



BRAHMWORKS

Design.Manufacture.Innovation.

Hardware Founder Playbook

Market validation, MVP scope, and pitch worksheets for hardware founders

2026

Bangalore · Hardware product design & engineering

brahmworks.com/for-founders

00 How to use this playbook

Fill the worksheets in order. Transfer insights into the pitch outline. Bring a completed MVP scope when you talk to BrahmWorks.

1 Map the business

Complete the Business Model Canvas and Value Proposition Canvas. Keep Value Prop honest: name the physical job software alone cannot finish.

2 Know the buyer

Write one persona and walk a day in their life. Name the room or site where the device is used — factory, clinic, field, or home.

3 Choose the market

Segment, score opportunities, and pick primary / secondary / later. Do not chase every vertical at once.

4 Talk to customers

Run discovery meetings. Capture what they do today, what failed, and a quote in their words. Summarise must-haves vs nice-to-haves.

5 Scope the hardware MVP

Use the BrahmWorks method: one job, one decision, real environment, in/out of scope, stand-ins labelled, safety you will not fake.

6 Pitch and next step

Fill the pitch outline from the worksheets. Bring the MVP scope to brahmworks.com/contact — Explore, Design, Prove, Engineer, Build.

Worksheets stay blank on purpose. Do not paste pitch-deck fluff. Write what a real user would say, in the place the device lives.

01 Business Model Canvas

Map partners, activities, resources, value, relationships, channels, segments, costs, and revenue.

VENTURE / PRODUCT NAME

KEY PARTNERS

KEY ACTIVITIES

KEY RESOURCES

VALUE PROPOSITIONS

What physical job does the product finish that software alone cannot?

CUSTOMER RELATIONSHIPS

CHANNELS

CUSTOMER SEGMENTS

COST STRUCTURE

BOM, tooling, certification, support, COGS

REVENUE STREAMS

Unit sale, lease, service, consumables, licensing

02 Value Proposition Canvas

Left: what you offer. Right: the customer. Match pain relievers and gain creators to real pains and gains.

VALUE MAP

PRODUCTS & SERVICES

List the physical product, accessories, and service wraps.

PAIN RELIEVERS

Which pains does the hardware remove or reduce?

GAIN CREATORS

Which gains does it create that software or status quo cannot?

CUSTOMER PROFILE

CUSTOMER JOBS

Functional, social, and emotional jobs to be done.

PAINS

Obstacles, risks, and annoyances in today's workaround.

GAINS

Outcomes and benefits the customer wants.

03 Buyer Persona / Day in the Life

Name the person and the room or site where the device is used.

PERSONA NAME e.g. Priya, shift supervisor	ROLE Title and decision power	ENVIRONMENT Name the room or site — factory / clinic / field / home

THINK & FEEL
Worries, aspirations, unspoken needs

SEE
What they observe at the site

HEAR
Colleagues, bosses, vendors, regulations

SAY & DO
Public behaviour and today's workaround

PAINS
Frictions, risks, failed tools

GAINS
Outcomes they would pay for

04 Market Segmentation

List candidate sectors. Then write one Sweet Spot line — where pain, willingness to pay, and your capability meet.

SECTOR	SUB-SECTOR	SIZE (UNITS / ₹)	GEOGRAPHY

SWEET SPOT

One sentence: which sector + geography + buyer you will win first, and why the hardware fits there.

05 Ideal Customer

Four criteria that make a customer ideal for your hardware — and why each matters.

01 CRITERION 1

WHY IT MATTERS

02 CRITERION 2

WHY IT MATTERS

03 CRITERION 3

WHY IT MATTERS

04 CRITERION 4

WHY IT MATTERS

06

Business Hypothesis

State the bet. Name the riskiest assumption about the hardware — the one that kills the venture if false.

MARKET TYPE

Circle or write one: new market · existing market · resegmented market

HYPOTHESIS STATEMENT

We believe [buyer] will [pay / adopt] [product] for [job] because [reason].

RISKIEST ASSUMPTION ABOUT THE HARDWARE

e.g. Users will trust a sensor reading enough to change a shift procedure; the enclosure survives the washdown cycle.

07

Customer Discovery Notes

One meeting per copy of this page (duplicate as needed). Capture workaround, failure, quote, open question.

CUSTOMER NAME	MEETING DATE

WHAT THEY DO TODAY (WORKAROUND)

Tools, people, and hacks they use without your product

WHAT FAILED

Where the workaround breaks — time, cost, safety, trust

QUOTE (THEIR WORDS)

One sentence you can read aloud in a pitch

OPEN QUESTION

What you still need to learn from the next meeting

08 Discovery Findings

Synthesise across meetings. Separate must-have physical requirements from nice-to-haves you will defer.

