



PRODUCT & MARKET ASSESSMENT

& Feasibility Study

CLIENT	ASSESSMENT DATE	PREPARED BY
[Company Name]	[Date]	[Your Name / Firm]

A disciplined, fact-based approach to validating ideas, reducing risk, and building confidence before market entry.

Executive Summary

[2–3 paragraphs: product concept, primary recommendation, key opportunities, major risks, financial outlook. Write this section last.]

Recommendation

RECOMMENDATION	
☐ GO — Proceed with market entry	☐ DEFER — Need additional research
☐ CONDITIONAL GO — Proceed with modifications	☐ NO-GO — Market entry not recommended

Key Findings

METRIC	VALUE
Market Opportunity (SOM)	[\$X.XM]
Expected 3-Year ROI	[XX%]
Competitive Intensity	[High / Med / Low]
Initial Investment Required	[\$XXX,XXX]





1. Product / Service Overview

1.1 Product Description

[Clear description: What is it? What does it do? What problem does it solve?]

1.2 Key Features & Benefits

FEATURE	CUSTOMER BENEFIT
[Feature]	[Benefit]
[Feature]	[Benefit]
[Feature]	[Benefit]
[Feature]	[Benefit]
[Feature]	[Benefit]

1.3 Value Proposition

[Why would customers choose this over alternatives? What unique value does it deliver?]

1.4 Development Stage

- ☐ **Concept** / Idea
- ☐ **Prototype** developed
- ☐ **MVP** / Beta testing
- ☐ **Ready** for launch
- ☐ **Already** in market (expansion assessment)



2. Target Market Definition & Sizing

2.1 Ideal Customer Profile

ATTRIBUTE	DESCRIPTION
Customer Type	[B2B / B2C / B2G]
Industry / Sector	[Primary industries]
Company Size (B2B)	[Revenue, employees]
Demographics (B2C)	[Age, income, location]
Geographic Focus	[Local / Regional / National / Global]
Key Pain Points	[Problems they are solving]
Buying Behavior	[Purchase decision process]

2.2 Market Sizing: TAM, SAM, SOM

Total Addressable Market (TAM)

Total revenue opportunity if 100% market share is achieved.

TAM CALCULATION	
[Total customers × Average transaction value]	[\$[XXX.XM / B]

Serviceable Available Market (SAM)

Portion of TAM you can realistically target given geographic, channel, or segment constraints.

SAM CALCULATION	
[TAM × Geographic / segment constraints]	[\$[XX.XM]

Serviceable Obtainable Market (SOM)

Realistic market share you can capture in Years 1–3.

SOM PROJECTION	VALUE
Year 1	[\$[X.XM]
Year 2	[\$[X.XM]
Year 3	[\$[X.XM]



2.3 Market Sizing Assumptions & Sources

[Document data sources, research methods, and key assumptions. Include industry report citations.]



3. Customer Demand Validation

3.1 Research Methodology

Research methods used in this assessment:

- ☐ **Customer** surveys (n = [XX])
- ☐ **In-depth** interviews (n = [XX])
- ☐ **Focus** groups (n = [XX])
- ☐ **Industry** expert consultations
- ☐ **Secondary** research / market reports
- ☐ **Beta** testing / pilot programs

3.2 Key Research Findings

RESEARCH QUESTION	FINDING
Do customers recognize this problem?	[Yes/No + data]
How do they currently solve it?	[Current solutions]
Would they pay for a better solution?	[Purchase intent %]
Most important features?	[Ranked list]
Expected price range?	[\$[XX-XXX]

3.3 Purchase Intent & Pricing

METRIC	RESULT
% "Definitely buy"	[XX%]
% "Probably buy"	[XX%]
Acceptable price range	[\$[XX-XXX]
Optimal price point	[\$[XXX]



4. Competitive Analysis

4.1 Competitive Landscape Overview

[Describe the overall competitive environment. How crowded is this market? What types of players exist?]

4.2 Direct Competitors

COMPETITOR	STRENGTHS	WEAKNESSES	MARKET SHARE
[Name]	[Strengths]	[Weaknesses]	[%]
[Name]	[Strengths]	[Weaknesses]	[%]
[Name]	[Strengths]	[Weaknesses]	[%]
[Name]	[Strengths]	[Weaknesses]	[%]

4.3 Our Competitive Advantages

[What makes your offering superior or different? Be specific about differentiation.]

