

The Scale Readiness Assessment

Before You Accelerate, Make Sure The Business Underneath The Marketing Is Ready To Scale.

Getting attention is one thing. Being ready to capitalize on it is another.

Whether you're preparing for a product launch, entering a new market, rebranding, investing in demand generation, or simply trying to reach your next stage of growth, use this assessment to pressure-test the foundation first.



START HERE

Business Strategy 

Strong Marketing Begins With Business Strategy.

Before evaluating your marketing readiness, leadership should be aligned on where the company is going and what the next stage of growth actually requires.

- ☐ **What has changed about the company?** Have your products, customers, market, competitive environment, business model, or growth goals evolved?
- ☐ **What market are we trying to own?** Where can you establish a meaningful position rather than simply compete for attention?
- ☐ **What do we want to be known for?** If the market remembered one thing about your company, what should it be?
- ☐ **Who matters most to our next stage of growth?** Not everyone who could buy from you should receive equal marketing investment.
- ☐ **What products are leading us there?** Determine which products, solutions, or services are strategic growth priorities versus supporting offerings.
- ☐ **What should someone immediately understand when they encounter our brand?** Your market should not have to work to understand what you do, who you serve, and why it matters.

The Scale Readiness Assessment



Product Readiness

Can the organization clearly explain what it is taking to market?

Product complexity becomes marketing complexity very quickly. Before creating the story, make sure the product itself is understood consistently across leadership, product, sales, and marketing.

1. Can we clearly explain what is available today versus what's on the roadmap?
2. Can customers actually buy, implement, and use it?
3. Does sales understand the product well enough to confidently sell it?

Can leadership, product, sales, and marketing independently describe the product the same way?

Market Readiness

Do you know exactly where you're going to compete and who matters most?

A large addressable market is not a GTM strategy. Scaling requires prioritization.

1. Is the ICP defined?
2. Are priority segments clear?
3. Do we understand the buying committee and why each persona cares?

Are you marketing to the customers you can sell to or the customers you strategically want to build around?

Messaging Readiness

Can you translate internal complexity into external clarity?

If your product and technology aren't clear internally, they surely aren't clear to your prospects.

1. Can we explain the product simply?
2. Is the value proposition clear?
3. Are our differentiators defensible?
4. Do we have proof behind our claims?

**Does your messaging connect the dots:
ICP > segment > persona > problem > value > differentiation > proof?**

Commercial Readiness

Can attention become revenue?

Marketing shouldn't stop at generating interest. There needs to be a clear commercial path for converting that interest into business.

1. Is pricing established?
2. Is the sales process defined?
3. Are the sales enablement materials ready?

If marketing generated 100 qualified opportunities tomorrow, could sales systematically work them?

Operational Readiness

Can the business support the growth marketing is trying to create?

Demand without infrastructure creates leakage.

1. Who owns incoming interest?
2. What happens after someone requests a demo?
3. Is onboarding ready?
4. What happens if launch performs significantly better than expected?

Don't just prepare for your marketing to fail. Prepare for it to work.



The Alignment Test

Five Questions. Four Perspectives. One Clearer Path Forward.

Ask leadership, product, sales, and marketing to independently answer these five questions – without collaborating first:

- 1 What exactly do we sell?**
Can everyone clearly articulate your product hierarchy, primary offering, and what you're taking to market?
- 2 Who is our highest-priority customer?**
Not everyone who could buy. Who are you intentionally prioritizing?
- 3 What problem are they buying to solve for?**
Look for the business problem and outcome – not simply the functionality your product provides.
- 4 Why should they choose us?**
Can the organization articulate meaningful, defensible differentiation?
- 5 What happens from first touch through closed-won and onboarding?**
Can everyone explain how demand becomes pipeline, pipeline becomes revenue, and how revenue becomes a successful customer?

Then Compare the Answers.

The goal isn't perfect wording. The goal is alignment. If leadership gives one answer, product gives another, sales tells a different story, and marketing is trying to translate all three, you've uncovered something more important than a messaging problem. **You've uncovered a scale readiness problem.**

Turn complexity into clarity.

Heat works across leadership, product, sales, and marketing to build the positioning, messaging, GTM strategy, sales enablement, and marketing infrastructure companies need to scale sustainably.