KEY FINDINGS

Patterns across interviews — not individual anecdotes

MUST-HAVE PHYSICAL REQUIREMENTS

Sensors, IP rating, form factor, power, materials you cannot cut

NICE-TO-HAVES TO DEFER

Preferences that do not change the continue / narrow / stop decision

09 Opportunity Assessment

Score each factor 1–5 (5 = favourable for you). Hardware-specific: willingness to pay, regulation, manufacturing, sales cycle, competition.

MARKET NAME

FACTOR	SCORE 1–5
Willingness to pay for hardware	
Regulatory burden (lower = easier)	
Manufacturing readiness	
Sales cycle length (higher = shorter)	
Competitive intensity (higher = less crowded)	

NOTES

10

Prioritize Markets

Pick one primary. Secondary is a backup, not a parallel build. Later means deliberately deferred.

PRIMARY

MARKET NAME

WHY

SECONDARY

MARKET NAME

WHY

LATER

MARKET NAME

WHY

11 Hardware MVP Scope

BrahmWorks method: one job, one decision, real environment. Cut preferences. Do not fake safety or the measurement the job needs.

JOB IN ONE SENTENCE (USER'S WORDS)

e.g. The closer knows the fridge was too warm — without a laptop

DECISION THIS BUILD MUST CHANGE

Continue / narrow / stop — and what would make you stop

REAL ENVIRONMENT TO TEST IN

The room or site, including the condition that makes the job real

IN SCOPE (MUST BUILD)

Mechanism the job needs — sensors, enclosure class, alert the user will notice

OUT OF SCOPE (PREFERENCES DEFERRED)

Second colour, cloud history, custom mould, multi-site — later

STAND-INS ALLOWED (AND CONCLUSIONS THEY FORBID)

Printed case, spreadsheet log — label what each cannot prove

SAFETY / COMPLIANCE YOU WILL NOT FAKE

Food contact, mains, IP rating, biocomp — or narrow the job

SUCCESS SIGNAL AFTER REAL USE

What a non-founder user does differently after the trial

12 Competitive Landscape

Place competitors and your product on two axes. Default: Feature richness vs Performance (or Cost vs Capability).

X-AXIS LABEL

Y-AXIS LABEL

YOUR PRODUCT

COMPETITOR 1

COMPETITOR 2

COMPETITOR 3

COMPETITOR 4

Sketch positions by hand or note below

→ Y

→ X

NOTES

13 Market Size

TAM / SAM / SOM with units × price. Be explicit about geography and year. Hardware: count devices, not only software seats.

TAM — Total Addressable Market

All who could buy this class of hardware

UNITS / YEAR		PRICE / UNIT		TOTAL
	×		=	

SAM — Serviceable Addressable Market

Segment + geography you can reach

UNITS / YEAR		PRICE / UNIT		TOTAL
	×		=	

SOM — Serviceable Obtainable Market

Realistic share in 2–3 years

UNITS / YEAR		PRICE / UNIT		TOTAL
	×		=	

NOTES / SOURCES

14 Path to First 10 Customers

Name where leads come from, what you offer first, and the stages from interest to paid use.

LEAD SOURCES

Industry associations, OEMs, clinics, distributors, warm intros, pilots via BrahmWorks network

FIRST OFFER

Pilot · paid prototype · design partner · LOI with deposit — pick one primary offer

CONVERSION STAGES

e.g. Intro → site visit → scoped pilot → paid unit → reference

15 Pitch Outline

Short fields only. Pull answers from earlier worksheets — do not invent a new story here.

VENTURE / PRODUCT NAME

PROBLEM

SOLUTION

WHY HARDWARE

BUSINESS MODEL

SPECIAL SAUCE / IP

GO-TO-MARKET

COMPETITION

TRACTION & TIMELINE

THE ASK

16 Next steps with BrahmWorks

Bring a completed MVP scope. You do not need a finished design — you need a clear job and an honest decision.

COMPANY / PROJECT NAME

Explore

Understand the vision, challenge assumptions, investigate opportunities.

Design

Turn possibilities into concepts, forms, and technical architectures.

Prove

Research, experiment, prototype, and validate critical assumptions.

Engineer

Mechanical, electronics, embedded, software, and systems — together.

Build

Refine, test, and prepare the product for manufacturing and the real world.

Before you pitch

- ☐ Venture / product name filled on canvas and pitch pages
- ☐ Persona names the room or site of use
- ☐ MVP scope: job, decision, in/out, stand-ins, safety
- ☐ Riskiest hardware assumption written
- ☐ Primary market chosen (not five)

Ready?

Pitch your idea at

brahmworks.com/contact

No finished deck required.
A clear job and MVP scope is enough
to start Explore.