4.4 Barriers to Entry

[Describe barriers that protect or challenge your market position:]

- [Barrier 1 — e.g., high capital requirements]
 - [Barrier 2 — e.g., established brand loyalty]
 - [Barrier 3 — e.g., regulatory requirements]
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5. Financial Analysis & Projections

5.1 Cost Structure

COST CATEGORY	AMOUNT
DEVELOPMENT COSTS (One-time)	
Product development / R&D	\$[XXX,XXX]
Market research	\$[XX,XXX]
Initial marketing / branding	\$[XX,XXX]
Legal / regulatory / IP	\$[XX,XXX]
TOTAL DEVELOPMENT	\$[XXX,XXX]
OPERATING COSTS (Annual)	
Cost of goods sold (COGS)	\$[XXX,XXX]
Sales & marketing	\$[XX,XXX]
Operations / overhead	\$[XX,XXX]
TOTAL ANNUAL OPERATING	\$[XXX,XXX]

5.2 Pricing Strategy

ELEMENT	DETAIL
Pricing Model	[One-time / Subscription / Usage-based / Freemium]
Target Price Point	\$[XXX]
Gross Margin	[XX%]
Competitive Position	[Premium / Market / Value]

5.3 Revenue Projections (3-Year)

METRIC	YEAR 1	YEAR 2	YEAR 3
Customers	[XXX]	[X,XXX]	[XX,XXX]
Revenue	\$[X.XM]	\$[X.XM]	\$[XX.XM]
Gross Profit	\$[XXXK]	\$[X.XM]	\$[XX.XM]
Operating Expenses	\$[XXXK]	\$[XXXK]	\$[X.XM]

**PRODUCT & MARKET ASSESSMENT**

Net Profit	<i>\$[XXXXK]</i>	<i>\$[XXXXK]</i>	<i>\$[X.XM]</i>
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5.4 Return on Investment (ROI)

METRIC	VALUE
Total Investment Required	<i>\$[XXX,XXX]</i>
Break-even Point	<i>[Month XX]</i>
3-Year Cumulative Profit	<i>\$[X.XM]</i>
3-Year ROI	<i>[XXX%]</i>



6. Go-to-Market Strategy

6.1 Distribution Channels

[How will you reach customers? Direct sales, partners, online, retail, or other channels?]

6.2 Marketing & Sales Approach

[What marketing tactics and sales methods will you use? Describe your customer acquisition strategy.]

6.3 Launch Timeline

PHASE	TIMELINE	KEY ACTIVITIES
Pre-Launch	<i>[Months]</i>	<i>[Activities]</i>
Launch	<i>[Month X]</i>	<i>[Activities]</i>
Post-Launch	<i>[Months]</i>	<i>[Activities]</i>



7. Risk Assessment & Mitigation

[Identify key risks and how you will address them.]

RISK	IMPACT	PROBABILITY	MITIGATION STRATEGY
[Risk]	[H/M/L]	[H/M/L]	[Strategy]
[Risk]	[H/M/L]	[H/M/L]	[Strategy]
[Risk]	[H/M/L]	[H/M/L]	[Strategy]
[Risk]	[H/M/L]	[H/M/L]	[Strategy]
[Risk]	[H/M/L]	[H/M/L]	[Strategy]
[Risk]	[H/M/L]	[H/M/L]	[Strategy]

8. Conclusions & Recommendations

8.1 Overall Assessment

[Synthesize all findings. Is this a viable opportunity? Why or why not?]

8.2 Critical Success Factors

[What must go right for this to succeed?]

- [Factor 1]
- [Factor 2]
- [Factor 3]

8.3 Key Assumptions

[What assumptions underpin this analysis?]

- [Assumption 1]
- [Assumption 2]
- [Assumption 3]

8.4 Next Steps (if GO recommendation)

[What should happen immediately if approved?]

1. [Action item 1]
2. [Action item 2]
3. [Action item 3]



Appendix: Supporting Data & Research

[Include detailed research data, survey results, interview transcripts, market reports, competitive analysis details, financial model assumptions, and other supporting documentation.]

Don't invest based on assumptions. Get the market intelligence you need to make confident, data-driven decisions.

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