

SOURCES OF UNCERTAINTY

OVERALL

- Is this the right problem to solve?
- Is this the best choice our customers have?
- Is this the right value proposition?
- How do customers recognize this value (soon, salient, certain)?
- Is this the right team to launch this?
- What don't I know enough to ask about?

THE MARKET

- Is this the right customer segment?
- How big is this market?
- Is this the right segment of the supply chain?
- What will it cost to acquire a customer?
- Is this the right price?
- What channel and distribution partners do we need?
- What's the lifetime value of a customer?
- What people, technology, and capabilities do we need to sell this?
- What don't I know enough to ask about?

THE BUSINESS

- Is this the right revenue model?
- Do we make money?
- When do we make money?
- How much money do we need first?
- What are the most important factors shaping our costs?
- What are the most important investments shaping our revenue?
- What kinds of investment and investors do we need?
- What people, technology, and capabilities do we need to manage this?
- What don't I know enough to ask about?

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THE TECHNOLOGY

What will it cost to make and deliver each unit?

What are the upfront (capital) costs to get started?

What people, technologies, and capabilities do we need to run this?

What choices do we have?

Which do we build, borrow, or buy?

What's the minimal operational scale to get started?

What are the IP risks and opportunities?

How does this affect our schedule?

What don't I know enough to ask about?

THE POLICY

Is this a regulated industry?

What approvals do we need?

What regulatory options are available to us?

What people, technologies, and capabilities do we need to comply?

How does this affect our schedule?

What don't I know enough to ask about?