Customer Readiness Level – CRL
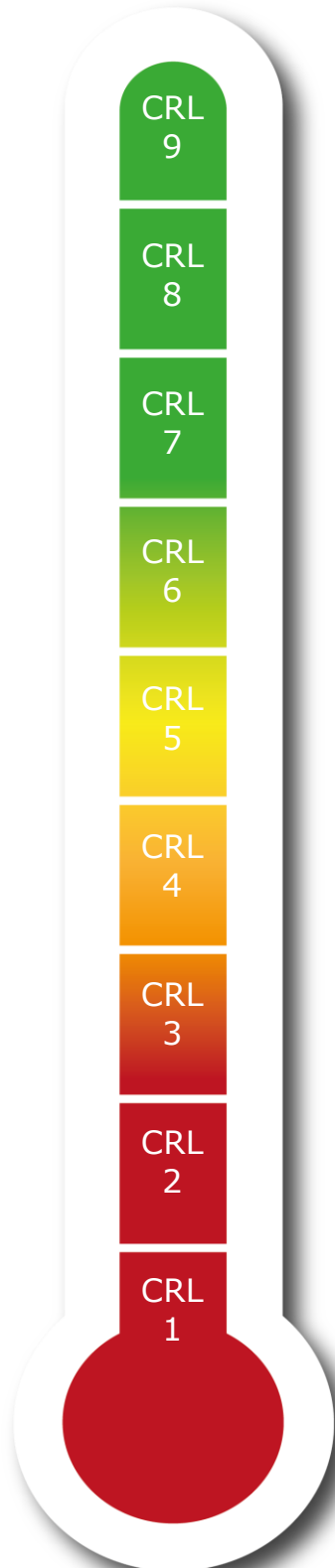
CRL 9 — Widespread product sales that scale.

CRL 8 — First products sold and increased structured sales efforts.

CRL 7 — Customers in extended product testing or first test sales

CRL 6 — Benefits of the product confirmed through partnerships or first customer testing.

CRL 5 — Established interest for product and relations with target customers.

CRL 4 — Confirmed problem/needs from several customers or users
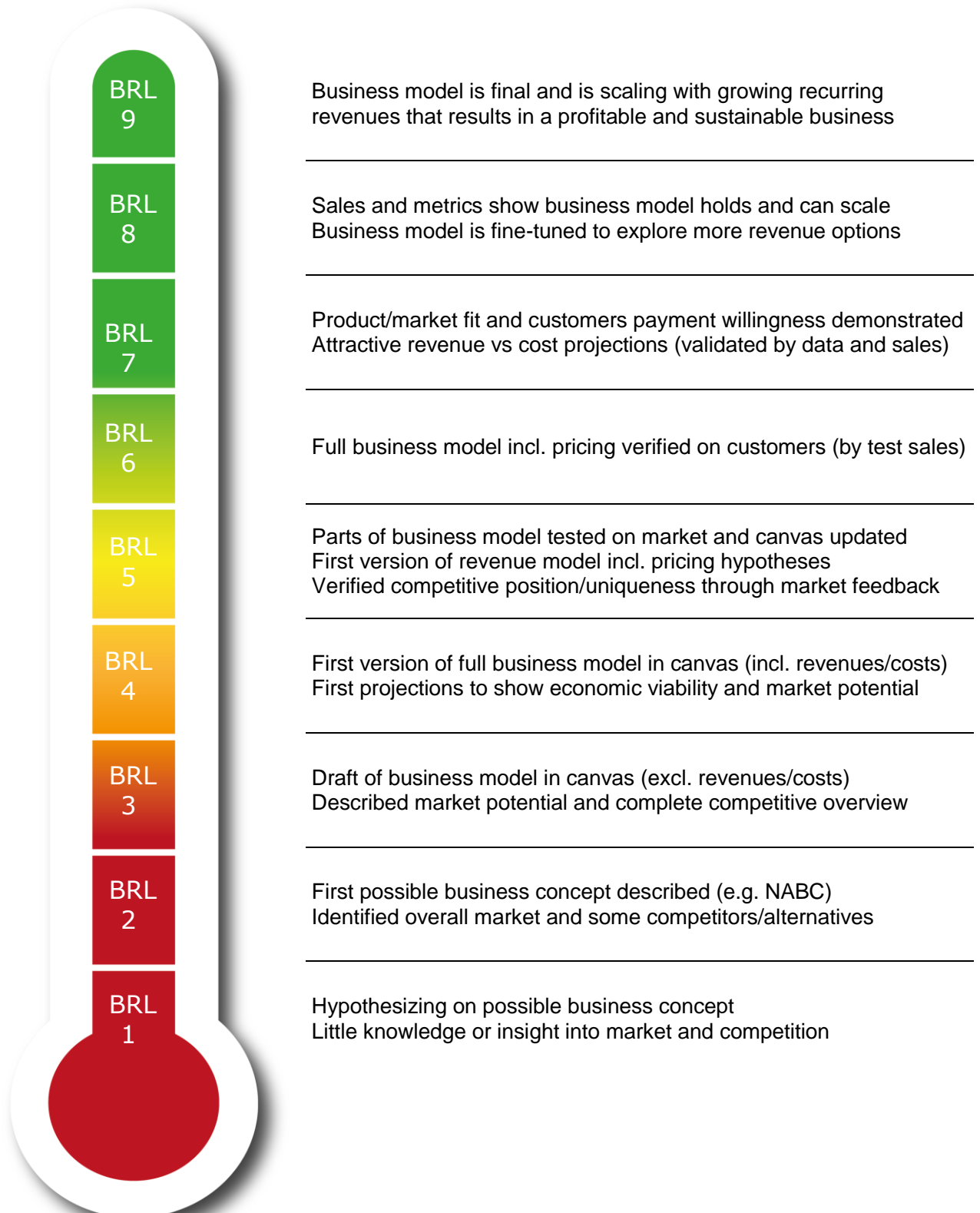
CRL 3 — First market feedback established.

