

- Describe the price competitiveness of your product/service.

Market potential

- Identify whether the product be sold into a commodity market or a differentiated product/service market.
- Identify the demand and usage trends of the market or market segment in which the product or service will participate.
- Examine the potential for emerging, niche or segmented market opportunities.
- Explore the opportunity and potential for a branded product.
- Assess market usage and your potential share of the market or market segment.

Access to market outlets

- Identify the potential buyers of the product/service and the associated marketing costs.
- Investigate the product/service distribution system and the costs involved.

Sales projection

- Estimate sales or usage.
- Carefully identify and assess the accuracy of the underlying assumptions in the sales projection.
- Project sales under various assumptions (i.e. selling prices, services provided, etc.).

Technical Feasibility

Facility needs

- Estimate the size and type of production facilities.
- Investigate the need for related buildings, equipment, rolling-stock, etc.

Suitability of production technology

- Investigate and compare technology providers.
- Determine reliability and competitiveness of technology (proven or unproven, state-of-the-art, etc.).
- Identify limitations or constraints of the technology.

Availability and suitability of site

Investigate access to:

- raw materials
- transportation

- labor
- production inputs (electricity, natural gas, water, etc.)
- Investigate potential emissions problems.
- Analyze other environmental impacts.
- Identify regulatory requirements.
- Explore economic development incentives.

Raw materials

- Estimate the amount of raw materials needed.
- Investigate the current and future availability and access to raw materials.
- Assess the quality and cost of raw materials.

Other inputs

- Investigate the availability of labor including wage rates, skill level, etc.
- Assess the potential to access and attract qualified management personnel.

Financial/Economic Feasibility

Estimate the total capital requirements

- Assess the “seed capital” needs of the business project during the investigation process and start-up, and how these needs will be met.
- Estimate capital requirements for facilities, equipment and inventories.
- Estimate working capital needs.
- Estimate start-up capital needs until revenues are realized at full capacity.
- Estimate contingency capital needs due to construction delays, technology malfunction, market access delays, etc.
- Estimate other capital needs.

Estimate equity and credit needs

- Estimate equity needs.
- Identify alternative equity sources and capital availability – family, producers, local investors, angel investors, venture capitalists, etc.
- Estimate credit needs.
- Identify and assess alternative credit sources -

banks, government (i.e. direct loans or loan guarantees), grants and local and state economic development incentives.

Budget expected costs and returns of various alternatives

- Estimate the expected revenue, costs, profit margin and expected net profit.
- Estimate the sales or usage needed to break-even.
- Estimate the returns under various production, price and sales levels. This may involve identifying “best case”, “typical”, and “worst case” scenarios or more sophisticated analysis like a Monte Carlo simulation.
- Assess the reliability of the underlying assumptions of the analysis (prices, production, efficiencies, market access, market penetration, etc.)
- Benchmark against industry averages and/or competitors (cost, margin, profits, ROI, etc.).
- Identify limitations or constraints of the economic analysis.
- Calculate expected cash flows during the start-up period and when the business reaches capacity.
- Prepare pro forma income statement, balance sheet, and other statements of when the business is fully operating.

Organizational/Managerial Feasibility

Business structure

- Identify the proposed legal structure of the business.
- Outline the staffing and governance structure of the business along with lines of authority and decision making structure.
- Identify any potential joint venture partners, alliances or other important stakeholders.
- Identify the availability of skilled and experienced business managers.
- Identify the availability of consultants and service providers with the skills needed to realize the proj-

ect, including legal, accounting, industry experts, etc.

Business founders

- Character matters - are the people involved of outstanding character?
- Do the founders have the “fire in the belly” required to take the project to completion?
- Do the founders have the skills and ability to complete the project?
- What key individuals will lead the project?
- Is there a reward system for the founders? Is it based on business performance?
- Have the founders organized other successful businesses?

Study Conclusions

- Identify and describe alternative business scenarios and models.
- Compare and contrast scenarios based on goals of the producer group.
- Outline criteria for decision making among alternatives.

Next Step

After the feasibility study has been completed and presented to the leaders of the project, they should carefully study and analysis the conclusions and underlying assumptions. Next, the leaders will be faced with deciding which course of action to pursue.

Potential courses of action include:

- Choosing the most viable business scenario or model, developing a business plan and proceeding with creating and operating a business.
- Identifying additional scenarios for further study.
- Deciding that a viable business opportunity is not available and moving to end the business investigation process.
- Following another course of action.

... and justice for all

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