

Checklist: Market, competition and target group analysis

Please complete the checklist as thoroughly as possible. Describe the insights that you have gained in the first and second columns, and underpin these where possible with figures or estimates. Make it clear that the estimates are what they are, and make sure that your justifications and considerations are clear for third parties (important for business plan). Assess the market opportunities in the third column.

1. Market analysis	Current situation	Foreseeable risks/threats	Assessment of market opportunities		
			good	average	bad
How high is the market potential (potential demand for my products/services)?					
How large is the market volume (actual/estimated turnover in a market)?					
How large is my expected market share (share of overall branch/market turnover)?					
How saturated is the market (how well are customers' requirements fulfilled by existing providers in terms of my goods/services)?					
How quickly is my intended target market growing?					

2. Market trends and niches	Current situation	Foreseeable risks/threats	Assessment of market opportunities		
			good	average	bad
Which market niche will my business concept fill?					
Which needs are not sufficiently fulfilled?					
To which trends is my business concept exposed?					
How might my branch develop?					
How will demand develop in line with my supply?					

3. Products/services and customer base	Current situation	Foreseeable risks/threats	Assessment of market opportunities		
			good	average	bad

3.1. Products					
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Which group of purchasers am I targeting with my product/service?					
What benefits can my customers expect from my product/service?					
Which needs are met by my product/service?					
Can I develop my product/service further or offer a new product when the former is no longer requested?					
Does my product/service correspond to the age structure, level of education and income structure/purchasing power of my potential customers?					
Why do my customers purchase my product/service?					
What innovative approach distinguishes my product/service from those of my competitors?					
How long can I keep this competitive edge with new benefits/a new service?					

3.2. Prices					
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What is the purchasing power of my potential customer base?					
What do competitors charge for my product/service?					
Can I apply lower prices than the competitors?					
What kind of payment terms do competitors apply (discounts/guarantees/campaigns, etc.)?					
What price trends can be identified?					

3.3. Market cultivation

What kind of resources do competitors used in the market (advertising/promotion/presentation)?					
What kind of additional services do they offer (repair/delivery service, guarantees, consultancy)?					
What market cultivation trends can be identified?					

3.4. Distribution

How do my competitors market their products/services (own shops/e-business/intermediate trade/agents)?					
Which factors need to be taken into account in intermediate trade (dependencies, contracts, monopolies, margins)?					
What trends can be identified in terms of distribution?					

4. Competition

	Current situation	Foreseeable risks/threats	Assessment of market opportunities		
			good	average	bad
Which products/services do my competitors market?					
Who are my five closest rivals and how to they operate?					
Who are my indirect rivals?					
Do I have one-time customers, occasional customers or regular customers?					
What are the consumption habits of my customers?					
With how many providers do I have to share the market?					
In which markets are my competitors active?					
In which phase (growth/stagnation/contraction) are my rivals at present?					
How strong are my competitors in individual markets (market share/turnover/quantities)?					
What are my competitors' strategies?					
What can I learn from my rivals?					

5. Environment and location	Current situation	Foreseeable risks/threats	Assessment of market opportunities		
			good	average	bad
Where are the geographical boundaries of my market?					
Within which area of operation can I be active?					
With which stipulations/authorization procedures/laws can my product come into conflict?					
What are the economic framework conditions like?					
What is the general economic situation like?					
Which trends and social developments influence my product/service?					

This assessment of your product or service indicates how much opportunity there is likely to be for implementing your business idea successfully in the market.

Important: It is essential that you discuss the results and findings of the market analysis with independent professionals and impartial third parties. This will minimize the risk of your interpreting facts incorrectly and drawing subjective conclusions on a purely emotional basis.