SDI ScienceDocs Inc.
Research • Funding • AI Strategy • Est. 2004

Market Readiness Checklist

A practical worksheet for assessing whether a technology, service, product, platform, AI solution, or university spinout opportunity has enough market clarity, evidence, and stakeholder alignment to move toward commercialization, funding, piloting, or launch.

Purpose

Use this checklist to move beyond technical promise and determine whether the market case is strong enough for further investment. The worksheet helps teams document the customer problem, buyer context, evidence, competitive alternatives, purchasing pathway, adoption barriers, pricing assumptions, and next steps.

1. Market Readiness Snapshot

Project / Product Name		**Prepared By**	
Organization / Team		**Date**	
Technology / Solution		**Commercialization Stage**	☐ Idea ☐ Validation ☐ Funding ☐ Pilot ☐ Launch ☐ Scale
Primary Market Segment		**Target Geography**	
Primary User		**Primary Buyer / Payer**	
Market Readiness Goal	☐ Decide whether to continue ☐ Prepare for funding ☐ Prepare for pilot ☐ Prepare for launch ☐ Prioritize market segment	**Decision Date**	
Main Market Question		**Current Confidence Level**	☐ Low ☐ Moderate ☐ High

2. Market Readiness Scoring Summary

Score each area from 0 to 3: 0 = not addressed, 1 = weak or mostly assumed, 2 = partially supported, 3 = well supported by evidence.

Readiness Area	0	1-2	3	Evidence / Notes
Problem urgency and customer pain	☐	☐	☐	
Target user and buyer clarity	☐	☐	☐	
Market segment definition	☐	☐	☐	
Evidence from interviews or discovery	☐	☐	☐	
Competitive alternatives and workarounds	☐	☐	☐	
Differentiation and value proposition	☐	☐	☐	
Market size and reachable opportunity	☐	☐	☐	
Purchasing pathway and budget fit	☐	☐	☐	
Regulatory, reimbursement, or policy fit if applicable	☐	☐	☐	
Adoption barriers and implementation needs	☐	☐	☐	
Next-step commercialization pathway	☐	☐	☐	

3. Problem and Customer Need

Done?	Market Readiness Item	Score	Notes / Evidence
☐	The problem is specific enough to describe in one or two sentences without relying on broad market language.	0 1 2 3	
☐	The problem affects a clearly identifiable user, customer, patient, researcher, organization, department, or operational role.	0 1 2 3	

Done?	Market Readiness Item	Score	Notes / Evidence
☐	The team can explain why the problem matters now, not only why it is scientifically or technically interesting.	0 1 2 3	
☐	The problem creates measurable cost, time burden, risk, missed revenue, compliance burden, poor outcomes, or strategic limitation.	0 1 2 3	
☐	The team has documented what users or customers currently do to manage the problem.	0 1 2 3	
☐	The problem is frequent, costly, urgent, or important enough to justify switching behavior or funding a new solution.	0 1 2 3	
☐	The team can distinguish the end user, decision-maker, buyer, payer, sponsor, influencer, and implementation owner if these roles differ.	0 1 2 3	
☐	The market need has been described from the customer perspective rather than only from the technology perspective.	0 1 2 3	

4. Market Evidence and Discovery Signals

Done?	Market Readiness Item	Score	Notes / Evidence
☐	At least 5 to 10 relevant stakeholder conversations, customer discovery interviews, or advisor discussions have been completed or planned.	0 1 2 3	
☐	Interview notes distinguish observed evidence from assumptions, enthusiasm, compliments, and speculative interest.	0 1 2 3	
☐	The team has collected examples of current workarounds, unmet needs, delays, failures, complaints, or budget pressure.	0 1 2 3	
☐	There is evidence that the target audience recognizes the problem without extensive education.	0 1 2 3	
☐	The team has identified which customer statements represent strong buying signals versus general curiosity.	0 1 2 3	
☐	Market evidence has been organized by segment, stakeholder type, geography, use case, or buying environment.	0 1 2 3	
☐	The team has identified negative evidence, objections, non-fit users, or reasons a market segment may not be attractive.	0 1 2 3	
☐	The evidence gathered is sufficient to support the next decision, even if it is not yet sufficient for launch or investment.	0 1 2 3	

5. Market Segment, Buyer, and Purchasing Pathway

Done?	Market Readiness Item	Score	Notes / Evidence
☐	The initial target segment is narrow enough to support focused messaging, validation,	0 1 2 3	

