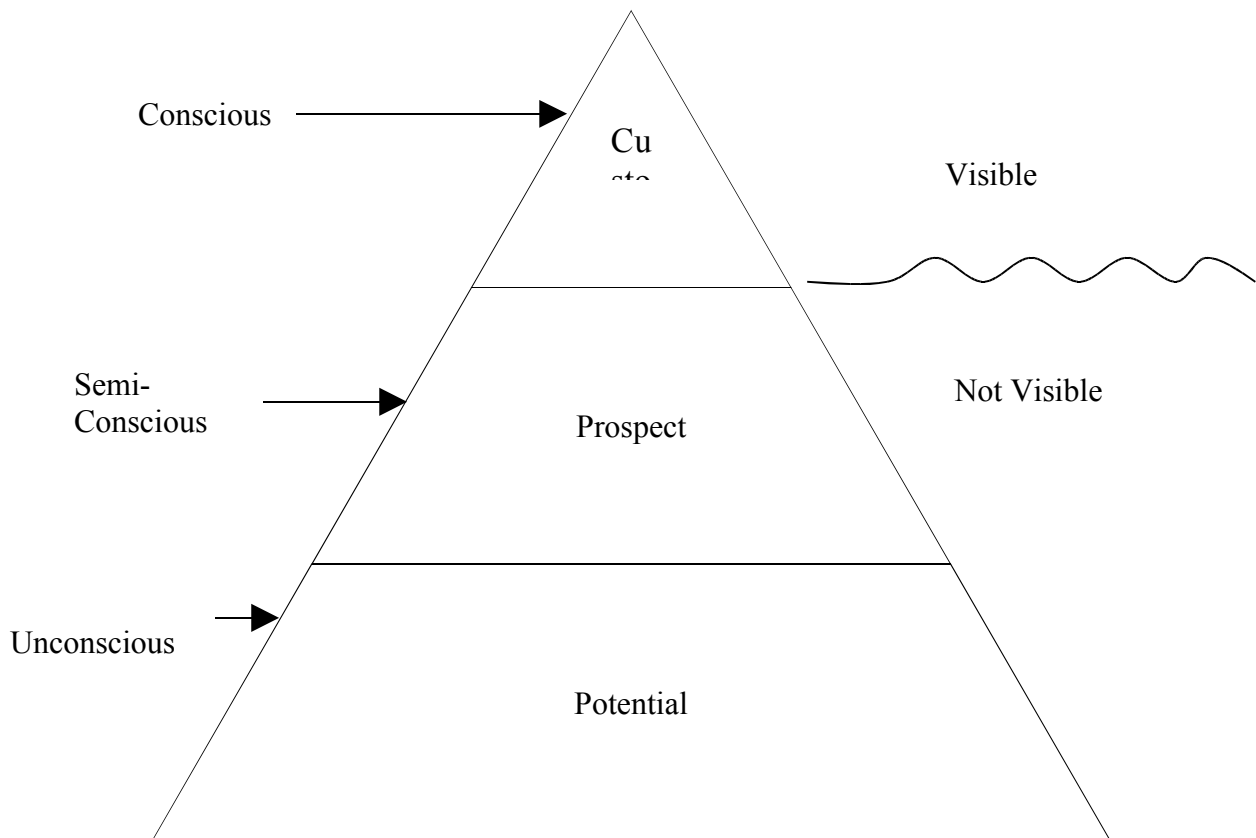


**ICEBERG MODEL OF MARKET DEVELOPMENT**  
(Inspired by 'Every Business is a Growth Business' – Charan & Tichy)



**Conscious** - Apparent knowledge of where and how market is!

**Semi-conscious** – Sensing of where and how market lies!

**Unconscious** – Unaware of where and how market will be!

**Note:**

It is evident that the visible and conscious awareness of market and customer is much smaller than the prospect and potential of unexplored markets and customers.

While one is conscious of a customer, this is only apparent.

At a semi-conscious level there is a belief and assumed awareness of customer and market existence.

At an unconscious level one does not know where the market or customer lies.

The attempt therefore for every business is to descend the pyramid from awareness and visibility of known markets, through semi-awareness and assumed clarity of redefined segmentation and adjacent markets to the depth of unawareness and complete lack of clarity, where the potential can only be discovered through expansion of the pond and an 'outside-in' thinking.