

THE ESSENTIAL READ / 01

Morrow.

At the idea stage / Climate technology · Home renovation

Should I build the product now, or first prove who will pay for it?

THE CENTRAL FINDING

The frustration is clear. The paying customer is not.

What is working

Homeowners face a complicated decision with many moving parts. A clear plan could reduce the effort needed to start an upgrade.

What needs a closer look

People who want free advice may not buy planning software. Installers, lenders, and homeowners have different incentives and could each pull the product in a different direction.

The next useful test

Sell a manually prepared upgrade plan before building a platform. Test a specific customer, a clear price, and a decision the plan will help them make.

How to read this sample

All company details are fictional. The findings illustrate a way to examine a business; no interviews, financial records, or independent research have been verified for this document.

THE ESSENTIAL READ / 02

What to do next.

Test a paid planning service before committing to a platform. The immediate aim is to identify a customer with a current decision and a reason to pay for help, then learn what that person actually buys.

01 / Choose one decision and customer

Select a narrow homeowner situation and a decision the plan will help resolve. State the deliverable, limits, timing, and price in plain language.

02 / Offer a paid manual plan

Present the offer to people making that decision. Keep acceptance, refusal, and requests for changes. Deliver the work by hand within the stated scope, rather than building the whole platform first.

03 / Trace the customer's next action

Ask what the plan changed and what remained unresolved. Record delivery effort, sources of trust, and whether the customer would have expected similar help from an installer for free.

What would change this view?

A paid pilot with a narrowly defined customer would reveal more than a broad waitlist. The useful signal is a payment tied to an actual renovation decision.

The strongest counterpoint

A manual pilot may understate the value of a well-designed product. Slow delivery, a narrow local network, or the founder's limited execution could discourage customers even if a better service would appeal to them. One refusal would not settle the market question.

Bring this question to the next revision

Who paid, for which decision, and what changed because of the plan?