CRL 2 — Identified specific needs in market.

**CRL 1** — Hypothesizing on possible needs in market.

Level	Description
9	- Widespread product deployment, sales to several customers in a repeatable and scalable way. - Customer creation- company focuses on execution with growth of sales and efforts to build user/customer demand etc.
8	- Customer qualifications are complete and initial products are sold to a few customers. - Payment willingness confirmed from sufficient % of customers (product-market fit validated). - The real buyers/economic decision makers are identified. - Business development and sales mature and adapt to support larger scale sales efforts (e.g. clear sales process/organization, CRM systems etc)
7	- Customer agreements in place- first sales and/or test sales of product versions take place (customer validation to show initial product-market fit). - Customers and relevant stakeholders engaged in product qualifications/extended testing. - Ramp up of business development and sales efforts according to sales process and roadmap.
6	- Testing of product by customers/users where the value and benefits of the product is confirmed (validated problem-solution fit). - Partnerships formed with key stakeholders in value chain (e.g. partners, pilot customers). - Initiated structured business development/sales activities. First sales process/roadmap defined
5	- General interest from customers/users for the product where the possible product/solution (core features) is confirmed to solve customers' problems (i.e. initial problem-solution fit) - Existing contacts strengthened and/or more contacts established with additional customers. Deeper understanding of the market is achieved. Target customers are identified - Established relationships with potential target customers, users or partners e.g. providing input on requirements and initial prototypes (e.g. resulting in updated product hypothesis). - Defined who the target customers/segments are to be focused on as entry/first customers.
4	- Contacts and feedback are established with several possible customers/users. Numbers are typically limited but depend on B2B/B2C and market structure (e.g. 5-10 in B2B, if market is concentrated 2-5 market leading customers, in B2C higher e.g. 10-20). - The problem and need (and its importance) is confirmed from multiple customers/users - Customer segmentation in place, knowledge of customers/users has increased level of details - A primary product hypothesis is defined, possibly based on feedback.
3	- Initiated customer discovery with feedback from primary market research i.e. direct contacts e.g. a few possible users/customers or persons with industry/market knowledge (experts) - A more developed understanding of possible customers and possible customer segments - A more clear problem hypotheses
2	- Some market research is performed, typically derived from secondary sources. - Brief familiarity with the market, possible customers and their problems/needs. - There is a more clear and more specific problem/need description - Product/solution ideas may exist, but are not clear and typically speculative and unvalidated
1	- Thinking (yourself) that a possible need/problem or opportunity might exist in a market. - No clear hypotheses on who customers are and what problems are etc. If hypothesis exist they are unclear, speculative and there is no proof or analysis to support assumptions. - Limited or non-existing knowledge of the market and customers/users (who they are etc)

