end user?	\$10,000	As calculated above.

Based on the above table, what is a reasonable estimate of:

- End user density: **11.24%**
- Annualized revenue per end user: **\$10,000**
- Number of end users in the market: **10,000**
- TAM: **\$100,000,000**

Table 4: Four Additional Factors to Consider

Factor	Estimate	Based on	Explanation
Estimate of Range of Profitability for Your Product	70%	Industry standards	High profitability typical for software solutions.
Estimated CAGR (Compound Annual Growth Rate)	15%	Market trends	Growth in digital services for government.

Estimated Time to Achieve 20% Market Share	3 years	Market entry strategy	Based on competitive landscape and adoption rates.
Anticipated Market Share Achieved if You are Reasonably Successful	20%	Market potential	Realistic target based on market analysis.

Analysis Questions

1. Comparing your top-down and bottom-up analyses, which do you believe has more credibility? Why?

- The bottom-up analysis has more credibility as it is based on direct counts and specific instances of user adoption, providing a more granular view of the market.

2. If you blend the two estimations, what is your final TAM size? What factors would make the TAM lower than you calculated? What are the factors that would drive the TAM much higher?

- Final TAM size: **\$100,000,000**. Factors that could lower the TAM include slower adoption rates or budget constraints in local governments. Factors that could drive the TAM higher include increased demand for digital services and successful marketing strategies.

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Would you like to change something?

Persona

End User Profile Summary

The end user for the Government Workflow & Citizen Service Portal is a local government employee, likely in a managerial or administrative role, responsible for overseeing public service requests and ensuring efficient processing of permits and licenses. This individual is typically between the ages of 30 and 50, with a stable income and a background in public administration or a related field. They are motivated by a desire to improve citizen engagement and streamline government processes, often feeling the pressure of public accountability. Their work environment is fast-paced, requiring them to balance multiple tasks while adhering to strict regulations and deadlines. They value technology that enhances efficiency and transparency in government operations.

End User Profile Table

Category	Details
Demographics	
Gender	Female
Age	35-45
Income	\$60,000 - \$80,000
Education level	Bachelor's Degree
Education specifics	Public Administration, Master's in Public Policy
Employment History	Local Government Agency, Project Manager, Administrative Officer
Marital Status	Married
Kids & other family info	2 children, ages 8 and 10
Ethnicity	Caucasian

Political Affiliations	Moderate Democrat
Psychographics	
Why do they do this job or live the life they do	Passionate about public service and community improvement.
Hobbies	Volunteering, reading, hiking
Heroes	Community leaders, social activists
Aspirations in life	To create a more efficient and transparent government service
Fears in life	Failing to meet public expectations, job security
Personality Traits	Detail-oriented, empathetic, proactive
Interesting habits	Attends local government meetings, participates in community events
Proxy Products	
Is there a product or products that the Persona needs to have in order to get benefit from yours?	Project management software, e-signature tools, payment processing systems.
Are there products the Persona uses that embody the psychographics & demographics from the end user profile?	Workflow automation tools, citizen engagement platforms.
Any other unusual or interesting products of note that the Persona has?	Smart home devices for efficiency at home.
Watering Holes	
Favorite sources for news	Local news websites, government blogs, LinkedIn
Places where they congregate with other similar people	Local government conferences, community workshops.
Associations they belong to and the importance of each	National Association of Counties, important for networking and resources.
Where does the Persona go for expert advice and/or to get questions answered?	Online forums, professional networks, government training sessions.
Day in the Life	
What are the typical tasks the Persona does each day with the amount of time associated with each?	Reviewing service requests (2 hours), attending meetings (3 hours), processing permits (3 hours), responding to citizen inquiries (2 hours).
Which of these typical tasks are habits?	Reviewing service requests, attending meetings.
Which require the most effort?	Processing permits, responding to citizen inquiries.
Which does the Persona enjoy?	Engaging with the community, improving processes.
Which does the Persona not enjoy?	Bureaucratic red tape, dealing with complaints.
What makes it a good day for the Persona?	Successfully resolving citizen issues, receiving positive feedback.
What makes it a bad day?	Facing public criticism, dealing with technical issues.
Who is the Persona trying to please the most?	Citizens and community stakeholders.
What is the top priority of the person/people the Persona is trying to please?	Ensuring efficient and transparent public service delivery.
Priorities	
1. Fears of public criticism	Weighting: 40%

2. Desire for efficiency in service delivery	Weighting: 30%
3. Commitment to community engagement	Weighting: 20%
4. Personal job security	Weighting: 10%

Economic Buyer Profile Summary

The economic buyer for the Government Workflow & Citizen Service Portal is a senior government official, likely a department head or city manager, who oversees budget allocations and strategic initiatives within the local government. This individual is typically in their 40s to 60s, with a higher income bracket reflecting their seniority and experience. They prioritize investments that enhance operational efficiency and improve citizen satisfaction, often facing pressure to justify expenditures to stakeholders. Their decision-making process is influenced by the need for compliance with regulations and the desire to implement innovative solutions that can be showcased as successful initiatives. They value partnerships with technology providers that can deliver measurable results.

Economic Buyer Profile Table

Category	Details
Demographics	
Gender	Male
Age	45-60
Income	\$100,000 - \$150,000
Education level	Master's Degree
Education specifics	Public Administration, Business Administration
Employment History	City Manager, Department Head, Senior Policy Advisor
Marital Status	Married
Kids & other family info	3 children, ages 12, 15, and 18
Ethnicity	Hispanic
Political Affiliations	Moderate Democrat
Psychographics	
Why do they do this job or live the life they do	Driven by a commitment to public service and community improvement.
Hobbies	Golf, reading, attending cultural events
Heroes	Influential political leaders, community activists
Aspirations in life	To leave a legacy of improved public services and community trust
Fears in life	Budget cuts, loss of public trust, failure to implement effective solutions
Personality Traits	Strategic thinker, results-oriented, collaborative
Interesting habits	Engages in community outreach, participates in local events
Proxy Products	
Is there a product or products that the Persona needs to	

have in order to get benefit from yours?	Budget management software, performance tracking tools.
Are there products the Persona uses that embody the psychographics & demographics from the end user profile?	CRM systems for citizen engagement, analytics tools.
Any other unusual or interesting products of note that the Persona has?	Smart office technology for efficiency.
Watering Holes	
Favorite sources for news	National and local news outlets, government publications.
Places where they congregate with other similar people	Government leadership conferences, policy forums.
Associations they belong to and the importance of each	International City/County Management Association, vital for networking and resources.
Where does the Persona go for expert advice and/or to get questions answered?	Professional associations, consulting firms, peer networks.
Day in the Life	
What are the typical tasks the Persona does each day with the amount of time associated with each?	Reviewing budgets (2 hours), meeting with department heads (3 hours), strategic planning (3 hours), community engagement (2 hours).
Which of these typical tasks are habits?	Reviewing budgets, meeting with department heads.
Which require the most effort?	Strategic planning, community engagement.
Which does the Persona enjoy?	Engaging with the community, implementing new initiatives.
Which does the Persona not enjoy?	Dealing with bureaucratic processes, budget constraints.
What makes it a good day for the Persona?	Successful meetings, positive feedback from the community.
What makes it a bad day?	Facing criticism, budgetary issues.
Who is the Persona trying to please the most?	Elected officials, citizens.
What is the top priority of the person/people the Persona is trying to please?	Ensuring effective and efficient public service delivery.
Priorities	
1. Ensuring effective public service delivery	Weighting: 40%
2. Budget management and justification	Weighting: 30%
3. Community engagement and trust	Weighting: 20%
4. Personal career advancement	Weighting: 10%

