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(3) Overall Goal

(2) Next Step

(1) Today

Gap Analysis

Reinhard's Readiness Roadmap

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TRL (Technology Readiness Level)	BRL (Business Readiness Level)	MRL (Manufacturing Readiness Level)	SRL (Scalability Readiness Level)	PRL (Profitability Readiness Level)
<div><div></div><div>9 Qualified product proven and in the operational environment.</div></div> <div><div></div><div>8 Product complete and qualified with in operational environment</div></div> <div><div></div><div>7 Prototype in use in relevant environment. Product development.</div></div> <div><div></div><div>6 Technology/solution demonstrated in relevant environment.</div></div> <div><div></div><div>5 Test set-up & technology validated in operational environment.</div></div> <div><div></div><div>4 Technology or solution validated in the laboratory/in the field.</div></div> <div><div></div><div>3 Experimental proof of concept.</div></div> <div><div></div><div>2 Concept for technology and/or application formulated.</div></div> <div><div></div><div>1 Basic principle of a technology, a function or an application.</div></div>	<div><div></div><div>9 Business model is final, scaling with profitable and sustainable results.</div></div> <div><div></div><div>8 Sales and metrics show business model holds, is scalable and expandable.</div></div> <div><div></div><div>7 Product/market fit and customers payment willingness demonstrated.</div></div> <div><div></div><div>6 Full business model incl. pricing verified on customers by test sales.</div></div> <div><div></div><div>5 First version of revenue model incl. pricing hypotheses, USP & competition.</div></div> <div><div></div><div>4 First version of full business model in canvas show viability and potential.</div></div> <div><div></div><div>3 Draft of business models, market potential and competitive overview.</div></div> <div><div></div><div>2 Valid business concepts described. Markets and competitors identified.</div></div> <div><div></div><div>1 Business ideas and first concepts developed.</div></div>	<div><div></div><div>9 Production line with qualified and optimized processes in full operation.</div></div> <div><div></div><div>8 Production line with qualified processes in full operation.</div></div> <div><div></div><div>7 Industrialized production processes established and applied.</div></div> <div><div></div><div>6 Industrialized production processes developed. Issues identified.</div></div> <div><div></div><div>5 Capability to produce with skilled personal in production environment.</div></div> <div><div></div><div>4 Capability to produce with skilled personal in laboratory environment.</div></div> <div><div></div><div>3 Manufacturing proof of concept developed.</div></div> <div><div></div><div>2 Initial manufacturing feasibility studies conducted. Issues identified.</div></div> <div><div></div><div>1 Basic concepts for materials and manufacturing identified.</div></div>	<div><div></div><div>9 Full market deployment. Global presence with strong financial sustainability.</div></div> <div><div></div><div>8 Global scaling. Operational maturity (MRL8-9) and repeatable scaling model.</div></div> <div><div></div><div>7 Market expansion. Increased automation (MRL7) allows expansion in the market.</div></div> <div><div></div><div>6 Higher volumes. Key customers with repeat sales, traction and forecast. MRL 6</div></div> <div><div></div><div>5 Early scaling. Process optimization, initial automation and industrialization.</div></div> <div><div></div><div>4 Pilot production. Small-scale production relies on highly skilled engineers or PhDs.</div></div> <div><div></div><div>3 First functional prototype. Initial pilot tests with selected customers.</div></div> <div><div></div><div>2 Initial market research, demand, competition, and potential. No product.</div></div> <div><div></div><div>1 Concept state. Focus is on proving the scientific and technical feasibility.</div></div>	<div><div></div><div>9 EBIT >20%, CAGR >20%</div></div> <div><div></div><div>8 Single-digit EBIT and a clear path to scale up revenue and profitability.</div></div> <div><div></div><div>7 Single-digit EBIT, stable business.</div></div> <div><div></div><div>6 Profitable and measures in place to scale and improve profitability.</div></div> <div><div></div><div>5 Break even.</div></div> <div><div></div><div>4 Almost profitable.</div></div> <div><div></div><div>3 Not profitable, but the investors are willing to compensate the losses.</div></div> <div><div></div><div>2 First customer generate revenue. Ramp up phase, Series A/B phase.</div></div> <div><div></div><div>1 No revenue, no profit. High cash burn rate. Seed money phase.</div></div>
<div>TIME:</div> <div>FTE:</div> <div>INVEST:</div>	<div>TIME:</div> <div>FTE:</div> <div>INVEST:</div>	<div>TIME:</div> <div>FTE:</div> <div>INVEST:</div>	<div>TIME:</div> <div>FTE:</div> <div>INVEST:</div>	<div>TIME:</div> <div>FTE:</div> <div>INVEST:</div>

Reinhard's Law for Profitability: $PRL \leq 2x MRL - SRL$

When scaling (SRL) crushes your margins (PRL), the problem isn't scaling - it's manufacturing (MRL). Put amateurs or academics in charge of production, and failure isn't a surprise - it's a certainty.