Business Readiness Level – BRL

BRL 9 — Business model is final and is scaling with growing recurring revenues that results in a profitable and sustainable business

BRL 8 — Sales and metrics show business model holds and can scale
Business model is fine-tuned to explore more revenue options

BRL 7 — Product/market fit and customers payment willingness demonstrated
Attractive revenue vs cost projections (validated by data and sales)

BRL 6 — Full business model incl. pricing verified on customers (by test sales)

BRL 5 — Parts of business model tested on market and canvas updated
First version of revenue model incl. pricing hypotheses
Verified competitive position/uniqueness through market feedback

BRL 4 — First version of full business model in canvas (incl. revenues/costs)
First projections to show economic viability and market potential

BRL 3 — Draft of business model in canvas (excl. revenues/costs)
Described market potential and complete competitive overview

BRL 2 — First possible business concept described (e.g. NABC)
Identified overall market and some competitors/alternatives

BRL 1 — Hypothesizing on possible business concept
Little knowledge or insight into market and competition

Level	Description
9	- Business model is final and business is scaling with growing and recurring revenues. - The business scales by growing in new markets, new geographies, new segments etc. - There is a working business which is profitable and sustainable over time.
8	- Sales and other metrics show the business model holds and is profitable e.g. customer acquisition is not costing too much. - The business model shows it can scale (potentially globally). Sales channels and supply chain are fully in place. - Business model is set but is continuously fine-tuned to explore more revenue options.
7	- There is product/market fit meaning you can demonstrate significant customer interest and use of products and sales where customers show clear payment willingness. - Attractive revenue vs cost projections (being validated by sales and data) implying a sustainable/ attractive business could be built. - Preparations for scaling business with suppliers, sales channels etc (incl. agreements).
6	- A complete business model incl. the pricing is tested vs. customers by test sales or similar. - The revenue model incl. pricing is updated and refined based on customer feedback. - First more complete projections on revenue/costs (profit and loss projections or similar) with more details and well-grounded assumptions/data (e.g. 1-3 years horizon)
5	- The business model (at least parts of it) is tested against customers for verifying hypotheses. - The business model is updated and refined to new version based on customer feedback - There is a first version of a more detailed revenue model incl. pricing hypotheses (what revenue streams are there, from what, when, how and what prices are possible?) - The competitive position and differentiation is verified by market feedback.
4	- There is a full business model in canvas format incl. details on possible revenues/costs. - First economic projections with numbers to show the market potential and economic viability (bottom-up calculations based on projections/guesstimates on volumes, prices etc) - Assessed feasible Share Of Market based on e.g. barriers to entry incl. competition - Made a competitive analysis on your position and uniqueness/differentiation vs them.
3	- There is draft of the business model in a canvas format (business model canvas/lean canvas) but typically without the revenues/cost parts and details of these. - The market description is getting more highly resolved with more specific market applications and segments being identified. Target applications identified. - The market potential and the market size is quantified with TAM and SAM-Segmented/Served Available/Addressable Market (everyone you have decided/can reach) - A more complete competitor overview with direct/indirect competitors and alternatives
2	- Described the proposed business concept in some structured form e.g. NABC - One or several markets or applications are identified and described on overall level e.g. user numbers, TAM- Total Available or Addressable Market (everyone you wish to reach) - Some competitors and/or alternatives are identified and listed
1	- Vague and unspecific description of the potential business idea or business concept - Little insight into the market and its potential/size-hypothesizing on possible applications - Little knowledge or insight into competition and alternative solutions