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Life cycle use case

The Government Workflow & Citizen Service Portal aims to streamline the interaction between local government agencies and citizens by digitizing permits, licenses, and service requests. The current experience for citizens often involves navigating cumbersome processes, long wait times, and a lack of transparency regarding the status of their requests. Citizens typically identify a need when they encounter delays or complications in obtaining necessary permits or licenses. This realization often serves as a catalyst for them to seek out more efficient solutions. They may discover options through word-of-mouth, online searches, or government outreach initiatives. However, the analysis of these

options can be challenging due to the complexity of government services and the lack of clear comparisons between different offerings. Once they decide to acquire a product like the portal, the payment process must be straightforward, ideally integrating with existing payment systems to facilitate ease of use. The installation or setup of the portal should be seamless, requiring minimal effort from the user. Once in use, citizens should find value in the automated status updates and the ability to track their requests in real-time. The determination of value gained from the product will likely stem from the efficiency and transparency it provides compared to previous experiences. If satisfied, citizens may seek to use the portal for additional services and share their positive experiences with others, potentially through social media or community forums.

Opportunity for Improvement

There is a significant opportunity to enhance the user experience by simplifying the process of discovering and analyzing options. Providing clear, accessible information about the services offered, along with user-friendly comparisons, could help citizens make informed decisions more easily. Additionally, ensuring that the payment and setup processes are as frictionless as possible will encourage adoption and satisfaction.

Who is involved	When	Where	How
Citizens	When they encounter delays	Online, government offices	Realization of need through frustration
Citizens	During research phase	Online, community forums	Word-of-mouth, online searches
Citizens	When comparing options	Online	Reviews, government websites
Citizens	At the point of decision	Online	Direct access to the portal
Citizens	During payment	Online	Integrated payment gateways
Citizens	During setup	Online	Guided setup process
Citizens	While using the portal	Online	Automated updates, tracking features
Citizens	After using the portal	Online	Feedback mechanisms, surveys
Citizens	When satisfied	Online, social media	Sharing experiences, referrals
Citizens	When needing more services	Online	Easy access to additional features

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High-level specs

Persona's Priority 1	Persona's Priority 2	Persona's Priority 3
How will you deliver a new level of value with respect to this priority? By providing a streamlined, user-friendly interface that simplifies the process of obtaining permits and licenses, reducing wait times and increasing efficiency for local government agencies.	How will you deliver a new level of value with respect to this priority? By integrating secure payment gateways and e-signature capabilities, ensuring that transactions are quick, safe, and compliant with regulations.	How will you deliver a new level of value with respect to this priority? By offering real-time status updates and notifications, keeping citizens informed and engaged throughout the process.
What features address this priority? Intuitive dashboard for users, automated workflows for permit processing, and a mobile-friendly design.	What features address this priority? Integration with existing government systems, secure payment processing, and e-signature functionality.	What features address this priority? Automated email and SMS notifications, user account management, and a tracking system for requests.
What functions address this priority? Permit application submission, document upload, and status tracking.	What functions address this priority? Payment processing, e-signature capture, and transaction history.	What functions address this priority? Notification settings, user feedback collection, and reporting tools for government agencies.

What benefits address this priority? Faster processing times, reduced administrative burden, and improved citizen satisfaction.	What benefits address this priority? Increased security, reduced fraud risk, and enhanced compliance with regulations.	What benefits address this priority? Greater transparency, improved communication, and higher engagement from citizens.
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- 1. First draft of company name and tag line:**
Name: Government Workflow Solutions
Tagline: "Streamlining Public Services for a Better Tomorrow"
- 2. Name of product and tag line:**
Product Name: Citizen Service Portal
Tagline: "Your Gateway to Efficient Government Services"
- 3. Clearly identified benefits aligned with the Persona's #1 priority:**
 "Experience faster permit processing and enhanced efficiency with our intuitive Citizen Service Portal."
- 4. Two additional benefits:**
 - o "Secure and seamless transactions with integrated payment gateways."
 - o "Stay informed with real-time updates on your service requests."
- 5. Provide a sense of the magnitude of the benefit to be expected by the end user:**
 "Reduce permit processing times by up to 50%, allowing citizens to access services more quickly and efficiently."
- 6. Have a clear call to action:**
 "Join us in transforming public service delivery. Sign up for a demo today!"

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Quantify value proposition

Here is a table summarizing the value your product will create for the target customer:

Question	Answer
What is the Persona's #1 priority?	Streamlining and digitizing government processes for efficiency.
What units should it be measured in?	Time saved in processing, number of transactions completed, user satisfaction ratings.
General Verbal Description of the "As Is" State and the Opportunities for Improvement	Currently, many government processes are manual, paper-based, and time-consuming, leading to inefficiencies and delays in service delivery. Opportunities for improvement include reducing paperwork, minimizing processing time, and enhancing transparency.
General Verbal Description of the "Possible" State and the Opportunities for Improvement	With the implementation of the portal, government processes will be digitized, allowing for automated status updates, integrated e-signatures, and seamless payment processing. This will lead to faster processing times, reduced errors, and improved citizen satisfaction.

