Commercialization Readiness Scorecard

Use this scorecard to assess whether a technology, product concept, research output, university spinout, or early-stage company is ready for deeper commercialization work, funding pursuit, pilot planning, licensing, investor outreach, or market launch. The goal is not to prove that an idea is perfect; the goal is to identify the strongest next step and the gaps that should be addressed before committing more time and resources.

Company / Team	Technology or Product	Primary Market / Use Case	Prepared By / Date

1. Scorecard Instructions

For each readiness indicator, select the score that best reflects the current state of the idea, technology, or venture. Use evidence-based judgment wherever possible. A low score is not a failure; it simply indicates where additional discovery, validation, planning, or support may be needed.

Score	Meaning	How to Interpret
1	Not yet defined	The area is unclear, undocumented, untested, or based mostly on assumptions.
2	Early / preliminary	Some thinking or informal evidence exists, but major gaps remain.
3	Developing	A reasonable foundation exists, but further validation or planning is needed.
4	Strong	The area is supported by credible evidence, documentation, or stakeholder feedback.
5	Commercialization-ready	The area is well-supported and ready to inform funding, partnering, licensing, pilot, or launch decisions.

2. Quick Readiness Snapshot

Readiness Area	Score	Immediate Concern / Gap
Problem / unmet need	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Target users, buyers, or beneficiaries	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Scientific / technical basis	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Differentiation / competitive position	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	

Commercial model and value proposition	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Regulatory, evidence, or adoption pathway	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Funding, team, and implementation capacity	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	

3. Problem, Need, and Use Case Clarity

Readiness Indicator	Score	Evidence / Notes / Gaps
The problem is specific, urgent, and clearly framed from the user or customer perspective.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The team can identify who experiences the problem and who is motivated to solve or pay for it.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The current consequences of the problem are measurable or clearly describable.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Current alternatives, workarounds, or competing solutions are understood.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The proposed solution is connected to a clear use case, workflow, decision, or operational need.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	

4. Market, Customer, and Stakeholder Evidence

Readiness Indicator	Score	Evidence / Notes / Gaps
Target users, buyers, payers, partners, or adopters have been segmented and prioritized.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Customer or stakeholder interviews have produced credible, non-leading evidence of need.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The team has early evidence of willingness to adopt, pay, pilot, license, refer, or partner.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Market size, market access, or addressable niche assumptions have been documented.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Stakeholder objections, adoption barriers, and decision criteria have been captured.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	

5. Technology, Product, and Development Maturity

Readiness Indicator	Score	Evidence / Notes / Gaps
The scientific or technical basis is credible and tied to a practical product or service concept.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Technical feasibility has been demonstrated through data, prototype work, proof of concept, or prior studies.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Remaining technical risks are known and can be converted into milestones or experiments.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The core product requirements, performance targets, or success criteria are defined.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The team understands what must be built, validated, or de-risked before pilot or launch.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	

6. Differentiation, IP, and Competitive Position

Readiness Indicator	Score	Evidence / Notes / Gaps
The team can explain how the solution differs from existing products, services, technologies, or workflows.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The competitive landscape has been reviewed at an appropriate early level.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Potential IP, trade secret, licensing, data, or know-how advantages have been identified.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Freedom-to-operate, licensing, ownership, or university technology transfer issues have been flagged.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The differentiation claim is meaningful to customers, not just scientifically interesting.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	

7. Commercial Model, Funding Fit, and Business Logic

Readiness Indicator	Score	Evidence / Notes / Gaps
The team has a plausible path to revenue, licensing, service delivery, grant funding, or strategic partnership.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The value proposition connects to economic, operational, scientific, clinical, regulatory, or strategic benefit.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The expected customer, buyer, payer, partner, or funder has been identified.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
A near-term funding pathway, such as SBIR/STTR, foundation support, investor funding, or partner funding, is plausible.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The team can describe the next commercialization milestone that funding would help achieve.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	

8. Evidence, Regulatory, Reimbursement, and Adoption Pathway

Readiness Indicator	Score	Evidence / Notes / Gaps
The type of evidence needed for adoption, purchasing, licensing, regulatory review, or investor confidence is understood.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Regulatory or compliance assumptions have been identified if relevant.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Reimbursement, procurement, payor, or institutional approval assumptions have been identified if relevant.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The team understands the real-world setting where the solution would be implemented or adopted.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Risks related to trust, training, workflow change, data, privacy, safety, or governance have been considered.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	

9. Team, Resources, and Execution Capacity

Readiness Indicator	Score	Evidence / Notes / Gaps
The team has the technical, scientific, clinical, operational, or business expertise needed for the next stage.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Key missing capabilities, advisors, consultants, partners, or vendors have been identified.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
Responsibilities and decision-making authority are clear enough to support forward progress.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
The team has access to the data, facilities, collaborators, users, or test environments needed for next steps.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	
A practical 30- to 90-day action plan can be developed from the scorecard findings.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5	

10. Scoring Summary and Interpretation

Domain	Average Score	Interpretation / Main Gap
Problem, need, and use case clarity		
Market, customer, and stakeholder evidence		
Technology, product, and development maturity		
Differentiation, IP, and competitive position		
Commercial model, funding fit, and business logic		
Evidence, regulatory, reimbursement, and adoption pathway		
Team, resources, and execution capacity		
Overall Readiness Average		
Overall Average	**Readiness Stage**	**Suggested Focus**
1.0 - 1.9	Concept exploration	Define the problem, users, assumptions, and technical basis before making major commitments.
2.0 - 2.9	Early commercialization discovery	Prioritize customer discovery, market evidence, competitive review, and feasibility planning.
3.0 - 3.7	Developing readiness	A commercialization path is forming; convert gaps into milestones and targeted evidence-building work.
3.8 - 4.4	Strong readiness	The team may be ready for SBIR/STTR, licensing, pilot design,

		investor conversations, or partner outreach.
4.5 - 5.0	Advanced readiness	Focus on execution, evidence quality, launch planning, adoption, scaling, and partner alignment.

11. Key Assumptions to Test Next

Assumption	Why It Matters	How to Test It	Owner	Due Date
Customer / user need assumption				
Buyer / payer / funder assumption				
Technical feasibility assumption				
Competitive differentiation assumption				
Regulatory, evidence, or adoption assumption				
Business model or funding pathway assumption				

12. Next-Step Action Plan

Use this section to translate the scorecard into a short commercialization action plan. Prioritize the few actions that will reduce uncertainty, strengthen funding readiness, or clarify whether the opportunity deserves continued investment.

Timeframe	Priority Action	Expected Evidence / Deliverable	Owner	Status
Next 30 days				
Next 30 days				
Next 60 days				
Next 60 days				
Next 90 days				
Decision point	☐ Continue ☐ Pause ☐ Re-scope ☐ Seek partner ☐ Pursue funding			

13. Commercialization Support Notes

Question	Working Notes
What is the strongest evidence that this opportunity is worth continued exploration?	
What is the biggest gap that could stop commercialization if not addressed?	

Which stakeholder should be interviewed, engaged, or validated next?	
Which funding, pilot, licensing, or partnership pathway appears most realistic now?	
What should be completed before the next major decision or investment?	

ScienceDocs Support

Need help applying this tool? ScienceDocs supports commercialization, change management, AI adoption, grant strategy, and operational optimization for startups, research teams, university spinouts, and technology-driven organizations.