



From Signal to Impact.
From Idea to Asset.

O2V Framework

Opportunity-to-Value Framework

An AI-Era Opportunity Judgment and Value Realization Framework

From Signal to Impact. From Idea to Asset.

Contents

1. One-Sentence Definition
2. Founding Statement
3. Positioning Statement
4. Why the AI Era Needs O2V
5. Applicable Scenarios
6. The 9-Step Judgment Chain
7. Step Details
8. O2V Scoring Model
9. Compliance Risk Gate
10. Business Case Template
11. Core Principles
12. Framework Deliverables
13. Copyright, Citation, and Legal Notice
14. Version Note

1. One-Sentence Definition

O2V Framework is an AI-era opportunity judgment and value realization framework, designed to convert opportunity signals into verifiable, executable, manageable, investable, operable, and asset-ready value opportunities.

In short: From Signal to Impact. From Idea to Asset.

2. Founding Statement

O2V Framework is an AI-era opportunity judgment and value realization framework.

It was created to answer a simple but critical question:

When opportunities are everywhere, how do we know which ones are worth building, validating, operating, and scaling?

In the AI era, ideas are no longer scarce. Signals are everywhere. Products can be prototyped faster than ever. Content can be generated instantly. Almost every trend can be turned into a startup story, innovation proposal, AI use case, or investment narrative.

But speed does not remove uncertainty.

More ideas do not mean better opportunities.

A working demo does not prove real demand.

User interest does not always become willingness to pay or act.

Growth without compliance boundaries can become a hidden liability.

A business that earns short-term income may still fail to become a long-term asset.

A digital initiative that is delivered on time may still fail to create measurable value.

In O2V, evidence runs through every step.

Signals must become evidence before they deserve commitment. Evidence reveals impact. Impact then drives better decisions: Proceed, Pivot, Reframe, or Stop.

A Stop decision can also be a successful value outcome, because it protects time, resources, capital, and execution capacity from being consumed by weak or negative opportunities.

O2V Framework was designed to bring discipline to the earliest stage of opportunity judgment and value creation. It helps individual builders, entrepreneurs, innovators, consultants, enterprise leaders, and early-stage investors move from scattered signals to structured opportunity judgment and value realization.

It asks whether an opportunity has a real scenario, a clear persona, a strong pain, a viable MVP, measurable leading indicators, a credible Business Case, a controllable compliance boundary, an assetization path, and a value story supported by evidence.

O2V does not exist to generate more ideas.

It exists to help identify which opportunities deserve time, resources, validation, ownership, execution, scaling, or investment.

3. Positioning Statement

O2V Framework is not an attempt to invent a completely new theory from scratch. Nor is it a copy, replacement, or upgraded version of any single existing methodology.

O2V Framework is a structured integration and recomposition of mature methodologies and practices from entrepreneurship validation, product discovery, user research, business case design, value realization, investment screening, risk governance, MVP validation, leading indicator design, assetization thinking, and evidence-backed value narrative assessment.

The independent value of O2V lies in organizing mature practices into a continuous judgment chain:

Signal → Evidence → Business Case → Value Asset

O2V is a front-end judgment framework. It is not a software product, sales funnel, operating system, investment vehicle, or legal advisory framework.

Its purpose is to help people and organizations make better early decisions before major time, resources, capital, and execution are committed.

4. Why the AI Era Needs O2V

AI lowers the cost of generating ideas, creating prototypes, producing content, automating workflows, and building first versions of products.

It does not automatically improve the quality of opportunity judgment.

When building becomes cheaper, wrong building also becomes easier.

In the past, many ideas died because they were too expensive to build. In the AI era, many weak ideas may survive long enough to consume time, money, attention, and organizational resources before their real weakness becomes visible.

O2V addresses early-stage misjudgment by asking individuals, teams, and organizations to prove scenario, persona, pain, validation evidence, financial logic, compliance boundary, asset potential, and value readability before major time, resources, capital, and execution are committed.

It helps shift the question from:

Can we build this?

to:

Is this opportunity worth validating, operating, investing in, and turning into value?

5. Applicable Scenarios

O2V Framework can be applied in multiple opportunity judgment and value realization contexts, including:

- Early-stage startup idea assessment
- Side business and second-curve opportunity assessment
- Corporate innovation opportunity screening
- Product opportunity discovery
- University entrepreneurship and innovation project development
- Early-stage investment pre-screening
- Overseas product localization opportunity analysis
- AI application and use case assessment
- Consulting-led innovation opportunity discovery
- Digital initiative and value realization assessment

The framework is especially useful when an idea, signal, demand, trend, product direction, AI use case, or business initiative appears promising but still needs structured validation before serious resources are committed.

