Business Readiness Level – BRL

<p>| 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 |</p>
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| 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 |