LAUNCH & EXECUTE

LAUNCH READINESS ASSESSMENT

Evaluate the evidence, close critical gaps, and make a disciplined launch decision.

2026 EDITION | PRACTICAL BUSINESS RESOURCE

01 / ASSESSMENT METHOD

Define the Launch and Apply the Standard

Score each statement from 1 to 5 using current evidence. Do not award readiness for intention, effort, or work that has not been completed and verified.

Launch detail	Definition
Business, product, or initiative	
Target customer / market	
Target launch date	
Assessment date	
Assessment lead	
Executive decision owner	
Required reviewers	
Previous assessment date / score	

Scoring scale

Score	Meaning	Evidence standard
1 - Not ready	Absent, undefined, or materially incorrect.	No credible evidence; launch is exposed.
2 - Early	Some work exists but major gaps remain.	Partial evidence; significant correction required.
3 - Developing	Core direction exists but execution is incomplete.	Evidence supports progress, not full readiness.
4 - Ready	Complete, tested, owned, and credible.	Evidence supports launch with manageable risk.
5 - Strong	Proven, integrated, resilient, and monitored.	Evidence supports launch and disciplined scaling.

☐ Any critical item scored 1 or 2 requires explicit executive review.

☐ A high average does not cancel a severe legal, safety, financial, customer, or operational gap.

02 / STRATEGY & DIRECTION

Confirm the Launch Has a Clear Business Case

Evaluate whether the opportunity, objective, boundaries, economics, and decisions are sufficiently clear to support coordinated execution.

Readiness statement	1	2	3	4	5	Evidence / gap
The launch objective and required business outcome are explicit.	☐	☐	☐	☐	☐	
The priority customer, market, and launch context are defined.	☐	☐	☐	☐	☐	
The value proposition and strategic differentiation are credible.	☐	☐	☐	☐	☐	
The business model and revenue logic are understood.	☐	☐	☐	☐	☐	
Pricing, terms, and commercial assumptions are approved.	☐	☐	☐	☐	☐	
The launch scope and exclusions are documented.	☐	☐	☐	☐	☐	
Success measures, targets, and evidence sources are defined.	☐	☐	☐	☐	☐	
Executive ownership and go / no-go authority are clear.	☐	☐	☐	☐	☐	

Most important strategic gap

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Section score: total ____ / 40 Average ____ / 5

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03 / CUSTOMER VALIDATION

Confirm the Market Evidence

Evaluate whether customer need, demand, behavior, alternatives, objections, and willingness to act have been tested with appropriate evidence.

Readiness statement	1	2	3	4	5	Evidence / gap
The customer problem or desired progress is clearly defined.	☐	☐	☐	☐	☐	
The target customer can be identified and reached.	☐	☐	☐	☐	☐	
Evidence supports meaningful demand or urgency.	☐	☐	☐	☐	☐	
Customer interviews, tests, sales, or behavior support the concept.	☐	☐	☐	☐	☐	
Current alternatives and competitive conditions are understood.	☐	☐	☐	☐	☐	
Major objections, risks, and adoption barriers are known.	☐	☐	☐	☐	☐	
The proposed solution produces a valued customer outcome.	☐	☐	☐	☐	☐	
The evidence supports proceeding at the planned scale.	☐	☐	☐	☐	☐	

Most important validation gap

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Section score: total ____ / 40 Average ____ / 5

_____

04 / OFFER & EXPERIENCE

Confirm the Customer Promise Can Be Delivered

Evaluate the offer, customer journey, proof, quality, capacity, and experience from first awareness through fulfillment and support.

Readiness statement	1	2	3	4	5	Evidence / gap
The offer, inclusions, exclusions, price, and terms are final.	☐	☐	☐	☐	☐	
The promised customer outcome is specific and credible.	☐	☐	☐	☐	☐	
The customer journey and critical touchpoints are mapped.	☐	☐	☐	☐	☐	
Claims are supported by appropriate proof.	☐	☐	☐	☐	☐	
Purchase, inquiry, onboarding, and confirmation steps are clear.	☐	☐	☐	☐	☐	
Fulfillment or service-delivery standards are defined.	☐	☐	☐	☐	☐	
Support, refund, cancellation, and recovery processes exist.	☐	☐	☐	☐	☐	
The business can deliver the promise at expected demand.	☐	☐	☐	☐	☐	

Most important offer or experience gap

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_____

Section score: total ____ / 40 Average ____ / 5

_____

05 / BRAND & MESSAGE

Confirm the Market Will Understand the Launch

Evaluate whether positioning, campaign messaging, visual expression, proof, and calls to action are consistent, approved, and appropriate for the audience.