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Next 10 customers

Here is the table summarizing potential customers for your startup idea, **Government Workflow & Citizen Service Portal**:

Customer Name	Relevant Info	Title	Demo-graphic	Psycho-graphic	Use Case	Value Prop	Overa
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1	Local Government Agency A	Director of Permits	40-55 years old, Government Employee	Values efficiency, seeks transparency	Digitizing permit applications	Streamlined application process	High
2	Local Government Agency B	City Manager	35-50 years old, Government Employee	Focused on citizen satisfaction	Service request management	Improved citizen engagement	High
3	Local Government Agency C	IT Director	30-45 years old, Government Employee	Tech-savvy, values innovation	E-signature integration	Faster processing times	Mediur
4	Local Government Agency D	Chief Financial Officer	45-60 years old, Government Employee	Budget-conscious, risk-averse	Payment gateway integration	Cost savings on transactions	High
5	Local Government Agency E	Operations Manager	30-50 years old, Government Employee	Process-oriented, detail-focused	Automated status updates	Enhanced operational efficiency	Mediur
6	Local Government Agency F	Community Engagement Officer	25-40 years old, Government Employee	Community-focused, values feedback	Citizen service portal	Increased community involvement	High
7	Local Government Agency G	Compliance Officer	35-55 years old, Government Employee	Risk-averse, detail-oriented	Compliance tracking	Reduced compliance risks	Mediur
8	Local Government Agency H	Project Manager	30-50 years old, Government Employee	Results-driven, values accountability	Project management for permits	Better project tracking	High
9	Local Government Agency I	Public Relations Officer	30-50 years old, Government Employee	Communication-focused, values transparency	Public communication	Improved public trust	Mediur
10	Local Government Agency J	Policy Analyst	25-45 years old, Government Employee	Analytical, values data-driven decisions	Data analytics for service requests	Informed decision-making	High

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Define core

Here are the answers to your questions regarding your startup idea, **Government Workflow & Citizen Service Portal**:

Question	Answer
Value Proposition	The Government Workflow & Citizen Service Portal aims to streamline public sector transactions by digitizing permits, licenses, and service requests. It offers automated status updates, integrates e-signatures, and provides payment gateways, making it easier for citizens to interact with government agencies.
Assets (Ranked from Strongest)	1. Technical Expertise: The team possesses deep knowledge in software development and public sector processes, which is crucial for building a robust platform. 2. Existing Relationships: Connections with local government agencies can facilitate partnerships and pilot programs. 3. Market Understanding: Insight into the needs of public sector enterprises helps tailor solutions effectively. 4. Funding: Initial

to Weakest)	funding sources are available but may be limited. 5. Brand Recognition: As a new startup, brand recognition is currently low but can be built over time.
Proposed Moats	1. Data Privacy and Security: Ensuring high standards of data protection can build trust with users and government agencies. 2. User Experience: A user-friendly interface can differentiate the platform from competitors. 3. Integration Capabilities: Seamless integration with existing government systems can create a competitive advantage. 4. Customer Support: Strong customer service can enhance user satisfaction and retention.
Potential Cores	1. Network Effects: As more users adopt the platform, the value increases for all users, creating a self-reinforcing cycle. 2. Proprietary Data: Collecting and analyzing user data can lead to insights that improve service offerings. 3. Technical Infrastructure: Developing a robust and scalable technical foundation can support future growth. 4. Partnerships with Government: Establishing exclusive partnerships can provide a competitive edge.

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Chart competitive position

Competitor Name	Positioning in Competitive Landscape	Key Differentiators
GovTech Solutions	Upper-Right Corner	Comprehensive suite of tools for local governments, strong integration capabilities.
CitizenConnect	Upper-Middle	Focus on user-friendly interfaces and community engagement features.
ePermits Pro	Lower-Right	Specialized in permit management but lacks broader service integration.
Status Quo (Manual Processes)	Lower-Left	Traditional methods are slow, cumbersome, and lack real-time updates.
SmartGov	Upper-Middle	Offers automation but limited to specific types of permits and licenses.

Analysis:

1. **Positioning Relative to Competition:** Your startup, the Government Workflow & Citizen Service Portal, is positioned in the upper-right corner of the competitive landscape due to its comprehensive features and seamless integration of e-signatures and payment gateways. The "do nothing" option, represented by manual processes, is significantly less efficient, which highlights the value of your solution. Competitors like GovTech Solutions and CitizenConnect are close to you, but they may lack the full integration and automation that your portal offers.
2. **Core Value Proposition:** Your core value proposition lies in the ability to digitize and automate the entire workflow for local government agencies, providing real-time status updates and a seamless user experience. This capability allows you to deliver more value than competitors who may focus on specific aspects of government services or who still rely on outdated manual processes. Your solution not only enhances efficiency but also improves citizen engagement and satisfaction.

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Determine DMU

End User Persona	Economic Buyer Persona	Champion Persona

Name	Local Government Employee	City Manager
Title	Permit Officer	Chief Administrative Officer
Demographic Summary	Typically aged 30-50, often with a degree in public administration or related fields, working in local government agencies.	Aged 40-60, often with a master's degree in public administration or business, experienced in managing city operations.
Psychographic Summary	Values efficiency, transparency, and public service; motivated by improving citizen engagement and satisfaction.	Values innovation, cost-effectiveness, and community impact; motivated by improving city operations and public perception.
Proxy Products	Existing permit management systems, paper-based processes.	Budget management software, project management tools.
Watering Holes	Local government conferences, public administration workshops, online forums for government employees.	Professional associations for city managers, municipal leadership conferences, networking events.
Day In the Life	Reviews permit applications, communicates with citizens, coordinates with other departments.	Oversees city operations, manages budgets, engages with community stakeholders.
Priorities (Top 4 in order)	1. Streamlining processes 2. Enhancing citizen satisfaction 3. Reducing paperwork 4. Ensuring compliance	1. Cost savings 2. Improving service delivery 3. Enhancing public trust 4. Supporting innovation
Key Selling Points to this Person	1. Simplifies permit and license processes 2. Provides real-time updates to citizens 3. Reduces administrative burden 4. Integrates payment solutions	1. Cost-effective solution 2. Improves operational efficiency 3. Enhances citizen engagement 4. Supports transparency and accountability

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Map customer acquisition process

Here is the table based on your startup idea, **Government Workflow & Citizen Service Portal**:

Stage	Determine Need & Catalyst to Action	Find Out about Options	Analyze Options	Acquire Your Product	Pay	Install	Use & Value
What does the customer do in this stage?	Identify the need for digitizing processes and improving citizen services.	Research available solutions and vendors.	Compare features, pricing, and reviews of different platforms.	Select a vendor and finalize the purchase.	Process payment through the integrated payment gateway.	Implement the software within the agency's existing systems.	Use & Value
Who is involved from the DMU?	Local government officials, IT managers.	Procurement officers, IT staff.	Decision-makers, budget holders.	Procurement officers, IT managers.	Finance department, procurement officers.	IT staff, external consultants.	Engage (collaborate, guide, etc.)
Budget limits & other considerations	Budget constraints for technology upgrades.	Compliance with government procurement regulations.	Budget limits for software solutions.	Approval limits for purchases (e.g., under \$10,000).	Budget for transaction fees.	Budget for installation and training.	Obtain buy-in
How much time will this stage take? (give a range)	1-3 months	1-2 months	1-2 months	1 month	1 week	1-3 months	Obtain buy-in
	Conduct				Set up		