Team Readiness Level – TMRL
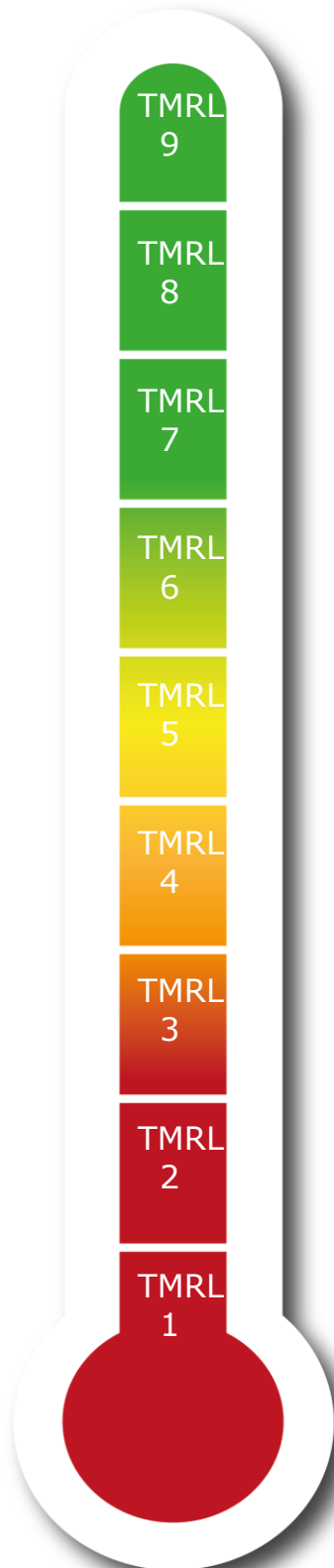
| Level	Description
TMRL 9	High performing, well-structured team and organization that is maintained and performs over time.
TMRL 8	Management and CEO in place. Professional use of board/advisors. Activated plan and recruitment for building long term team.
TMRL 7	Team and culture is fully in place and proactively developed. Updated plan for building necessary team on longer term.
TMRL 6	Complementary, diverse and committed team with all necessary competencies/resources incl. both business and tech.
TMRL 5	Initial founding team with main needed competencies. Team agrees on ownership and roles and has aligned goals
TMRL 4	A champion is present. Several needed competencies in place. Initiated plan for recruiting or securing additional key resources.
TMRL 3	A few of necessary competencies/resources are present. Defined needed competencies/resources (and plan for finding).
TMRL 2	Insight and first idea on necessary competencies or external resources (e.g. partners).
TMRL 1	Little insight into the need for a team (typically an individual) Lack of necessary competencies/resources.