Readiness statement	1	2	3	4	5	Evidence / gap
Brand positioning and target perception are clear.	☐	☐	☐	☐	☐	
The primary message communicates relevance and value.	☐	☐	☐	☐	☐	
Campaign claims, proof, and objections are aligned.	☐	☐	☐	☐	☐	
The call to action is specific and appropriate.	☐	☐	☐	☐	☐	
Visual identity and campaign assets are consistent.	☐	☐	☐	☐	☐	
Language, spelling, dates, prices, and terms are approved.	☐	☐	☐	☐	☐	
Audience or channel adaptations preserve the central message.	☐	☐	☐	☐	☐	
Final assets have owners, versions, approvals, and storage.	☐	☐	☐	☐	☐	

Most important brand or message gap

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_____

Section score: total ____ / 40 Average ____ / 5

_____

06 / DIGITAL & TECHNOLOGY

Confirm the Systems Work End to End

Evaluate the customer-facing platform, internal systems, data, integrations, security, privacy, accessibility, and monitoring required for launch.

Readiness statement	1	2	3	4	5	Evidence / gap
The website, landing page, or product experience is complete.	☐	☐	☐	☐	☐	
Critical links, forms, checkout, payment, and downloads work.	☐	☐	☐	☐	☐	
Mobile, desktop, browser, and device behavior are tested.	☐	☐	☐	☐	☐	
Analytics, events, pixels, and conversion tracking are active.	☐	☐	☐	☐	☐	
Customer data reaches the correct system and owner.	☐	☐	☐	☐	☐	
Integrations and automations are tested with realistic scenarios.	☐	☐	☐	☐	☐	
Access, security, backup, privacy, and consent controls are confirmed.	☐	☐	☐	☐	☐	
Monitoring, support ownership, and technical contingency are ready.	☐	☐	☐	☐	☐	

Most important digital or technology gap

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_____

Section score: total ____ / 40 Average ____ / 5

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07 / MARKETING & SALES

Confirm Demand Generation and Conversion Readiness

Evaluate audience access, channel plans, assets, budget, sales response, qualification, follow-up, and performance measurement.

Readiness statement	1	2	3	4	5	Evidence / gap
The launch audience can be reached through defined channels.	☐	☐	☐	☐	☐	
The campaign plan includes timing, content, budget, and ownership.	☐	☐	☐	☐	☐	
Marketing assets and channel adaptations are approved.	☐	☐	☐	☐	☐	
Lead, inquiry, sales, or checkout processes are tested.	☐	☐	☐	☐	☐	
Qualification and response standards are documented.	☐	☐	☐	☐	☐	
Sales and customer-facing teams are briefed and prepared.	☐	☐	☐	☐	☐	
Follow-up, nurture, and objection-response tools are ready.	☐	☐	☐	☐	☐	
Targets, dashboard, thresholds, and decision rules are active.	☐	☐	☐	☐	☐	

Most important marketing or sales gap

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Section score: total ____ / 40 Average ____ / 5

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08 / OPERATIONS & DELIVERY

Confirm the Business Can Receive Demand

Evaluate capacity, people, inventory, suppliers, procedures, fulfillment, service quality, escalation, and post-launch stabilization.

Readiness statement	1	2	3	4	5	Evidence / gap
Operating workflows and standard responsibilities are defined.	☐	☐	☐	☐	☐	
Staffing, schedules, training, and capacity are sufficient.	☐	☐	☐	☐	☐	
Inventory, suppliers, equipment, and facilities are ready.	☐	☐	☐	☐	☐	
Fulfillment, onboarding, or service-delivery steps are tested.	☐	☐	☐	☐	☐	
Quality standards and acceptance checks are active.	☐	☐	☐	☐	☐	
Customer support and issue-resolution paths are prepared.	☐	☐	☐	☐	☐	
Demand above or below forecast has a contingency response.	☐	☐	☐	☐	☐	
The first 30 days of stabilization have ownership and measures.	☐	☐	☐	☐	☐	

Most important operational gap

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_____

Section score: total ____ / 40 Average ____ / 5

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09 / FINANCE, LEGAL & RISK

Confirm the Launch Is Controlled and Sustainable

Evaluate funding, unit economics, cash, controls, contracts, regulatory obligations, insurance, intellectual property, and material risks.

Readiness statement	1	2	3	4	5	Evidence / gap
Launch budget, commitments, reserves, and authority are approved.	☐	☐	☐	☐	☐	
Pricing, margin, cash requirements, and break-even assumptions are credible.	☐	☐	☐	☐	☐	
Payment, accounting, tax, refund, and reconciliation processes work.	☐	☐	☐	☐	☐	
Contracts, terms, policies, and customer commitments are approved.	☐	☐	☐	☐	☐	
Advertising, privacy, consent, accessibility, and consumer duties are addressed.	☐	☐	☐	☐	☐	
Required licenses, permits, insurance, and registrations are confirmed.	☐	☐	☐	☐	☐	
Intellectual-property ownership and permissions are clear.	☐	☐	☐	☐	☐	
Material risks have prevention, contingency, triggers, and owners.	☐	☐	☐	☐	☐	

Most important financial, legal, or risk gap

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Section score: total ____ / 40 Average ____ / 5

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10 / TEAM & GOVERNANCE

Confirm Ownership, Capacity, and Decision Discipline

Evaluate leadership alignment, accountability, skills, workload, communication, escalation, approvals, and launch-day command.