Action plan to accomplish stage	needs assessment and gather input from stakeholders.	Create a list of potential vendors and solutions.	Develop a comparison matrix for options.	Schedule demos and gather feedback.	payment processing with the vendor.	Develop an implementation timeline and assign roles.	Tr a s i r
Risks	Resistance to change from staff.	Limited options that meet all requirements.	Overestimating the benefits of a solution.	Delays in procurement processes.	Payment processing issues.	Technical challenges during installation.	U a e i s
Risk mitigation strategy	Engage stakeholders early and provide training.	Conduct thorough market research.	Involve end-users in the evaluation process.	Build relationships with procurement staff.	Ensure secure payment processing.	Hire experienced consultants for installation.	P o t r s i
Misc.	Consider regulatory compliance.	Explore partnerships with vendors.	Assess long-term support and updates.	Ensure alignment with government policies.	Monitor transaction fees and costs.	Document installation processes for future reference.	G f e c i n

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Follow on TAM

Summary of Follow-on TAM Estimate and Priorities

Candidate	How it Leverages Your Core	Same Product or Same Customer?	Pros of Selling to This Market	Cons of Selling to This Market	TAM Est.	Other Considerations	Rank
1. State Government Agencies	Expands reach within public sector	Same Customer	Larger budgets, more complex needs	Bureaucratic processes, longer sales cycles	\$500M	Requires tailored solutions for different states	1
2. Municipalities	Directly related to local government services	Same Customer	High demand for digitization	Varying levels of tech adoption	\$300M	Potential for partnerships with local tech firms	2
3. Federal Government Agencies	Broader scope of services	Same Customer	Access to larger contracts, federal funding	Complex compliance requirements	\$1B	Must navigate federal regulations	3
4. Non-Profit Organizations	Similar service needs	Same Product	Growing focus on efficiency and transparency	Limited budgets, potential for slower decision-making	\$200M	May require different pricing models	4
5. Private Sector (B2B)	Potential for similar workflow solutions	Same Product	Larger market size, diverse needs	Different sales approach, competition from established players	\$600M	Need to adapt marketing strategies	5

Individual Worksheet for Each Follow-on Market Segment

Follow-on Market Segment Candidate Name: State Government Agencies	Estimate # of Users	Estimate Revenue per year per user	Estimate TAM Range	CAGR Estimate	Other Considerations (profitability, time to conquer, potential market share, investment required, competition, etc.)	Other Comments
	10,000	\$50,000	\$500M	8%	Requires understanding of state-specific regulations, potential for long-term contracts, and ongoing support needs	

Follow-on Market Segment Candidate Name: Municipalities	Estimate # of Users	Estimate Revenue per year per user	Estimate TAM Range	CAGR Estimate	Other Considerations (profitability, time to conquer, potential market share, investment required, competition, etc.)	Other Comments
	5,000	\$60,000	\$300M	7%	Varying levels of tech adoption, potential for partnerships with local tech firms	

Follow-on Market Segment Candidate Name: Federal Government Agencies	Estimate # of Users	Estimate Revenue per year per user	Estimate TAM Range	CAGR Estimate	Other Considerations (profitability, time to conquer, potential market share, investment required, competition, etc.)	Other Comments
	2,000	\$500,000	\$1B	5%	Complex compliance requirements, must navigate federal regulations	

Follow-on Market Segment Candidate Name: Non-Profit Organizations	Estimate # of Users	Estimate Revenue per year per user	Estimate TAM Range	CAGR Estimate	Other Considerations (profitability, time to conquer, potential market share, investment required, competition, etc.)	Other Comments
	3,000	\$40,000	\$200M	6%	Limited budgets, potential for slower decision-making	

Follow-on Market Segment Candidate Name: Private Sector (B2B)	Estimate # of Users	Estimate Revenue per year per user	Estimate TAM Range	CAGR Estimate	Other Considerations (profitability, time to conquer, potential market share, investment required, competition, etc.)	Other Comments
	15,000	\$40,000	\$600M	10%	Need to adapt marketing strategies, competition from established players	

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Design business model

Customer Analysis

Question	Response
a. Looking at the DMU, what is important?	Understanding the decision-making unit (DMU) is crucial. Key stakeholders include local government officials, IT departments, and finance departments. Their priorities include cost-effectiveness, ease of use, compliance with regulations, and integration with existing systems.
b. Preference for upfront or recurring expense for the DMU?	Local government agencies typically prefer upfront expenses for capital projects but may also consider recurring expenses for ongoing services if justified by long-term savings or efficiency gains.
c. Other considerations	The procurement process can be lengthy and complex, requiring thorough documentation and compliance with public sector regulations.

Value Creation Analysis

Question	Response
a. How much value do they get?	The portal can significantly reduce processing times for permits and licenses, improve transparency, and enhance citizen satisfaction. Estimated value could be quantified in terms of time saved and increased efficiency.
b. When do they get value?	Value is realized immediately upon implementation, with ongoing benefits as the system is used for various transactions.
c. How risky is it?	Risks include potential resistance to change from staff, integration challenges with existing systems, and the need for training.
d. Other considerations	The value proposition must be clearly communicated to all stakeholders to ensure buy-in and successful adoption.

Competition Analysis

Question	Response
a. Who is the competition and what business model do they use?	Competitors include existing software providers for government services, such as Accela and Granicus, which typically use a subscription-based model.
b. How locked are they in this model?	Many competitors have established contracts and customer bases, making it difficult for them to pivot quickly.
c. Could I disrupt the industry? What are the risks of it?	Yes, by offering a more user-friendly and integrated solution. Risks include the challenge of changing entrenched processes and potential pushback from existing vendors.
d. Other considerations	Understanding competitor weaknesses, such as high costs or poor customer service, can provide opportunities for differentiation.

Internal Analysis

Question	Response
a. Effect of Sales Cycle	The sales cycle in the public sector can be lengthy due to budget cycles and procurement processes.
b. Customer acquisition cost	Initial costs may be high due to marketing and sales efforts, but can be offset by long-term contracts.
c. What is the Lifetime Value of	The lifetime value can be significant if contracts are structured for multi-year renewals,

this customer?	potentially reaching hundreds of thousands of dollars per agency.
d. How are we going to distribute the product to this user?	Distribution will primarily be through direct sales to government agencies, supported by online marketing and demonstrations.
e. What is the cashflow?	Initial cash flow may be negative due to upfront development costs, but positive cash flow is expected once contracts are secured.
f. Operations and other considerations	Operations will require a robust support system for implementation and ongoing customer service.

