Commercial Readiness Assessment™

Framework Overview & Diagnostic Reference

A 4-week diagnostic for Life Science Tools & Diagnostics.

The CRA is an operator-grade diagnostic that scores how predictably a commercial organization turns plan into revenue producing a defensible CRI™ Score (0–100), a maturity band, a 9-pillar heatmap, and a prioritized 90-day roadmap. The diagnostic that opens our 5-Step Commercial Framework and feeds the Commercial Operating System™.

WHY DO IT?

Most commercial organizations only get a real check-up when something hurts: a missed quarter, opportunities slipping into future quarters, friction between commercial functions or an unstable installed base with declining pull through and reduced customer lifetime value (LTV). The CRA is like an annual physical for your commercial organization: a pro-active, structured, defensible look while the dashboard still reads green, so you can identify and fix small variances before they compound the underlying issues and result in board-level surprises and a decline in valuation.

- **Independent second set of eyes** — an outside, operator-grade read on the same questions your board, investors, and acquirers will ask.
- **Validates where to invest next** — quantifies which commercial investments are paying back and which are being deployed sub-optimally.
- **Prioritized roadmap** — ranks initiatives by impact (pillar weight × gap) so the team executes the few things that move the score most.
- **360° view, not just the CCO** — pulls leadership input across CCO, CMO, CommOps, CX, and Finance and exposes where the leadership team is and is not aligned.

WHEN TO RUN THE ASSESSMENET

01 Forecast & Pipeline

- Forecast variance > ±15% across the last four quarters with no agreed root cause.
- Pipeline coverage looks healthy until deals stall in stage 3 with optimistic close dates.

02 GTM Execution

- Rep ramp time keeps stretching; onboarding lengthens, attrition climbs, fewer reps make number.
- Market segmentation and territory plans on paper don't match what reps actually do.

03 Commercial Credibility

- The same commercial questions keep blocking your next funding round, exit, or board approval.
- Customer acquisition cost is outpacing revenue growth; each new hire raises cost more than it returns.

04 Baseline Remeasure

- You ran an earlier CRA and need to measure real progress against the same yardstick.
- Pre-diligence, board reporting, or strategic review that requires documented evidence of commercial progress, not narrative.

WHAT WE ASSESS: THE COMMERCIAL OPERATING SYSTEM™

The Commercial Operating System (COS) is a structured framework that aligns strategy, sales execution, operating cadence, and performance management into a disciplined, scalable commercial engine. The COS converts innovation into predictable revenue growth by establishing clear priorities, consistent execution standards, and measurable performance management across the commercial organization. The CRA is the diagnostic that opens the 5-Step Commercial Framework and feeds the COS — each of the nine pillars maps one-for-one into the operating system that gets installed.

#	Weight	Pillar	Focus
STRATEGIC FOUNDATION 30%			
01	15%	**Market Strategy & Segmentation**	Highest-value customer segments identified; commercial resources prioritized to revenue potential.
02	5%	**Go-to-Market Coverage**	Structured roles, territories, and account ownership that maximize market coverage and efficiency.
03	10%	**Demand Generation & Pipeline Health**	Disciplined approach to generating and managing a healthy pipeline of qualified opportunities.
EXECUTION & PREDICTABILITY 45%			
04	20%	**Predictable Revenue & Forecast Integrity**	Structured forecasting and governance that improve revenue visibility and reliable financial planning.
05	15%	**Disciplined Sales Execution**	Standardized methodology and opportunity management for consistent, high-quality deal execution.
06	10%	**Pipeline & Forecast Operating Rhythm**	Consistent leadership cadence for pipeline reviews, forecast calls, and commercial accountability.
DURABILITY & SCALE 25%			
07	10%	**Commercial Operations & Data Discipline**	Systems, analytics, and reporting infrastructure that monitor performance and enable data-driven decisions.
08	10%	**Customer Experience & Retention**	Coordinated customer engagement that strengthens relationships, drives adoption, and grows revenue.
09	5%	**Financial Discipline & Governance**	Financial oversight, performance metrics, and governance for risk management and ROI optimization.