Readiness statement	1	2	3	4	5	Evidence / gap
The executive sponsor and launch owner are actively engaged.	☐	☐	☐	☐	☐	
Critical deliverables and decisions have one accountable owner.	☐	☐	☐	☐	☐	
The team has the skills, time, authority, and information required.	☐	☐	☐	☐	☐	
Competing priorities and workload risks are addressed.	☐	☐	☐	☐	☐	
Milestones, approvals, dependencies, and deadlines are current.	☐	☐	☐	☐	☐	
Meeting, reporting, communication, and escalation rhythms are active.	☐	☐	☐	☐	☐	
Launch-day roles, command channel, and decision rights are clear.	☐	☐	☐	☐	☐	
The team can respond quickly without bypassing critical controls.	☐	☐	☐	☐	☐	

Most important team or governance gap

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Section score: total ____ / 40 Average ____ / 5

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11 / LAUNCH PLAN

Confirm the Timeline and Go-Live Controls

Evaluate whether the schedule, critical path, testing, readiness gates, launch-week actions, monitoring, and recovery options support a credible date.

Readiness statement	1	2	3	4	5	Evidence / gap
The launch timeline reflects real sequencing and dependencies.	☐	☐	☐	☐	☐	
Critical-path items and recovery options are known.	☐	☐	☐	☐	☐	
Milestones represent completed and accepted outcomes.	☐	☐	☐	☐	☐	
Testing includes correction and retest time.	☐	☐	☐	☐	☐	
Staged readiness gates occur before final launch approval.	☐	☐	☐	☐	☐	
The final seven-day run of show is assigned and current.	☐	☐	☐	☐	☐	
Launch metrics, monitoring, thresholds, and escalation are active.	☐	☐	☐	☐	☐	
Delay, conditional launch, rollback, or cancellation criteria are defined.	☐	☐	☐	☐	☐	

Most important launch-plan gap

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Section score: total ____ / 40 Average ____ / 5

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12 / READINESS SUMMARY

Calculate the Overall Readiness Profile

Record each section score and identify whether risk is concentrated in one critical domain. Use the profile to direct decisions—not to create false precision.

Readiness area	Total / 40	Average / 5	Critical item at 1 or 2?	Status
Strategy & direction			Yes / No	Strong / Ready / Conditional / Not ready
Customer validation			Yes / No	Strong / Ready / Conditional / Not ready
Offer & experience			Yes / No	Strong / Ready / Conditional / Not ready
Brand & message			Yes / No	Strong / Ready / Conditional / Not ready
Digital & technology			Yes / No	Strong / Ready / Conditional / Not ready
Marketing & sales			Yes / No	Strong / Ready / Conditional / Not ready
Operations & delivery			Yes / No	Strong / Ready / Conditional / Not ready
Finance, legal & risk			Yes / No	Strong / Ready / Conditional / Not ready
Team & governance			Yes / No	Strong / Ready / Conditional / Not ready
Launch plan			Yes / No	Strong / Ready / Conditional / Not ready

Overall calculation	Result
Total points earned	_____ / 400
Overall percentage	_____ %
Overall average	_____ / 5
Number of critical items scored 1 or 2	_____
Lowest readiness area	_____

Interpretation guide

Profile	General interpretation
4.50-5.00	Strong readiness; launch and monitor within approved controls.
3.75-4.49	Ready; proceed while managing documented minor gaps.
3.00-3.74	Conditional; close critical gaps or approve explicit conditions.
Below 3.00	Not ready; delay, redesign, or materially reduce exposure.

13 / GAP CLOSURE

Convert Assessment Results into Action

Prioritize gaps by customer, financial, legal, safety, operational, reputational, and schedule impact. Close the launch-critical gaps before lower-value refinements.

Gap / requirement	Readiness area	Risk if unresolved	Required action	Owner	Due	Evidence to close

Launch conditions

Condition	Owner	Deadline	Who confirms closure

14 / FINAL DECISION

Make and Record the Launch Decision

The decision owner should consider scores, evidence quality, concentrated risk, gap-closure credibility, and the consequences of proceeding or delaying.

Decision	Select	Meaning
GO	☐	Proceed on the approved date within existing controls.
GO WITH CONDITIONS	☐	Proceed only with documented conditions, owners, deadlines, and monitoring.
DELAY	☐	Move the date until defined launch-critical gaps are closed.
REDUCE SCOPE / PILOT	☐	Limit exposure while collecting additional evidence.
STOP / RESTRUCTURE	☐	Do not proceed without a material change in direction.

Decision rationale and evidence

_____

_____

Conditions, revised date, or restricted scope

_____

Decision owner / signature / date

_____

Final assessment quality check

- ☐ Scores are supported by current evidence.
- ☐ Critical gaps are not hidden by the overall average.
- ☐ Conditions have owners, deadlines, and closure evidence.
- ☐ The decision is explicit and communicated to affected teams.
- ☐ The completed assessment is retained for post-launch review.

Important: This assessment provides general business-planning guidance and does not replace professional legal, financial, safety, regulatory, tax, cybersecurity, accessibility, or other specialist advice.

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