Potential Units to Charge For

Potential Units	Pros	Cons
Individual licenses	Simple pricing model, easy to understand	May limit revenue potential if agencies have many users
Number of users	Scales with agency size, predictable revenue	Complexity in tracking user counts
Usage-based	Aligns cost with actual use, attractive for budget-conscious agencies	Unpredictable revenue, potential for disputes over usage
Site license	Simplifies budgeting for agencies, encourages widespread use	High upfront cost may deter some agencies

Summary of Business Model Candidates

Option	Unit	Customer Fit	Value Creation Fit	Competition Fit	Internal Fit	Pros	Cons	Grade
1	Individual licenses	High	Medium	Medium	High	Simple model	Limits revenue	B
2	Number of users	High	High	High	Medium	Scalable	Tracking complexity	A
3	Usage-based	Medium	Medium	High	Low	Aligns cost with use	Unpredictable revenue	B-
4	Site license	Medium	High	Medium	Medium	Simplifies budgeting	High upfront cost	B

Suggested Business Model

I suggest choosing the **Number of Users** model. This model aligns well with the needs of local government agencies, allowing for scalability and predictable revenue. It also provides flexibility for agencies to adjust their usage based on their needs, which can enhance customer satisfaction and retention.

Testing Hypotheses

Question	Response
a. What hypotheses are you assuming to be true for the business model(s) you have chosen?	Agencies will prefer a user-based pricing model that scales with their needs and provides clear value in terms of efficiency and cost savings.
	Conduct surveys and interviews with potential customers to gauge their preferences for

b. What experiments will you run to test your hypotheses?	pricing models and willingness to pay. Pilot the product with a small number of agencies under different pricing structures.
c. What information will show whether your hypotheses are valid or invalid?	Positive feedback on pricing preferences, willingness to sign contracts, and engagement levels during pilot programs will indicate validity.
d. How long will you give the experiments to run?	A period of 3-6 months should provide sufficient data to assess customer responses and refine the business model.

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Pricing framework

Customer Decision Making Unit

Aspect	Details
a. Important Factors	Understanding the budget constraints of local government agencies, decision-making authority, and the need for compliance with regulations.
b. Spending Limits	Typically, local government agencies have strict budgets; spending limits may vary but often range from \$5,000 to \$50,000 for software solutions.
c. Other Considerations	The procurement process can be lengthy due to approvals and compliance checks. Building relationships with key decision-makers is crucial.

Nature of Customer

Aspect	Details
a. Customer Segment	Early Majority, as they are looking for proven solutions that enhance efficiency and reduce paperwork.
b. How to Find Out	Market research, surveys, and interviews with local government officials to understand their readiness to adopt new technologies.
c. Percentage of Segments	Early Majority: 34%, Late Majority: 34%, Early Adopters: 13%, Laggards: 16%, Tech Enthusiasts: 3%.

Value Creation

Aspect	Details
a. Value to User	Significant time savings, improved efficiency in processing permits and licenses, and enhanced citizen satisfaction.
b. When	Immediate benefits upon implementation, with ongoing value as processes become more streamlined.
c. Risk Level	Moderate risk; while the technology is proven, government agencies may be hesitant to change established processes.
d. Other Considerations	Offering pilot programs or trials can help mitigate perceived risks.

Category of Competition

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Aspect	Details
a. Competition	1. Accela (Pricing: \$10,000 - \$100,000), 2. OpenGov (Pricing: \$5,000 - \$50,000), 3. Granicus (Pricing: \$15,000 - \$75,000).
b. Best Comparable	OpenGov, as it targets similar local government agencies and offers a comparable suite of services.
c. Price Range Indication	The price range should be between \$5,000 and \$50,000, aligning with competitors while considering value offered.
d. Other Considerations	Emphasizing unique features like automated status updates and e-signatures can justify pricing within this range.

Strength of Core

Aspect	Details
a. Core Strength	The core is strong due to unique features like automated updates and integration capabilities.
b. Future Strength	It is expected to strengthen as more features are added and customer feedback is incorporated.
c. Price Increase Potential	Yes, as the product matures and additional features are developed, the perceived value will increase.
d. Other Considerations	Continuous improvement and customer engagement will be key to maintaining a strong core.

Maturity of Your Product

Aspect	Details
a. Product Validation	The product is in the early stages; initial feedback from pilot customers is positive but not yet widely validated.
b. Perceived Risk	Some customers may see it as high risk due to the novelty of the solution in their processes.
c. Flexibility for First Customers	Offering discounts or extended trial periods can help reduce perceived risk.
d. Other Considerations	Building case studies with early adopters can help validate the product in the eyes of potential customers.

Initial Decision and Rationale

Aspect	Details
Unit of Product for Pricing	Annual subscription model based on the number of users or transactions processed.
Price Range	The most appropriate price range is \$5,000 to \$50,000, based on competitor analysis and perceived value.
Initial Listed Price	The initial listed price will be \$20,000, with an effective price of \$15,000 after discounts for early adopters.
Sanity Check	Estimated marginal cost is \$3,000 per unit, which significantly exceeds the price per unit, ensuring profitability.

Test to Validate

Aspect	Details
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Hypotheses	Customers will be willing to pay for improved efficiency and reduced processing times.
Experiments	Conduct A/B testing with different pricing models and gather feedback from pilot customers.
Validity Indicators	Increased sign-ups and positive feedback on value proposition will indicate validity.
Experiment Duration	Experiments will run for 3 to 6 months to gather sufficient data.

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LTV

Inputs to the Worksheet

Description of the Input	Best Estimate and Calculations	Explanation
One-Time Charge(s)	\$5,000	This is the estimated initial fee for setting up the portal for a local government agency.
Estimated Profit Margin on One-Time Charges	70%	Assuming a production cost of \$1,500, the profit margin is calculated as $(5000 - 1500) / 5000 = 70\%$.
Life of the Product	5 years	The software is expected to be relevant and usable for at least 5 years before needing an upgrade.
Percentage of Customers Who Will Repurchase	60%	Based on industry standards, we estimate that 60% of customers will opt for upgrades or additional services.
Recurring Revenue Streams	\$1,000/year	This includes annual maintenance and support fees charged to government agencies.
Profit Margin on Recurring Revenue Streams	80%	Assuming a cost of \$200 for support, the profit margin is $(1000 - 200) / 1000 = 80\%$.
Retention Rate for Recurring Revenue Streams		After 1st year: 90% After 2nd year: 85% After 3rd year: 80% After 4th year: 75% After 5th year: 70%
Other Revenue Sources	Upselling additional features	Additional features can be sold at a profit margin of 75%, with a retention rate of 50%.
Cost of Capital	50%	This is a standard estimate for a startup in the public sector technology space.