Level	Description
TMRL 9	- The team is high performing and well-functioning (cooperation, social environment etc). - The team is motivated, coached and rewarded to reach goals. Team-building is active. - Strong culture, a clear and functional structure (organization, roles etc) exists with processes etc. - The team is maintained and developed and performs over time - Personnel is developed and trained professionally according to a more long term strategic plan.
8	- There is a clear leadership and management. CEO in place with relevant business experience. - There is a competent board which is professionally used. Relevant advisors are in place and used. - Necessary recruitments according to longer term plan are ongoing to ascertain competencies - The team is properly motivated and rewarded so everyone performs at their max.
7	- Culture is formed and used to develop and support the team and company development - The team is well aligned with shared goals/vision and the team is well functioning with clear roles - The team is proactively developing their skills, cooperation etc. and there is a plan for this. - Some additional recruitment needs might exist. e.g. a new CEO or key technical personnel - There is a plan for necessary recruitments and needed resources over longer term (~2 yrs)
6	- Complementary team in place with technology and business as well as team diversity. - Committed team where everyone is feeling responsibility and accountability. - All key competencies necessary for the near term are present. - Advisors (e.g. advisory board) and/or board members are considered and recruited. - Low dependency on a single individual for specific key skill or expertise - Awareness of risks to team performance (internal conflicts, politics, conflicting agendas/priorities) - Initial recruitment and other activities for securing competence/resources completed successfully.
5	- An initial founding team working together and all spending significant time. The founding team jointly having main needed competencies - Additional team aspects e.g. background and diversity are considered (e.g. balance male/female) - Recruitment or network activities to ascertain additional persons/resources are progressing - The team has agreed on their respective shares (signed agreement). Ownership is balanced and incentivizing and reflects historical and future commitment and contribution. - The team is aligned with clarified roles, shared goals and clear commitment (e.g. time spent)
4	- A champion (driver and committed to take the project forward) is present in the team - Several, but not all, competencies necessary are present, typically multiple individuals in team. - A plan is in place and initiated to recruit persons with defined needed skills (described e.g. in a requirement profile). Activities initiated for ascertaining key resources in e.g. partnerships. - The team has started discussions on ownership as well as roles and commitment going forward
3	- A few of the necessary competencies/resources are present. One or several individuals that possess some, but not all, of necessary competencies/resources. - The existing and needed competencies/resources have been defined and gaps to fill identified. - An initial "Team plan" is put in place for what is most needed near term (<1 year) and how to find these prioritized competencies
2	- Some insight that additional necessary competencies and/or resources (e.g. partners) are needed - First idea on what additional persons, competencies and resources that could be needed - Limited competencies present- typically an individual.
1	- Little insight into needed/necessary competencies (knowledge, skills) and other needed resources (e.g. partners, service providers etc) - Typically an individual lacking the necessary skills in key areas such as technology, business etc. - No consideration or interest to build a team with additional and complementary skills

Sustanability Readiness Level – SRL
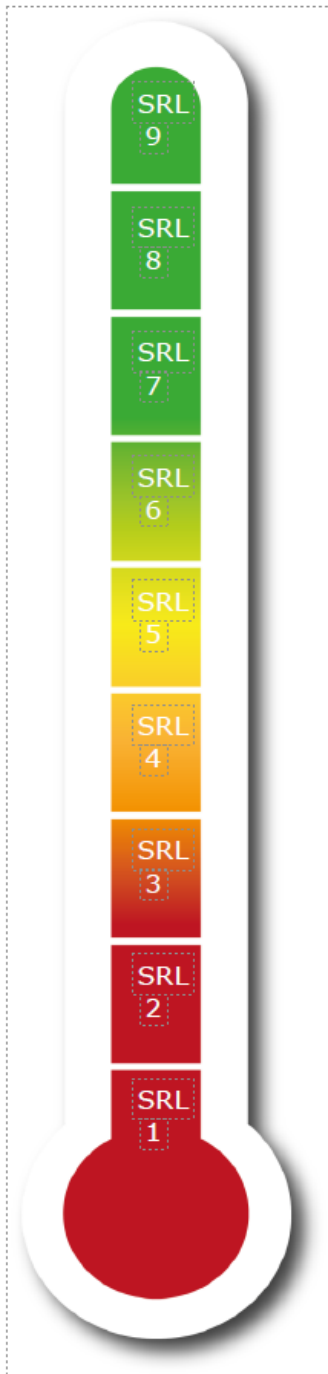
SRL 9. Proven sustainable effect – optimized contribution to sustainable development making money in a sustainable way.

SRL 8. Relevant verification of the sustainability approach.

SRL 7. Reporting and communication according to relevant framework, goals and KPI`s.

SRL 6. Stakeholder dialogue to validate analysis and strategy.

SRL 5. Sustainability strategy including strategic goals or KPI:s and distributed responsibility.

SRL4. Impact Analysis according to the relevant international guideline including UN SDG:s.

SRL 3. Identification of relevant sustainability issues.

SRL 2. Recognizing sustainability as a critical business issue.

SRL 1. Awareness of sustainablily in relation to the business idea.