Done?	Market Readiness Item	Score	Notes / Evidence
	outreach, and pilot design.		
☐	The team has identified who experiences the problem and who controls the budget or purchasing decision.	0 1 2 3	
☐	The purchasing or adoption pathway is mapped at a practical level, including likely approval steps.	0 1 2 3	
☐	The team understands whether the solution is likely to be purchased, licensed, reimbursed, subscribed to, grant-funded, internally funded, or adopted through partnership.	0 1 2 3	
☐	Budget timing, procurement constraints, contracting issues, or institutional barriers have been considered.	0 1 2 3	
☐	The team has identified early adopters or beachhead customers who may have stronger motivation than the broader market.	0 1 2 3	
☐	The team understands whether the market is driven by operational need, scientific need, regulatory pressure, competitive pressure, cost reduction, patient/customer outcomes, or strategic differentiation.	0 1 2 3	
☐	There is a clear rationale for why this segment should be pursued before other possible segments.	0 1 2 3	

6. Alternatives, Competition, and Differentiation

Done?	Market Readiness Item	Score	Notes / Evidence
☐	The team has listed direct competitors, indirect competitors, manual workarounds, legacy systems, in-house methods, and the option to do nothing.	0 1 2 3	
☐	The team can explain why current alternatives are insufficient from the customer perspective.	0 1 2 3	
☐	Differentiation is framed in terms of customer value, not only technical novelty.	0 1 2 3	
☐	The solution has a plausible advantage related to performance, cost, speed, accuracy, usability, integration, risk reduction, workflow fit, access, or outcomes.	0 1 2 3	
☐	The team has identified whether differentiation is durable, protectable, evidence-based, partnership-based, regulatory, data-driven, or execution-based.	0 1 2 3	
☐	Competitor claims, pricing signals, market positioning, and customer segments have been reviewed at a basic level.	0 1 2 3	
☐	The value proposition can be stated in a short, customer-facing sentence.	0 1 2 3	
☐	The team has identified situations where the solution may not be better than existing alternatives.	0 1 2 3	

7. Commercial Fit, Pricing, and Market Size

Done?	Market Readiness Item	Score	Notes / Evidence
☐	The team has prepared an initial estimate of total market, serviceable market, and realistic early reachable market if appropriate.	0 1 2 3	
☐	Market size assumptions are tied to a defined segment and use case rather than broad industry totals alone.	0 1 2 3	
☐	Pricing or economic value assumptions have been drafted and linked to customer benefit.	0 1 2 3	
☐	The team has identified whether the solution supports revenue generation, cost reduction, risk reduction, compliance, productivity, funding competitiveness, or strategic advantage.	0 1 2 3	
☐	The expected sales cycle, adoption cycle, or partnership timeline has been estimated at a rough level.	0 1 2 3	
☐	The team has considered whether the opportunity is best pursued as a product, service, license, platform, consulting-enabled solution, partnership, or internal operational improvement.	0 1 2 3	
☐	Commercialization assumptions are realistic for the team's current stage, resources, evidence, and credibility.	0 1 2 3	
☐	The market opportunity is attractive enough to justify the next investment of time, funding, or development effort.	0 1 2 3	

8. Implementation, Adoption, and Risk Considerations

Done?	Market Readiness Item	Score	Notes / Evidence
☐	The team has identified what the customer must change in order to use or adopt the solution.	0 1 2 3	
☐	Workflow, data, training, integration, staffing, IT, regulatory, security, or policy dependencies have been listed.	0 1 2 3	
☐	The team has identified likely adoption barriers, including resistance, burden, trust, cost, competing priorities, or unclear ownership.	0 1 2 3	
☐	The expected implementation burden is proportionate to the value the solution provides.	0 1 2 3	
☐	The team has identified which stakeholders could block adoption even if users like the concept.	0 1 2 3	
☐	A pilot, demonstration, proof-of-concept, or early evidence plan has been considered for reducing market risk.	0 1 2 3	
☐	The team has identified claims that should not be made until stronger evidence is available.	0 1 2 3	
☐	The next market validation step is clear and achievable within the	0 1 2 3	

Done?	Market Readiness Item	Score	Notes / Evidence
	team's current resources.		

9. Market Evidence Tracker

Source / Contact	Stakeholder Type	Segment / Use Case	Evidence or Quote Summary	Signal Strength	Follow-up

10. Key Market Assumptions to Test

Assumption	Evidence Needed	How to Test	Owner	Due Date

11. Readiness Decision and Action Plan

Action / Decision Needed	Required Evidence or Input	Owner	Due Date

ScienceDocs Support

Need help applying this tool? ScienceDocs supports commercialization, change management, AI adoption, grant strategy, and operational optimization. We help teams connect market evidence, funding strategy, customer discovery, commercialization planning, and implementation decisions.