6. The 9-Step Judgment Chain

Signal → Scenario → Persona → Pain → Product → Validation → Business Case → Asset → Value Story

- **Signal:** Opportunity Signal Capture
- **Scenario:** Scenario Recomposition
- **Persona:** Target User Persona
- **Pain:** Real Pain and Willingness to Pay / Act
- **Product:** Minimum Product Definition
- **Validation:** Validation Design
- **Business Case:** Verifiable Business Case
- **Asset:** Assetization Path
- **Value Story:** Evidence-Backed Value Narrative

In venture-building contexts, the Value Story may include a Financing Story or Investor Brief as one venture-context form.

In enterprise contexts, the Value Story may take the form of a Strategic Value Narrative, Governance Feedback Note, or resource allocation argument.

The core chain remains the same:

A signal must become evidence. Evidence must support a Business Case. The Business Case must lead to value assets and an evidence-backed Value Story.

7. Step Details

1) Signal

Signal captures opportunity signals before judging them.

A signal may come from user behavior, market change, technology shift, regulatory change, platform evolution, unmet demand, repeated complaints, operational inefficiency, strategic pressure, or weak but recurring observations.

The goal is not to prove the opportunity immediately.

The goal is to capture what has changed and why it may matter.

2) Scenario

Scenario tests whether the signal can exist in a real use context.

An opportunity does not live in abstract trends. It lives in a specific situation where someone has a job to do, a problem to solve, a decision to make, a cost to avoid, or a value to create.

A weak scenario usually means the signal is still too vague.

3) Persona

Persona clarifies who uses, pays, decides, recommends, blocks, benefits from, and repeats demand.

A clear persona helps distinguish real users from generic audiences and real buyers from passive observers.

Without a clear persona, validation becomes unfocused.

4) Pain

Pain tests whether the problem is frequent, intense, valuable, and connected to willingness to pay, act, adopt, or allocate resources.

A pain is not just something people mention.

A strong pain has urgency, recurrence, cost of inaction, emotional or operational weight, and a reason for someone to change behavior.

5) Product

Product defines the minimum way to validate the most critical assumption.

The purpose of Product in O2V is not to build the most complete solution. It is to define the smallest product, service, prototype, workflow, offer, or testable solution direction that can generate learning.

6) Validation

Validation turns the MVP into measurable evidence.

It connects the MVP to Benefits Hypothesis, Leading Indicators, Financial Metrics, and Verification Plan.

Validation is not about proving that the idea is right. It is about discovering whether the most critical assumptions are true enough to justify further resources.

7) Business Case

Business Case integrates value hypothesis, MVP, leading indicators, financial metrics, compliance boundary, and verification plan.

A Business Case is not a presentation. It is a structured argument for why an opportunity deserves resources, ownership, operation, scaling, investment, or further validation.

8) Asset

Asset identifies whether the opportunity can build long-term user, data, content, methodology, product, workflow, capability, channel, brand, ecosystem, or rights assets.

Short-term revenue may prove demand.

Long-term assets define the ceiling.

Without an assetization path, an opportunity may remain a one-off activity rather than a repeatable, scalable, and defensible value system.

9) Value Story

Value Story evaluates whether the opportunity has value readability and what evidence must be proven before the next resource, scaling, investment, or financing milestone.

A Value Story explains:

- why the opportunity matters;
- who benefits;
- what pain has been validated;
- what evidence supports the Business Case;
- what value has been created or may be created;
- what assets are being built;
- what resources, ownership, scaling, or investment are justified next.

In venture-building contexts, a Financing Story can appear as one venture-context form of the Value Story.

In enterprise contexts, it may become a strategic value narrative, funding argument, governance recommendation, or portfolio decision input.

8. O2V Scoring Model

Base Opportunity Score: maximum 100 points.

Compliance Risk Adjustment: up to -50 points.

Red-line risks: immediate elimination.

Formula:

O2V Score = Base Opportunity Score - Compliance Risk Deduction

Dimension	Score	Core Question
Demand Strength	15	Is the demand frequent, painful, or valuable?
Scenario Fit	15	Does it fit the target scenario and market?
Willingness to Pay / Act	15	Is there a clear motivation to pay, act, adopt, or allocate resources?
AI Leverage	12	Does AI significantly improve efficiency, quality, or experience?

Dimension	Score	Core Question
MVP Feasibility	10	Can it be validated at low cost?
Acquisition Feasibility	10	Is there a clear acquisition path?
Differentiation Space	8	Can it avoid pure commodity competition?
Assetization Potential	10	Can it build long-term assets?
Owner / Founder Fit	5	Does it match the owner's or founder's capability, resources, and direction?

The score is a judgment aid, not a substitute for judgment.

A high opportunity score does not override compliance risk. A low evidence base should reduce confidence even when the idea sounds attractive.