SRL 1	**None or very low awareness of how sustainability affects the planned business**	- None or little knowledge of Agenda 2030 and sustainable development. - None or little insight into the benefits of creating a sustainable business model. - None or vague idea of how sustainability could be integrated to solve the problem that the proposed business and operations should address. *Example method: control of awareness level through questions / interviews.*
SRL 2	**A vague awareness of how sustainability affects the planned business**	- Some insight into the benefits of creating a sustainable business model. - Hypothesis about both positive and negative social and environmental impacts of the proposed product, business concept and activities for stakeholders (customers, users, society, nature, etc) *Example of method: use Agenda 2030 as an "assessment tool"*
SRL 3	**High level of awareness of value creation and the need for sustainability to be integrated into the business idea / business model.**	- The team's competences in sustainability as well as the company's business approach are mapped out. - A draft of "Why" mission that describes a direction/what the company wants to achieve in terms of sustainability. - A draft sustainable business model and a sustainable offer (value proposition) are evaluated in relation to the market and identified competitors offerings. - A first customer verification of the hypothesis of both positive and negative social and environmental impact of the proposed product, business concept and activities for stakeholders (customers, users, society, nature, etc) has been carried out. *Example of method: Basic Wkshp/training in Agenda 2030 (how the entrepreneur contributes to the SDGs. Use sustainability canvas to design the business. Communicate in the pitch deck)*
SRL 4	**Business concept with embedded sustainability hypothesis is tested/validated against potential customers/users**	- A first stakeholder & supplier verification of the hypothesis of both positive and negative social and environmental impact of the proposed product, business concept and activities for stakeholders (customers, users, society, nature, etc) has been carried out in the proposed ecosystem. - Storytelling about sustainability and Agenda 2030 are linked to the business concept and can be communicated to stakeholders. *Example of method: Sustainability integrated into customer surveys.*
SRL 5	**Sustainability is embedded in the business model.**	- Relevant areas of sustainability are identified and prioritized. - Business opportunities and risks with sustainability work are identified. - Objectives, possible metrics (internal & external) and actions for sustainability work are developed and integrated into the business plans (strategy, action plan, map, roadmap) - A first draft of the economic, social and ecological outputs/outcomes are stated and tested against potential customers and partners. *Example of method: use the tool Sustainability Scale-up*
SRL 6	**Sustainability is rooted in the entire team and is ingrained into the entire business.**	- Objectives, possible metrics (internal & external) and actions for sustainability work are validated in the business's plans (strategy, action plan, map, roadmap) - Deeper insights into the consequences for customers / users of the benefits and the values.

		- Deeper insights into the possible negative consequences for customers / users of the offer.Sustainability-related KPIs relevant to customer value (reducing risks / increasing positive effects) that the offer creates are set into action *Example of KPI:s: (* here we need examples that guide ink / the companies).*
SRL 7	**Monitoring, reporting and communication on sustainability outcomes and impact are implemented.**	- There is transparent communication regarding sustainability information that might be of value for customers in making purchase decisions. - For relevant companies - a baseline measurement for impact is determined. - A list of requirements for suppliers ex. Code of conduct is documented and validated. - A routine for reporting sustainability work is integrated into the business' follow-up activities. - Business "sanity check" is updated and done - both for costs / revenues related to sustainability work – to check that the positive contribution is bigger than the negative impact. *Example of tools: (* Here we need examples of tools)*
SRL 8	**The business model and operations are fine-tuned based on monitoring and evaluation using sustainability metrics in order to prepare for scaling/growth.**	- There is a plan to integrate relevant standards for the long-term development and credibility of the business. (Ex. ISO 14001, 9001, 26000 or other standards) - Sales and other metrics show the business model is viable and sustainable e.g. in relation to customer acquisition costs. - There is transparent communication regarding sustainability impact information (positive and negative) that might be of value for stakeholders in their relation to the business model (eg. environmental impact, social impact) - Consideration has been taken to handle end of use stages for the product or service by a circular business model.
SRL 9	**The sustainability strategy contributes to competitiveness and revenue growth and makes a proven contribution to relevant parts of the UN's sustainable development goals**	- The company's sustainability work has both clear and measurable benefits. The positive effects outweigh the negative ones. - The system effects (outputs and outcomes) of the sustainability work are clearly defined and can be communicated. - The business has embraced sustainability opportunities and risks in the overall business and are a part of the company culture. - The company's suppliers and partners are selected from a sustainability perspective.