



Reinhard Voelkel
Executive & Thought Leader | Mentor & Strategic Advisor | Empowering innovators wit...



Reinhard's Readiness Roadmap

(3) Overall Goal

(2) Next Step

(1) Today

Gap Analysis

TRL
(Technology Readiness Level)



☐	9 Qualified product proven and in the operational environment.
☐	8 Product complete and qualified with in operational environment
☐	7 Prototype in use in relevant environment. Product development.
☐	6 Technology/solution demonstrated in relevant environment.
☐	5 Test set-up & technology validated in operational environment .
☐	4 Technology or solution validated in the laboratory /in the field.
☐	3 Experimental proof of concept .
☐	2 Concept for technology and/or application formulated.
☐	1 Basic principle of a technology, a function or an application.

TIME:

FTE:

INVEST:

BRL
(Business Readiness Level)



☐	9 Business model is final , scaling with profitable and sustainable results .
☐	8 Sales and metrics show business model holds, is scalable and expandable.
☐	7 Product/market fit and customers payment willingness demonstrated .
☐	6 Full business model incl. pricing verified on customers by test sales.
☐	5 First version of revenue model incl. pricing hypotheses, USP & competition.
☐	4 First version of full business model in canvas show viability and potential.
☐	3 Draft of business models , market potential and competitive overview.
☐	2 Valid business concepts described. Markets and competitors identified.
☐	1 Business ideas and first concepts developed.

TIME:

FTE:

INVEST:

MRL
(Manufacturing Readiness Level)



☐	9 Production line with qualified and optimized processes in full operation.
☐	8 Production line with qualified processes in full operation.
☐	7 Industrialized production processes established and applied.
☐	6 Industrialized production processes developed. Issues identified.
☐	5 Capability to produce with skilled personal in production environment .
☐	4 Capability to produce with skilled personal in laboratory environment .
☐	3 Manufacturing proof of concept developed.
☐	2 Initial manufacturing feasibility studies conducted. Issues identified.
☐	1 Basic concepts for materials and manufacturing identified.

TIME:

FTE:

INVEST:

PRL
(Profitability Readiness Level)



☐	9 EBIT >20%, CAGR >20%
☒	8 Single-digit EBIT and a clear path to scale up revenue and profitability.
☐	7 Single-digit EBIT, stable business.
☐	6 Profitable and measures in place to scale and improve profitability.
☐	5 Break even .
☐	4 Almost profitable.
☐	3 Not profitable, but the investors are willing to compensate the losses .
☐	2 First customer generate revenue. Ramp up phase, Series A/B phase.
☐	1 No revenue , no profit. High cash burn rate. Seed money phase.

TIME:

FTE:

INVEST:

SRL
(Scalability Readiness Level)



☐	9 Full market deployment . Global presence with strong financial sustainability.
☐	8 Global scaling . Operational maturity (MRL8-9) and repeatable scaling model.
☐	7 Market expansion . Increased automation (MRL7) allows expansion in the market.
☐	6 Higher volumes . Key customers with repeat sales, traction and forecast. MRL 6
☐	5 Early scaling . Process optimization, initial automation and industrialization.
☐	4 Pilot production . Small-scale production relies on highly skilled engineers or PhDs.
☐	3 First functional prototype . Initial pilot tests with selected customers.
☐	2 Initial market research , demand, competition, and potential. No product.
☐	1 Concept state . Focus is on proving the scientific and technical feasibility .

TIME:

FTE:

INVEST: