

NPI Commercial Readiness Scorecard

Is your project commercially viable, financially controlled and ready to progress?

20-POINT ASSESSMENT

PROJECT DETAILS

NAME

JOB TITLE

COMPANY

PROJECT / PRODUCT

CURRENT PHASE

APPROX. INVESTMENT

TARGET LAUNCH DATE

ASSESSMENT DATE

Score the project as it is today. Use evidence, not optimism.

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Score the current reality

Complete the assessment individually or as a cross-functional leadership team.

Three rules for a useful result

01

Use today's evidence

Score what is in place now - not what the team expects to complete later.

02

Resolve disagreement openly

If functions disagree, use the lower score and record why.

03

Act on weak evidence

Any question scoring 1 needs immediate attention, whatever the total score.

The five-point scale

1

Not in place

Completely unclear or absent

2

Partly considered

Poorly defined

3

Defined

Evidence or consistency is limited

4

Well defined

Supported by reasonable evidence

5

Fully controlled

Validated and actively managed

What the scorecard covers

Commercial case

Financial control

Delivery confidence

Production readiness

Governance & ownership

Commercial Case

Is the opportunity understood, evidenced and capable of delivering a viable return?

1

Clear customer problem

The project addresses a clearly defined customer or market problem that has been supported by credible evidence.

SCORE

1

2

3

4

5

☐☐☐☐☐

1 = unclear / absent

5 = validated / controlled

EVIDENCE / COMMENTS

2

Revenue assumptions

Sales volume, selling price and market-adoption assumptions have been documented and supported by market, customer or historical evidence.

SCORE

1

2

3

4

5

☐☐☐☐☐

1 = unclear / absent

5 = validated / controlled

EVIDENCE / COMMENTS

3

Product profitability

The expected product margin has been calculated using realistic material, labour, overhead, logistics, warranty and support costs.

SCORE

1

2

3

4

5

☐☐☐☐☐

1 = unclear / absent

5 = validated / controlled

EVIDENCE / COMMENTS

4

Business-case resilience

The business case has been tested against changes in sales volume, selling price, product cost, development cost and launch timing.

SCORE

1

2

3

4

5

☐☐☐☐☐

1 = unclear / absent

5 = validated / controlled

EVIDENCE / COMMENTS

SECTION SCORE

/ 20

Financial Control

Are investment, commitments and the forecast cost at completion visible and controlled?

5

Complete project budget

The project budget includes internal labour, external development, tooling, certification, equipment, supplier costs, prototypes and launch expenditure.

SCORE

1

☐

2

☐

3

☐

4

☐

5

☐

1 = unclear / absent

5 = validated / controlled

EVIDENCE / COMMENTS

6

Cost visibility

Actual costs, committed costs and forecast future costs are visible and reviewed regularly.

SCORE

1

☐

2

☐

3

☐

4

☐

5

☐

1 = unclear / absent

5 = validated / controlled

EVIDENCE / COMMENTS

7

Forecast confidence

The project has a current estimate of the total expected cost at completion, rather than relying only on the original approved budget.

SCORE

1

☐

2

☐

3

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4

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5

☐

1 = unclear / absent

5 = validated / controlled

EVIDENCE / COMMENTS

8

Financial change control

Changes to scope, specification, schedule or sourcing are assessed for their effect on project cost, product cost, margin and cash requirements.

SCORE

1

☐

2

☐

3

☐

4

☐

5

☐

1 = unclear / absent

5 = validated / controlled

EVIDENCE / COMMENTS

SECTION SCORE

/ 20

Delivery Confidence

Can the team demonstrate a credible route from the current position to launch?

9

Clear definition of success

The project has measurable success criteria covering product performance, cost, quality, compliance, manufacture and launch.

SCORE

1

☐

2

☐

3

☐

4

☐

5

☐

1 = unclear / absent

5 = validated / controlled

EVIDENCE / COMMENTS

10

Credible delivery plan

The project plan reflects the work required across engineering, procurement, quality, manufacturing, certification and commercial launch.

SCORE

1

☐

2

☐

3

☐

4

☐

5

☐

1 = unclear / absent

5 = validated / controlled

EVIDENCE / COMMENTS

11

Resource capacity

Required resources have been identified, and the business has confirmed that sufficient capacity is available at the time it is needed.

SCORE

1

☐

2

☐

3

☐

4

☐

5

☐

1 = unclear / absent

5 = validated / controlled

EVIDENCE / COMMENTS

12

Schedule risk

The critical path, major dependencies, schedule assumptions and likely causes of delay are understood and actively managed.

SCORE

1

☐

2

☐

3

☐

4

☐

5

☐

1 = unclear / absent

5 = validated / controlled

EVIDENCE / COMMENTS

SECTION SCORE

/ 20

Production Readiness

Is the product being prepared for repeatable, capable and commercially viable manufacture?

13 Manufacturing involvement

Manufacturing, quality, procurement and supply-chain representatives have been involved early enough to influence the product design.

SCORE 1 2 3 4 5 1 = unclear / absent 5 = validated / controlled

☐ ☐ ☐ ☐ ☐

EVIDENCE / COMMENTS

14 Product-cost confidence

The target product cost has been broken down, supplier quotations have been obtained where possible, and major cost uncertainties are visible.

SCORE 1 2 3 4 5 1 = unclear / absent 5 = validated / controlled

☐ ☐ ☐ ☐ ☐

EVIDENCE / COMMENTS

15 Process readiness

Manufacturing processes, test methods, tooling, work instructions, quality controls and training requirements have been identified and planned.

SCORE 1 2 3 4 5 1 = unclear / absent 5 = validated / controlled

☐ ☐ ☐ ☐ ☐

EVIDENCE / COMMENTS

16 Ramp-up readiness

Production capacity, supplier capacity, expected yield, scrap, rework, inventory and early-life support requirements have been considered.

SCORE 1 2 3 4 5 1 = unclear / absent 5 = validated / controlled

☐ ☐ ☐ ☐ ☐

EVIDENCE / COMMENTS

SECTION SCORE

/ 20

Governance and Ownership

Are decisions, risks, evidence and reporting owned at the right level?

17 Decision authority

The project has clear decision-makers, approval limits and escalation routes.

SCORE 1 2 3 4 5 1 = unclear / absent 5 = validated / controlled

☐ ☐ ☐ ☐ ☐

EVIDENCE / COMMENTS

18 Risk ownership

The project's major commercial, technical, supply, quality and manufacturing risks each have a named owner and defined response.

SCORE 1 2 3 4 5 1 = unclear / absent 5 = validated / controlled

☐ ☐ ☐ ☐ ☐

EVIDENCE / COMMENTS

19 Stage-gate quality

Stage-gate decisions are based on agreed evidence and measurable exit criteria rather than progress presentations or target dates alone.

SCORE 1 2 3 4 5 1 = unclear / absent 5 = validated / controlled

☐ ☐ ☐ ☐ ☐

EVIDENCE / COMMENTS

20 Honest project reporting

Senior leaders receive a realistic view of project status, including uncertainty, forecast outcomes, required decisions and consequences of delay.

SCORE 1 2 3 4 5 1 = unclear / absent 5 = validated / controlled

☐ ☐ ☐ ☐ ☐

EVIDENCE / COMMENTS

SECTION SCORE / 20

Your readiness dashboard

Add the five section scores to establish the overall category.

OVERALL SCORE

/ 100

RESULT CATEGORY

Section score summary

1

Commercial Case

/ 20

2

Financial Control

/ 20

3

Delivery Confidence

/ 20

4

Production Readiness

/ 20

5

Governance and Ownership

/ 20

How to interpret the total

80-100

Commercially controlled

Strong foundations. Maintain evidence quality and controls.

60-79

Exposed

Important assumptions or controls need focused review.

40-59

At risk

Significant gaps warrant a structured readiness review.

Below 40

Urgent intervention

Pause non-essential commitments and establish a recovery plan.

Red flags

Record every question scoring 1 or 2. These items require attention regardless of the overall score.

A low score is useful information, not a failure. State the risk created, agree a proportionate action and give it a named owner.

QUESTION	SCORE	RISK CREATED	REQUIRED ACTION	OWNER / DUE

Your top three priorities

Translate the assessment into a short, owned plan for the next 30 days.

1

Priority 1

ACTION / OUTCOME REQUIRED

OWNER

COMPLETION DATE

EVIDENCE OF COMPLETION

2

Priority 2

ACTION / OUTCOME REQUIRED

OWNER

COMPLETION DATE

EVIDENCE OF COMPLETION

3

Priority 3

ACTION / OUTCOME REQUIRED

OWNER

COMPLETION DATE

EVIDENCE OF COMPLETION

Questions that reveal what the score hides

Use these prompts to explore disagreement, assumptions and confidence before approving the next commitment.

1

Which score caused the most disagreement among the team?

2

Which assumption would cause the most damage if it proved wrong?

3

What information is the steering committee currently missing?

4

Which project cost is least understood?

5

Where is the project relying on capacity that has not been confirmed?

6

Which production-readiness activity is most likely to be discovered late?

7

What decision is currently being delayed or avoided?

8

Which risk is visible but does not have genuine ownership?

9

What would need to be true for the launch date to remain credible?

10

What evidence is required before the next stage-gate approval?

CLOSE THE DISCUSSION WITH ONE QUESTION

What is the most important decision we now need to make?

Would a second opinion help your team move forward?

A Commercial Readiness Review places the score in the context of your live project and identifies the assumptions, decisions and actions requiring the most urgent attention.

30-minute NPI Commercial Readiness Review

A focused leadership conversation covering:

- The lowest-scoring assessment areas
- The project's most important commercial assumptions
- Immediate financial or production exposures
- Decisions required from senior leaders
- The most appropriate next step

POSSIBLE OUTCOMES

NO FURTHER ACTION

TARGETED ADVISORY

ONE-DAY WORKSHOP

FULL DIAGNOSTIC

RECOVERY SUPPORT

GET IN TOUCH

email: contact@chrismuteham.co.uk