DNSC 6231: Week 2 - Problem Definition Summary (PDS)

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Situation / Foreground

Gyrfalcon Ventures, a business unit at John Creek Enterprises, has just been created to leverage the acquisition of international market rights for new technology, the Gyrfalcon Agricultural Analytics Platform (GAAP), which allows users to utilize analytics to improve farming operations. The technology itself is outside the firm's core competencies and there is no plan to invest significant R&D in developing it.

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Complication / Trigger

However, this is a rapidly developing field and the threat of new entrants is extremely high, therefore the business unit needs to launch the product as fast as they can (within three years) in order to generate value from it.

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Key Question

What market(s) should the GAAP be targeted to in order to generate as much value in a three-year period using limited resources?

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Sponsors

Jordan McGill, SVP of Gyrfalcon Ventures
Pat Johnson, COO of Gyrfalcon Ventures

Decision Makers

Cameron Swift, CEO of Gyrfalcon Ventures
Connor Tranis, CFO of Gyrfalcon Ventures
Taylor Ingram, CMO of Gyrfalcon Ventures

Stakeholders

John Creeks Enterprises Management
GAAP physical device manufacturer
John Creeks Enterprises employees
Gyrfalcon Ventures Employees
3D Robotics / Chris Anderson (Competitors)
Quadcopter manufacturers
Consulting Group (us)
Pressure groups
General public
Investors

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Client's Criteria for Quality and Actions

Solid and extensive research into potential markets, supported by factual information. Rigorous analysis, and evidence-based recommendations are the key to ensuring a high-quality output.

Market Viability Metrics:
- Market size (# of farmers, farming yields)
- Farming space available / used
- Infrastructure indices (requires access to reliable electric power and telecommunication network)
- Ease of entry and relations with a US-based firm
- Agriculture GDP
- Existence of agricultural development subsidies

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	Media	
B O U N D S	**Client's Desired Outcomes** A recommendation of which market(s) to enter backed by factual data. (The client also alludes to the fact that they want an analysis of the potential risks that the release of the product may face, as well as solutions to mitigate those risks.) *Deadlines & Checkpoints: Although no specific dates are mentioned, the client wants these outcomes to be out as fast as possible (out-of-scope for this project)*	**Out of Scope** Viability of the product Profitability of the product Marketing plan for the product Competitive assessment Developing training material for the product Developing a distribution strategy Working on non-GAAP products Working on the R&D of the product / making recommendations to improve the product
	In Scope Researching different markets that have the potential to receive the product, and that have readily-available subject-matter experts to connect with GV employees. Providing a recommendation for which market to enter and explaining why. Exploring the regulatory restrictions of those markets in regards to the usage of drones, and the ease of entry of a US-based company	

Some Questions to Ask Client
- What are the deadlines you expect us to abide by?
- What milestones do you expect us to achieve by those deadlines?
- How will success be measured?
- Are there any particular types of analysis, data, or activities that you consider essential parts of any high-quality work?

Mendelow Grid

		LOW	HIGH
P O W E R	**H I G H**	John Creeks Enterprises Investors Media *(Keep Satisfied)*	GAAP device manufacturer Management *(Key Players)*
	L O W	General Public *(Minimal Efforts)*	Quadcopter Manufacturers Gyrfalcon Ventures Employees Pressure groups Competitors *(Keep Informed)*
		LOW	**HIGH**
		INTEREST	