9. Compliance Risk Gate

O2V treats compliance risk not as a minor scoring item, but as a gate that determines whether an opportunity can enter validation, value narrative, investment, and scaling.

Compliance risk is not a minor deduction.

It is a gate.

Level	Deduction	Meaning
Level 0: Low Risk	0 to -5	Normal tool or service, no sensitive data or heavy regulation.
Level 1: Controllable Risk	-5 to -15	Light data, content, copyright, or platform rule risk.
Level 2: Medium-High Risk	-15 to -30	Sensitive data, scraping, financial, medical, legal, or minor-related risk.
Level 3: Major Risk	-30 to -50	Business model depends on high-risk data, regulatory boundaries, or platform grey areas.
Level 4: Red-Line Risk	Eliminate	Clearly illegal, grey or black industry, illegal finance, medical diagnosis, privacy trading, or illegal scraping.

A high score cannot rescue an opportunity with red-line risk.

Where boundaries are unclear, the recommendation should require expert review before execution.

10. Business Case Template

The O2V Business Case includes 16 modules in the following order:

1. Project Name
2. One-Sentence Opportunity Judgment
3. Target User & Persona
4. Core Pain and Willingness to Pay / Act
5. Benefits Hypothesis
6. MVP
7. Leading Indicators
8. Financial Metrics
9. Verification Plan
10. Solution Roadmap
11. Market & Channel Fit
12. Business Model
13. Assetization Path
14. Value Story
15. Key Risks & Compliance Level
16. O2V Score + Recommendation

Core validation chain:

Benefits Hypothesis → MVP → Leading Indicators → Financial Metrics → Verification Plan

Leading indicators exist to judge whether the MVP is validating the value hypothesis.

This chain is not only for fundraising. It is used to judge whether an opportunity deserves further resources, ownership, operation, scaling, investment, or financing support.

11. Core Principles

1. O2V is not invented from scratch. It is a structured recomposition of proven practices for the AI era.
2. An opportunity starts with a signal, but it must be proven through scenario, persona, pain, and evidence.
3. Without a clear persona and strong pain, there is no real opportunity.
4. MVP is not the smallest product. It is the smallest way to validate the most critical assumption.
5. Leading indicators must be defined after the MVP, because they exist to judge whether the MVP is validating the value hypothesis.
6. A Business Case is not a presentation. It is a structured argument for why an opportunity deserves resources.
7. Short-term revenue proves demand, but long-term assets define the ceiling.
8. Value stories must be supported by validation data, not ambition alone.

9. Compliance risk is not a minor deduction. It is a gate that determines whether an opportunity can move forward.
10. O2V exists to reduce early-stage misjudgment before time, resources, capital, and execution are committed.

12. Framework Deliverables

Framework Deliverables define the stable outputs of the O2V Framework.

1. Opportunity Signal List
2. Opportunity Card
3. O2V Score
4. Compliance Risk Level
5. Business Case
6. Validation Plan
7. Assetization Path
8. Value Story

In venture-building scenarios, the Value Story may include a Financing Story or Investor Brief as one venture-context form.

In enterprise or organizational contexts, the Value Story may take the form of a strategic value narrative, resource allocation argument, governance recommendation, or value realization evidence summary.

13. Copyright, Citation, and Legal Notice

Copyright Holder: Li Zhi.

Copyright © Li Zhi. All rights reserved.

O2V Framework, including its name, definition, 9-step judgment chain, Business Case template, scoring model, compliance risk gate, validation chain, assetization path, value story structure, case expressions, course materials, diagrams, templates, documents, articles, and derivative expressions, is a framework asset created by Li Zhi through recomposing, structuring, and independently expressing proven methodologies and practices.

Any citation, reproduction, adaptation, translation, training use, consulting delivery, commercial use, productization, model training, or substantial reuse of O2V Framework requires prior explicit permission from Li Zhi and must clearly indicate the source.

Citation format:

Source: Li Zhi, O2V Framework: Opportunity-to-Value Framework, Official Public Release 20260520.

O2V Framework does not claim exclusive rights over general concepts such as MVP, persona, business model, leading indicators, risk assessment, value realization, or business case.

O2V Framework is not affiliated with, endorsed by, certified by, or officially connected with Lean Startup, Design Thinking, Jobs to Be Done, Business Model Canvas, Value Proposition Canvas, Stage-Gate, or any referenced methodology or organization.

O2V Framework does not constitute legal, financial, medical, investment, financing, tax, or regulatory advice.

14. Version Note

Public Release Version: O2V Framework 20260520.

Internal Version: v1.5.

Release Type: Official Public Release 20260520.

This PDF is the complete official public release of O2V Framework 20260520. The website provides an Official Web Overview for quick reading and online reference.