

# Customer driven feasibility study

## Executive summary

This customer-driven feasibility study outlines the business opportunity of a proposed decision-support tool powered by agentic simulations with LLMs. As companies face complex decisions a common pitfall exists in leaving out valuable insights and opinions of people with different backgrounds, likely present within the company. From dilemma inputs the tool prompts the user to reflect more widely and diversely about their decision before reaching a final one. The goal of this practice is that the decisions reached will be better, more well-rounded, inclusive and representative.

We begin this small study by assessing the market size and trends. We then analyze industry dynamics through the lens of Porter's Five Forces, identifying risks and barriers.

## Macro-level market assessment

### Market size and growth rate

By developing a tool for supporting decision-making, we are placing ourselves in the market for Decision Intelligence. The challenge of internal alignment grows with the number of people involved, which is why we consider the large companies our target market. We define a large company as one employing at least 250 people to follow convention of common market statistics.

The global Decision Intelligence market was estimated at 11.6€ billion in 2023 and is expected to reach 44.1€ billion in 2050 (MarketsandMarkets, 2024). The general market of Decision Intelligence is a growing market with an estimated 24.7% CAGR in the projected period of 2024-2050. This growth is primarily driven by increased demand for automation and an increased development and adoption of AI (Schmitt, 2023).

In 2023 there was estimated to be 377,000 large companies globally - large defined as employing at least 250 people. More realistically though, we might consider the 53,000 large companies located within The European Union (Enterprise statistics by size, 2025). This market will be subject to increasing regulation, such as the EU AI Act (Parliament, 2023), making it a strong entry market for a transparent and comprehensible tool like ours.

This tool is still in the early prototyping phase, but we can begin to assess its potential final value by looking at similar existing products already validated by market success. One such example is Cystal which offers behavioral analysis and communication advice through customer profiles, interactive "workbooks" and a Google Chrome

extension. While its focus is on improving human interaction, its value proposition is similar to ours – helping professionals make better informed, lower-risked decisions. They charge an equivalent of 44€ per month (Crystal, 2025) for individual professionals with some undisclosed discount for companies purchasing more licenses at once.

If we for our case consider an average large company to need five licenses, and we place ourselves approximately at the price level of Crystal, we can expect an average customer to bring in 200€ a month (40€ per license). If we assume a conservative initial penetration of just 1% of the large companies in the EU, we reach a monthly income of 106,000€ within the Serviceable Obtainable Market.

## Macro-trends analysis

Increasing regulatory and public pressure around ethical governance and the use of AI is accelerating demand for transparent and ethical use of AI. With initiatives like EU AI Act, the appeal of non-intrusive but assisting AI tools, like ours, is likely to increase.

The rise of AI also means that most people have become familiar with LLMs through platforms like ChatGPT. The increased accessibility of AI could reduce the perceived need for and value of specialized tools. Companies might have the skillset inhouse to build something similar or reach similar results with existing tools.

Social media can make any voice heard today, making it increasingly difficult for companies to hide questionable morals. When you pair this with a sociocultural trending awareness of moral responsibility of companies you lay the foundation for reputational damage. Being caught making unethical decisions, even if not intentional or illegal, can be very harmful to any company (Hoornveld, u.d.). The public is to a greater extent holding companies accountable for their actions (Frey, 2023) and with the growth of social media, the distance between the users and companies is shorter than ever. Scandals can reach millions of people in an instant. Whether or not a company has an online presence, the need for quick decision-making is big. Quick decisions are profitable but leave little time to valuable internal consultation before they are made, potentially leading to rushed bad decisions. With the rise of AI and automation more companies are turning to software tools to support these decisions (Rodríguez de las Heras Ballell, 2022). However, not all decisions can be trusted to be fully automated, which leaves a spot open for less intrusive tools like ours.

The new generation values DEI (diversity, equity, and inclusion) highly. Just like companies need to adapt to this change if they want to win them over as customers, they will also have to do it to keep them as employees. Making top level decisions that do not align further down the chain of command is more likely than ever to result in resignations, especially from a young generation that considers ethics central to their choice of workplace (Goessling, 2017). This calls for good practice when making even seemingly trivial decisions.

Though we speak of a generational change in the company workforce, the dynamics of conventional companies could take years to adapt to new technology. Some structures might be very hesitant to trust and adapt to an AI tool like the one we are proposing. Regulation and legislation might legitimate the use of AI to an extent where these companies dare utilizing it, but we can only speculate about the impact of these upcoming changes.

## Macro-level industry assessment

### Five-forces analysis

**The threat of entry** is low. There is some room for unique positioning through strong branding and user-experience, but the accessibility of AI technology (like the GPT model) makes the entry barrier very low. The same point can be made regarding the very low capital and distribution barriers within the industry, making it a moderately unfavorable industry in terms of threat of entry.

**The supplier power** within the industry is moderately strong. It is difficult building anything that can compete with existing AI models which makes the power concentrated among a few large suppliers. For our case this is very true, since we rely heavily on the APIs of GPT and their pricing structures. However, this also means that being a supplier in this industry is very favorable, making forward integration unlikely for suppliers like OpenAI. Over time more competitive models might become open source which would make the industry more favorable.

**The buyer power is big.** Buyers have a lot of options and are likely to have some in-house AI capabilities through other providers. With the use of other AI tools our tool could be replicated, making backward integration a considerable risk. The buyer power and risk of backward integration can be reduced by strong differentiation. One positive aspect of buyer power is that there are many buyers, and they tend to be well-funded in the market of large companies.

**The threat of substitution might be the main risk** of this industry, unless the final product offers a structured and proven advantage that goes beyond what is achievable through basic GPT prompting. If not, a simple GPT wrapper could serve as substitution for the customer.

**Competitive rivalry is high** in this industry but not cramped. It's an emerging industry growing alongside the possibilities of AI. It's easy for customers to try something new, which can be a way into the market but also a way out the day your customers are presented with a better product. Making the product more convenient to keep than cut is central, and could be done through strategic integrations, e.g. with Microsoft Teams.

## Likely future changes

Going forward more players will inevitably enter the industry with products that can satisfy a similar need. Some established software providers might even extend their own products with AI assistants, watering down the differentiation of e.g. a potential Microsoft Teams integration in our tool. Such assistants might make it harder for a customer to justify putting down monthly payments for a standalone tool, even if we successfully distinguish ourselves before then.

As new regulation becomes effective and companies are required to show traceability and compliance in their use of AI, the simplicity of this tool might become one of its strengths. Since the tool does nothing but improve reflection in its user, new rules will be easy to comply with as a user. We, as the providers, however, might face challenges in showing traceability since the GPT model is not open source. We might have to limit the context in which we allow the tool to produce an output, e.g. avoiding giving reflections on medical and legal dilemmas, which would make the tool 'high-risk' in at least the EU AI Act. If done successfully the reward would be to operate in an industry with fewer compliant products.

## Conclusion

**This opportunity is moderately attractive** with both promising upsides and important risks to consider. The growing market for Decision Intelligence, driven by the rise of AI and automation, alongside the increasing demand for ethical, inclusive decision-making, makes demand for a tool like this probable - especially within the EU, where regulation may favor transparent and non-automated decision tools. The strong alignment with macro-trends like DEI, ethical governance and reputational risk mitigation further enhances the appeal.

However, the opportunity is not without challenges. Low barriers to entry, high buyer power, and a significant threat of substitution mean that long term success will depend heavily on product differentiation, user experience and integration into existing workflows. Finally, reliance on existing AI models and upcoming regulatory complexities pose technical and strategic risks.

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