

MARKET SIZING & ACHIEVABLE OPPORTUNITY WORKSHEET

TAM → SAM → SOM FRAMEWORK

Understand the Real Size of Your Market

7 SECTIONS

MARKET SIZING

SCENARIO TOOL

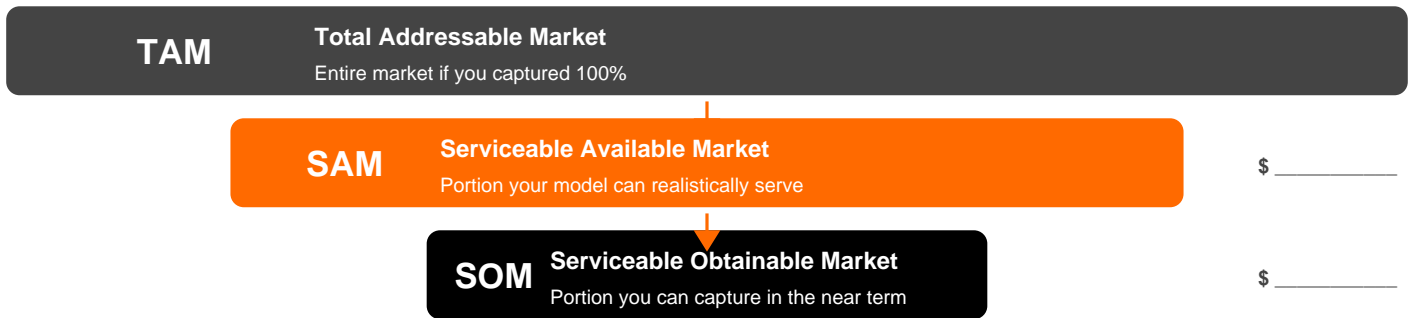
TAM

Introduction

Many founders claim large market sizes without understanding how much of that market is actually reachable. Saying 'this is a billion-dollar market' tells an investor nothing useful. What matters is how much of that market your specific business model can realistically reach — and capture.

Market sizing should answer three questions:

HOW LARGE?	What is the total size of the overall market?
HOW REACHABLE?	Which segment can your business model realistically serve?
HOW CAPTURABLE?	What portion of that segment could you realistically win?



How to use this worksheet: Work through each section in order. Be conservative with your estimates — realistic numbers are more valuable than optimistic ones. Investors always check the math.

SECTION 1

Customer Definition

Market sizing starts with a precise customer definition. Vague customer descriptions lead to vague — and meaningless — market estimates.

Who is your primary customer? Be as specific as possible.

What industry or category do they belong to?

What characteristics define this customer segment? (size, role, geography, behavior, etc.)

Where do these customers currently spend money related to this problem?

SECTION 2

Total Market Estimate (TAM)

Total Addressable Market (TAM) represents the entire market demand if your solution captured 100% of all potential customers. This is a theoretical ceiling, not a realistic target — but it establishes the outer boundary of opportunity.

Use the top-down method: identify total potential customers and average spend on this problem category. Multiply to estimate TAM.

INPUT	ESTIMATE	SOURCE / BASIS	NOTES
Total Number of Potential Customers (globally or in target region)			
Average Annual Spending per Customer on This Problem			

TAM CALCULATION

Total Customers × Avg Annual Spend = \$

Tip: Use at least two independent sources to validate your TAM estimate. Industry reports, government data, and public company filings are strong sources.

SECTION 3

Serviceable Market (SAM)

Serviceable Available Market (SAM) represents the portion of the TAM your business model can realistically serve — given your geography, channels, operational capacity, and product scope.

Apply filters to the TAM. Which customers can you actually reach and serve with your current model? Be honest about your constraints.

INPUT	ESTIMATE / FILTER	NOTES
Target Customer Segment Size (subset of TAM)		
Geographic Scope Limitation		
Channel Access Limitations		
Operational / Delivery Constraints		

SAM ESTIMATE	TAM × Reachable Fraction =	\$
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What are the biggest constraints that limit your SAM?

SECTION 4

Achievable Market Opportunity (SOM)

Serviceable Obtainable Market (SOM) represents the realistic portion of your SAM you could capture within the next 2–3 years — given your team, capital, sales capacity, and competitive position. This is your real near-term opportunity.

This is the number investors care about most. Build it from the bottom up: how many customers can you actually acquire?

INPUT	ESTIMATE / ASSUMPTION	NOTES
Realistic Market Share % (Year 1–3)		
Expected Customer Acquisition Pace (per month/quarter)		
Capacity Constraints (team, ops, tech)		
Competitive Landscape (existing alternatives)		

SOM ESTIMATE	SAM x Capture Rate =	\$
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SECTION 5

Revenue Scenario Modeling

Build three scenarios from your SOM estimate. Use your pricing and acquisition assumptions to model revenue ranges. This is the section investors will scrutinize most — make your assumptions explicit.

SCENARIO	CUSTOMERS ACQUIRED	REVENUE PER CUSTOMER	ESTIMATED ANNUAL REVENUE
Conservative Scenario		\$	= \$
Moderate Scenario		\$	= \$
Aggressive Scenario		\$	= \$

KEY INPUTS USED:

Average Revenue per Customer: \$_____ | CAC: \$_____ | Sales Cycle: _____ | Churn Rate: _____%

What assumptions drive the biggest difference between your conservative and aggressive scenarios?

SECTION 6

Market Entry Strategy

The best market entry strategies start narrow and expand deliberately. Define your beachhead segment — the smallest market you can dominate first — before planning broader expansion.

Beachhead principle: Win one narrow segment completely before expanding. A business that owns 30% of a small segment is more fundable than one that has 1% of a large one.

What initial market segment will you focus on first? Why is it the right beachhead?

Why is this segment easier to win than others? What gives you a structural advantage here?

How will you expand into adjacent segments once the beachhead is established?

SECTION 7

Market Reality Check

Before finalizing your market assessment, check these five signals. A market that scores poorly here may require a different approach — or a different market.

<input type="checkbox"/>	The market has clear and active spending today	
<input type="checkbox"/>	Customers are actively seeking solutions to this problem	
<input type="checkbox"/>	The problem has measurable economic importance to customers	
<input type="checkbox"/>	Customers have budget authority — they can actually buy	
<input type="checkbox"/>	The segment is reachable through channels you can access	

How many items did you check? What do any unchecked items reveal about this market's readiness?

Red flag: If fewer than 3 items are checked, the market may not be ready — or your model may need to change before pursuing this opportunity. Uncheck items are research priorities, not minor concerns.

Opportunity Reflection

Completing this worksheet gives you a clearer picture of what is actually achievable. Use these prompts to synthesize what you learned.

What surprised you about the achievable opportunity?

Was it larger or smaller than expected? What changed in your thinking?

Is this opportunity large enough to support your goals?

Does the SOM support the business model, team size, and capital you are planning?

What assumptions in this market estimate need validation?

Which numbers are most uncertain — and how will you confirm them?

Founder Signature

Date

Steven Mitts · Digital Startup Playbook · Premium Founder Framework

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