Calculations to Estimate the LTV

Row	Description	t=0	t=1	t=2	t=3	t=4	t=5
A	One-Time Revenue Stream	\$5,000	\$0	\$0	\$0	\$0	\$0
B	Recurring Revenue Stream	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000
C	Other Revenue Streams	\$0	\$500	\$500	\$500	\$500	\$500
D	Total Revenue	\$5,000	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500
E	Gross Profit (Total Revenue * Profit Margin)	\$3,500	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
F	Present Value Factor (PVF)	1.00	0.67	0.44	0.30	0.20	0.13

G	Present Value of Gross Profit	\$3,500	\$800	\$528	\$360	\$240	\$156
H	Total Present Value (NPV)	\$5,000	\$4,000	\$3,000	\$2,000	\$1,000	\$500
I	LTV (Sum of Present Values)	\$5,000	\$4,800	\$4,328	\$3,688	\$2,928	\$2,156

Explanation for Calculations:

- **One-Time Revenue Stream**: The initial charge of \$5,000 is received at $t=0$.
- **Recurring Revenue Stream**: \$1,000 is received annually for maintenance.
- **Other Revenue Streams**: \$500 is estimated from upselling additional features.
- **Total Revenue**: Sum of all revenue streams for each year.
- **Gross Profit**: Calculated using the profit margins provided.
- **Present Value Factor (PVF)**: Calculated using the formula $PV = FV * (1 / (1+i)^t)$ where $i = 50\%$.
- **Present Value of Gross Profit**: Gross profit multiplied by the PVF for each year.
- **Total Present Value (NPV)**: Sum of present values over the years.
- **LTV**: The sum of all present values gives the estimated lifetime value of a customer.

Interpretation of Estimation

Question	Answer	Explanation
What would you round your LTV estimation to? What range do you feel comfortable with?	\$10,000 - \$12,000	Based on the calculations, the LTV is around \$10,000, considering potential upsells.
Where do you feel the biggest unknowns are in your LTV estimation calculation?	Customer retention rates and upsell success rates.	These factors can significantly impact the LTV and are difficult to predict accurately.
Does the number seem reasonable?	Yes, it aligns with industry standards for similar services.	The estimated LTV is reasonable given the expected revenue streams and profit margins.
What are the key drivers of the LTV if you want to increase it?	Increasing retention rates and upselling additional features.	Improving customer satisfaction can lead to higher retention and more upsell opportunities.
Where do you think you have the greatest opportunity to increase LTV all things considered?	Enhancing the product features and customer support.	By providing better service and features, we can increase customer loyalty and upsell potential.

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Map sales process

Sales Channels for the Short, Medium, and Long Term

Sales Channel	Short Term	Medium Term	Long Term
Direct Sales	Founder-led sales	Inside sales team	Customer success team
Digital Marketing	Social media ads	Email marketing	Content marketing
Partnerships	Collaborate with local agencies	Channel resellers (VARs)	Strategic partnerships
Events	Attend local government conferences	Host webinars	Industry trade shows
Referral Programs	Incentivize early adopters	Develop case studies	Loyalty programs

Public Relations	Press releases	Media outreach	Thought leadership articles
Online Demos	Free trials	Product-led growth (PLG)	Advanced features showcase
Community Engagement	Local community meetings	Online forums	User groups
SEO	Optimize website for local searches	Broaden keyword strategy	Continuous SEO improvements
Customer Feedback	Collect feedback from pilot users	Regular surveys	NPS (Net Promoter Score) tracking

Sales Funnel Inputs

Section	Short Term	Medium Term	Long Term
Awareness	Social media campaigns	Email newsletters	SEO and content marketing
Interest	Free demos and trials	Case studies and testimonials	Webinars and advanced content
Consideration	Direct outreach	Inside sales follow-ups	Customer success engagement
Intent	Personalized proposals	Pricing discussions	Contract negotiations
Purchase	Online payment gateway	E-signature integration	Automated billing
Retention	Follow-up calls	Customer success initiatives	Regular check-ins
Advocacy	Referral incentives	Loyalty programs	Community building

Summary of Techniques and Actions to Maximize Yield

Technique(s)	How to Maximize Conversion	Done by Who?	When?
Direct Sales	Personalize pitches	Sales team	During initial outreach
Digital Marketing	Targeted ads	Marketing team	Ongoing
Partnerships	Joint marketing efforts	Business development	Throughout the year
Events	Engage attendees	Sales and marketing teams	At events
Referral Programs	Create attractive incentives	Marketing team	After initial purchase
Public Relations	Build relationships with media	PR team	Ongoing
Online Demos	Showcase product benefits	Sales team	During sales process
Community Engagement	Foster discussions	Community manager	Ongoing
SEO	Regularly update content	Marketing team	Ongoing
Customer Feedback	Act on feedback	Customer success team	After each interaction

Risk Factors

Risk Factor	How to Mitigate the Risk	Metrics (to Monitor and Mitigate)	Potential Intervention Strategy

Market Adoption	Conduct thorough market research	Customer acquisition rate	Adjust marketing strategies
Competition	Differentiate product features	Market share analysis	Innovate product offerings
Regulatory Changes	Stay updated on regulations	Compliance audits	Engage legal counsel

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COCA

Assumptions for COCA Estimation

Time Period	Start Date	End Date	Explanation
Short Term - Initial Market Entry	Month 1	Month 6	This period focuses on launching the product and establishing initial relationships with local government agencies.
Medium Term - Gaining Market Traction	Month 7	Month 18	This phase involves scaling efforts, increasing marketing outreach, and refining the product based on user feedback.
Long Term - Steady State	Month 19	Month 36	In this stage, the product is well-established, and the focus shifts to maintaining customer relationships and optimizing costs.

Marketing Expenses

Marketing Expenses - Short Term - Initial Market Entry

Expense Type	Cost (\$)	Explanation
Digital Marketing	\$5,000	Initial online campaigns to create awareness among local government agencies.
Content Creation	\$3,000	Development of promotional materials and website content.
Networking Events	\$2,000	Participation in local government conferences to showcase the product.
Total Costs	\$10,000	

Marketing Expenses - Medium Term - Gaining Market Traction

Expense Type	Cost (\$)	Explanation
Digital Marketing	\$10,000	Increased online advertising to reach a broader audience.
Content Creation	\$5,000	Ongoing content development to maintain engagement and provide updates.
Networking Events	\$4,000	Attending more conferences and hosting workshops for potential clients.
Total Costs	\$19,000	

Marketing Expenses - Long Term - Steady State

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Expense Type	Cost (\$)	Explanation
Digital Marketing	\$15,000	Sustained online presence and targeted campaigns to retain and attract new customers.
Content Creation	\$7,000	Regular updates and new content to keep the audience engaged.
Networking Events	\$6,000	Continued participation in industry events to maintain visibility and relationships.
Total Costs	\$28,000	

Sales Expenses

Sales Expenses - Short Term - Initial Market Entry

Expense Type	Cost (\$)	Explanation
Sales Team Salaries	\$10,000	Initial hiring of sales personnel to reach out to local government agencies.
Sales Training	\$2,000	Training for the sales team on product features and benefits.
Total Costs	\$12,000	

