

## BUSINESS GUIDE

# Before you enter: seven questions your market study should answer

A market-entry decision needs more than a headline market size. Define the customer, the reachable opportunity and the conditions under which an entry strategy could work.

## Executive takeaways

1. Define the market boundary before estimating demand.
2. Separate observed behaviour from assumptions about adoption.
3. Compare entry options using consistent commercial criteria.

## Start with the decision

Specify the proposed offer, geography, target customers and timing. A study for a distributor may need a different evidence base from a study for a manufacturer or a digital platform. Agree who will use the findings and what would change the decision.

## Seven evidence questions

Examine demand, customer segments, competition, regulation, pricing, location and routes to market. Distinguish total addressable demand from the market the business can realistically serve and win. Document the source period, coverage and limitations of each estimate.

## Connect evidence to action

Compare alternative entry models and identify the assumptions that matter most. The output should explain the conditions for proceeding, the risks to monitor and what additional evidence is needed. A management decision note should make the trade-offs clear.

## From evidence to a decision

|                     |                    |                  |                 |
|---------------------|--------------------|------------------|-----------------|
| Define the decision | Build the evidence | Test assumptions | Compare options |
|---------------------|--------------------|------------------|-----------------|

Conceptual research framework; no quantitative results are represented.

## Scope and method

Research-design guidance based on IDER's supplied service framework; no empirical study or market forecast.

This is practical research-design guidance, not an empirical market report, client-study finding or investment recommendation.

## Citation

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## Discuss the evidence your next decision needs.

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