HOW THE ASSESSMENT RUNS

Up to six cross-functional commercial leaders complete the assessment independently. Typical participants: CEO, CFO, CCO, Head of Marketing, Head of Customer Success, Commercial Operations. Each respondent reads each statement and its five anchored descriptions, then enters a single rating from 1 to 5 based on observable evidence rather than perception.

Phase	Focus	What Happens
Week 1	**Setup & Forecast Diagnostic**	Frame scope, identify 3–6 respondents, reconstruct 8 quarters of forecast accuracy.
Weeks 1–2	**Pillar Scoring & Evidence**	Each respondent scores 42 statements 1–5; evidence required on high scores.
Week 3	**Synthesis, Heatmap & Gaps**	Compute weighted CRI Score, pillar heatmap, dispersion view; isolate top 5 priority gaps.
Week 4	**90-Day Roadmap**	Sequenced sprints, owners, success metrics, governance cadence, board-ready narrative.

SAMPLE QUESTION AND RATING

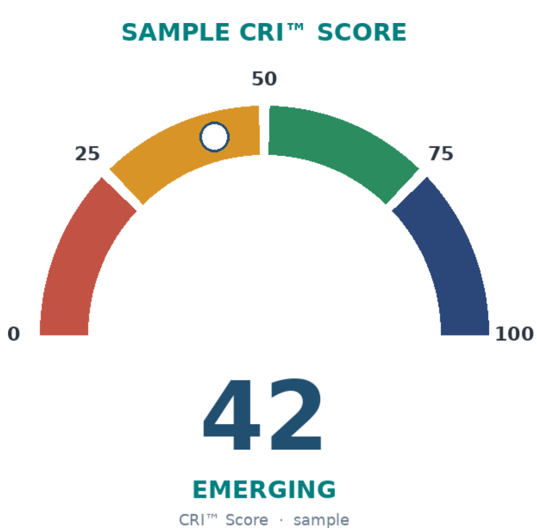
HOW IT SCORES

Each of the 42 statements has its own quantifiable, statement-specific rubric not a generic 1–5. Evidence is required for any rating of 4 or 5 a metric, a documented process, a cadence, or a system configuration. Score inflation is structurally hard. If reality falls between two descriptions, raters are instructed to pick the lower of the two.

Levels run:

Score	Maturity Level	Description
1	**Nonexistent / Ad Hoc**	No process, structure, or discipline in place; activity is reactive.
2	**Emerging**	Informal practice has begun; inconsistent application and varied outcomes.
3	**Defined**	Documented standard exists; adoption is uneven.
4	**Managed**	Consistently applied; drives commercial decisions. Evidence required.
5	**Optimized**	Continuously refined; predictable, data-driven outcomes. Evidence required.

SAMPLE CRI™ SCORE · READINESS BANDS (0–100)



WHAT YOU WALK AWAY WITH

A fact-based, quantifiable assessment — a 0–100 CRI Score of your commercial organization with full evidence trail; the same metric you can repeat and show real change against.

A prioritized 90-day plan — top 5 initiatives sequenced across three 30-day sprints with owners, success metrics, and the operating cadence that drives higher predictability.

Leadership team alignment — shared scoring across CCO, CMO, CommOps, CX, and Finance surfaces exactly where the team is and is not aligned — and what to fix first.

An established baseline — a repeatable measurement you can re-run in 6 or 12 months to prove real progress against the same yardstick.

FINAL THOUGHTS · THE CHEAPEST INSURANCE YOU'LL EVER BUY ON YOUR FORECAST

Worst case, you validate that you're on the right track. Best case, you find the gap that's quietly costing you a unit a quarter. Either way, it's the kind of insight that gets cheaper the earlier you look for it.

Three things to take with you:

1. **Awareness is the first step in recovery.** You can't fix what you can't see. The CRA names where the commercial engine is durable, where it's improvised, and where you and your team don't actually agree.
2. **Over-confidence has a price tag.** A 5% miss in your forecast isn't a rounding error. Over three years it compounds into real money and every customer you didn't win this quarter takes their pull-through revenue with them.
3. **If you learn nothing, you've still bought certainty.** If the CRA tells you nothing new, you've validated that you're on the right track. That's a real outcome — very inexpensive insurance against an expensive surprise.