Sales Expenses - Medium Term - Gaining Market Traction

Expense Type	Cost (\$)	Explanation
Sales Team Salaries	\$20,000	Expansion of the sales team to cover more territories.
Sales Tools	\$5,000	Investment in CRM and other sales tools to improve efficiency.
Total Costs	\$25,000	

Sales Expenses - Long Term - Steady State

Expense Type	Cost (\$)	Explanation
Sales Team Salaries	\$30,000	Ongoing salaries for a well-established sales team.
Sales Tools	\$10,000	Continued investment in tools and technology to support sales efforts.
Total Costs	\$40,000	

R&D Expenses

R&D Expenses - Short Term - Initial Market Entry

Expense Type	Cost (\$)	Explanation
Product Development	\$15,000	Initial development costs for the software platform.
Testing and QA	\$5,000	Quality assurance testing to ensure product reliability.
Total Costs	\$20,000	

R&D Expenses - Medium Term - Gaining Market Traction

Expense Type	Cost (\$)	Explanation
Product Development	\$25,000	Enhancements and new features based on user feedback.
Testing and QA	\$10,000	Ongoing testing to maintain product quality.
Total Costs	\$35,000	

R&D Expenses - Long Term - Steady State

Expense Type	Cost (\$)	Explanation
Product Development	\$40,000	Continuous improvement and innovation of the platform.
Testing and QA	\$15,000	Regular updates and testing to ensure ongoing reliability.
Total Costs	\$55,000	

Estimate the Cost of Customer Acquisition (COCA)

Year	New Customers Forecasted	All Sales Expenses (\$)	All Marketing Expenses (\$)	Total Marketing & Sales Expenses (\$)	COCA (\$)
1	50	\$12,000	\$10,000	\$22,000	\$440
2	100	\$25,000	\$19,000	\$44,000	\$440
3	200	\$40,000	\$28,000	\$68,000	\$340
4	300	\$40,000	\$28,000	\$68,000	\$227
5	400	\$40,000	\$28,000	\$68,000	\$170

COCA for Each Time Period

Time Period	COCA Range (\$)
Short Term - Initial Market Entry	\$440
Medium Term - Gaining Market Traction	\$440
Long Term - Steady State	\$170

Key Drivers of COCA and Ways to Decrease It

Key Driver	Effect	Action Possible to Decrease	Risk
Sales Cycle Length	High	Streamline sales processes and improve training	Medium
Quality of Leads	High	Invest in lead generation strategies	Medium
Customer Retention	Medium	Enhance customer service and support	Low

Comparison of LTV and COCA Over Time

Time Period	LTV (\$)	COCA (\$)
Short Term - Initial Market Entry	\$1,320	\$440
Medium Term - Gaining Market Traction	\$1,500	\$440
Long Term - Steady State	\$2,000	\$170

Basic 3x Test

Time Period	LTV to COCA Ratio	Meets 3x Threshold	Explanation
Short Term - Initial Market Entry	3.0	Yes	LTV is equal to 3 times COCA, indicating a sustainable model.
Medium Term - Gaining Market Traction	3.4	Yes	LTV exceeds 3 times COCA, showing strong potential for profitability.
Long Term - Steady State	11.8	Yes	LTV significantly exceeds COCA, indicating a highly profitable model.

R&D Factor

Time Period	Total R&D Expenses (\$)	R&D Expense Per Customer (\$)	Explanation
Short Term - Initial Market Entry	\$20,000	\$400	Initial development costs spread over 50 customers.
Medium Term - Gaining Market Traction	\$35,000	\$350	Enhanced features and improvements spread over 100 customers.
Long Term - Steady State	\$55,000	\$137.5	Continuous improvements spread over 400 customers.

Adjustments May Be Necessary But You Are Ready

COCA Risk Factor	Mitigation Plan	Metrics to Watch	Potential Intervention Strategy
Sales Cycle Length	Streamline sales processes	Average sales cycle duration	Implement CRM tools to track and optimize
Quality of Leads	Invest in targeted marketing strategies	Conversion rates	Adjust marketing channels based on performance
Customer Retention	Enhance customer support and engagement	Customer satisfaction scores	Regular feedback loops with customers

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Identify key assumptions

Identify Key Overall Assumptions Table

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Assumption	Meets Criteria (1-5)	Risk Level (with explanations)	Potential Impact if Assumption is Wrong
Local government agencies will adopt digital solutions for workflow.	1) 5, 2) 5, 3) 5, 4) 5, 5) 5	Medium: Resistance to change and budget constraints may hinder adoption.	High: If adoption is low, the business model fails, leading to financial losses and wasted resources.
Citizens prefer online services over traditional methods.	1) 5, 2) 5, 3) 5, 4) 5, 5) 5	Low: Increasing digital literacy and convenience trends support this assumption.	Medium: If citizens prefer traditional methods, usage rates will be low, affecting overall service uptake.
Integration with existing government systems is feasible.	1) 5, 2) 5, 3) 5, 4) 5, 5) 5	High: Legacy systems may pose significant integration challenges.	High: Integration failures could lead to project delays and increased costs, damaging credibility.
Automated status updates will improve citizen satisfaction.	1) 5, 2) 5, 3) 5, 4) 5, 5) 5	Medium: While automation is generally favorable, some citizens may prefer personal interaction.	Medium: If satisfaction does not improve, it could lead to negative perceptions of the service.
E-signatures and payment gateways will be accepted by all stakeholders.	1) 5, 2) 5, 3) 5, 4) 5, 5) 5	Medium: Legal and regulatory issues may arise regarding e-signatures and online payments.	High: If stakeholders do not accept these methods, it could limit the service's functionality and reach.

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Test key assumptions

Test Key Overall Assumptions

Empirical Test	Related Assumption(s)	Resources Required for Test	What Outcome(s) Would Validate Your Assumption(s)?
1. Survey local government agencies to assess their current workflow processes and pain points.	Local governments are struggling with inefficient workflows and service requests.	Survey tools, access to local government contacts, data analysis tools.	A significant percentage (over 70%) of respondents indicate dissatisfaction with current processes.
2. Conduct interviews with potential users to understand their willingness to adopt a digital portal for services.	Local government employees are open to using a digital portal for service requests.	Interview guides, access to local government employees, recording tools.	At least 60% of interviewees express a strong interest in using a digital portal.
3. Create a prototype of the portal and conduct usability testing with a small group of local government employees.	Users will find the portal easy to navigate and useful for their needs.	Prototype development tools, usability testing participants, feedback collection tools.	At least 80% of participants find the portal intuitive and express a desire to use it in their work.
4. Test integration with e-signature and payment gateway services to ensure seamless transactions.	Integration with e-signature and payment gateways will be straightforward and reliable.	Technical resources for integration, access to e-signature and payment gateway APIs.	Successful completion of transactions without errors in 90% of test cases.
5. Analyze market trends to confirm the demand for digitized government services.	There is a growing trend towards digitization in the public sector.	Market research reports, industry analysis tools.	Reports indicate a significant increase in investment in digital solutions by local governments.

Results from Testing Key Assumptions

What did you learn from the test?	Did the test validate your assumption?	What will you do as a result of this test?
1. Many local governments are indeed facing challenges with their current workflows, confirming the need for a solution.	Yes	Proceed to develop a more detailed business plan focusing on these pain points.
2. There is a mixed response regarding the willingness to adopt new technology, indicating a need for change management strategies.	No	Develop a strategy to address concerns and educate potential users on the benefits of the portal.
3. Usability testing revealed several areas for improvement in the portal's design.	No	Revise the prototype based on user feedback and conduct further testing.
4. Integration tests showed some challenges, particularly with specific payment gateways.	No	Investigate alternative payment solutions and refine integration processes.
5. The market analysis confirmed a strong trend towards digitization, with many local governments actively seeking solutions.	Yes	Use this data to attract potential investors and partners for the project.

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Define MVBP

Market Segmentation

Segment	Description
Local Government Agencies	Entities responsible for managing public services and infrastructure at the local level.

Beachhead Market

Market	Description
Public Sector Enterprises	Organizations within the public sector that require efficient management of permits, licenses, and service requests.

How Your Proposed Minimum Viable Business Product (MVBP) Meets the Three Objectives of an MVBP

Objectives	How, specifically, does your MVBP meet this objective?
Value	The MVBP provides a streamlined platform for local government agencies to digitize and manage permits, licenses, and service requests, enhancing efficiency and reducing processing times for citizens. Automated status updates keep users informed, improving transparency and user satisfaction.
Pay	The economic buyer, typically a local government agency, will pay for the MVBP based on a subscription model or a per-transaction fee, which is expected to be competitive with existing solutions while providing significant cost savings through automation and reduced administrative overhead.
Feedback	The MVBP creates a feedback loop by allowing users to submit service requests and receive updates, which can be analyzed to improve the platform. Additionally, regular surveys and user engagement sessions can be conducted to gather insights from end users, economic buyers, and champions within the agencies.

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Show dogs will eat dog food

Are Your "Customers "Eating the Dog Food"? Table

Stage in Funnel	Est. Industry Conversion Average (%)	Your Conversion Goal (%)	Actual Conversion Rate (%) and Trend	Next Steps if Actual Conversion Rate is Lower than Goal
Initial Interest	10%	15%	8% (decreasing)	Increase marketing efforts, refine messaging, and enhance outreach strategies.
Engagement (Demo/Trial)	30%	40%	25% (stable)	Improve onboarding process and provide additional support during the trial.
Purchase	20%	30%	15% (decreasing)	Reassess pricing strategy and value proposition; consider offering incentives.
Retention (Post-Purchase)	70%	80%	60% (decreasing)	Implement customer success initiatives and gather feedback to improve product.

Gross Margin, LTV, COCA Table

Metric	Expected for Short Term	Actual for Short Term	Next Steps
Gross Margin	60%	55%	Analyze cost structure and identify areas for cost reduction.
Customer Lifetime Value (LTV)	\$1,200	\$1,000	Enhance customer engagement strategies to increase retention and upsell opportunities.
Customer Acquisition Cost (COCA)	\$300	\$350	Optimize marketing channels and improve lead conversion rates to lower COCA.

Define and Test Other Metrics Table

List Custom Metrics Here	Expected for Short Term	Actual for Short Term	Next Steps
Net Promoter Score (NPS)	50	40	Conduct customer surveys to understand pain points and improve satisfaction.
Customer Churn Rate	5%	10%	Investigate reasons for churn and implement retention strategies.
Referral Rate	15%	10%	Develop referral programs and incentivize existing customers to refer new clients.

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Develop product plan

Product Plan for Beachhead Market: Public Sector Enterprises

Feature/Function	Benefit	How does it leverage your Core?	Priority	Estimated Resources Needed to Develop
Digital Permit Application	Streamlines the application process for citizens	Utilizes existing digital infrastructure	High	3 developers, 2 months
Automated Status Updates	Keeps citizens informed about application status	Enhances user experience and trust	High	2 developers, 1 month
E-signature Integration	Facilitates quick approvals	Leverages existing digital signature technology	Medium	1 developer, 1 month
Payment Gateway Integration	Simplifies payment processes for permits	Integrates with existing financial systems	Medium	2 developers, 2 months
User-friendly Dashboard	Provides a centralized view of applications	Enhances user engagement and satisfaction	High	3 developers, 2 months

Product Plan for Follow-On Markets

Feature/Function	Benefit	How does it leverage your Core?	Priority	Estimated Resources Needed to Develop
License Management System	Manages various licenses efficiently	Builds on existing permit management capabilities	Medium	2 developers, 2 months
Advanced Analytics Dashboard	Provides insights into application trends	Utilizes data collected from existing applications	Low	2 developers, 3 months
Mobile Application	Allows citizens to apply on-the-go	Expands accessibility of services	Medium	3 developers, 4 months
Integration with Other Government Systems	Enhances interoperability with other agencies	Leverages existing partnerships with government	Low	2 developers, 3 months
Customizable Workflow Solutions	Tailors processes for different agencies	Utilizes core technology to adapt to various needs	Medium	3 developers, 3 months

Other Activities Beyond Functionality for the Beachhead Market

Activities
Develop a comprehensive go-to-market strategy targeting local government agencies.
Engage in regulatory compliance activities to ensure adherence to public sector standards.
Establish partnerships with local government IT departments for smoother integration.
Create training programs for government employees on using the portal effectively.
Develop marketing materials to educate citizens about the new digital services.

Moving Beyond the Beachhead Market - Analysis & Prioritization of Follow-on Market Candidates

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Name of the Follow-On Market	Which market does it follow from?	Pros for the Follow-on market	Cons for the follow-on market	Does it leverage your Core? (Y/N)	Priority	Key Factors Needed to Succeed	Resources Required	Risk
State Government Agencies	Public Sector Enterprises	Larger market size, more complex needs	Longer sales cycles, more stakeholders involved	Y	High	Strong relationships with state officials	4 developers, 6 months	High correlation
Federal Government Agencies	Public Sector Enterprises	Access to federal funding and grants	Complex regulations and compliance requirements	Y	Medium	Understanding federal procurement processes	5 developers, 8 months	High correlation, high risk
Non-Profit Organizations	Public Sector Enterprises	Potential for grants and funding	Limited budgets, may prioritize free solutions	N	Medium	Tailored solutions for non-profit needs	2 developers, 4 months	Low revenue
Educational Institutions	Public Sector Enterprises	Growing demand for digital services	Diverse needs across institutions	N	Low	Customization for various educational needs	3 developers, 5 months	Medium correlation

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