Level	Description
9	- Widespread product deployment, sales to several customers in a repeatable and scalable way.
	- Customer creation- company focuses on execution with growth of sales and efforts to build user/customer demand etc.
8	- Customer qualifications are complete and initial products are sold to a few customers.
	- Payment willingness confirmed from sufficient % of customers (product-market fit validated).
	- The real buyers/economic decision makers are identified.
	- Business development and sales mature and adapt to support larger scale sales efforts.
7	- Customer agreements in place- first sales and/or test sales of product versions take place (customer validation to show initial product-market fit).
	- Customers and relevant stakeholders engaged in product qualifications/extended testing.
	- Ramp up of business development and sales efforts according to sales process and roadmap.
6	- Testing of product by customers/users where the value and benefits of the product is confirmed (validated problem-solution fit).
	- Partnerships formed with key stakeholders in value chain (e.g. partners, pilot customers).
	- Initiated structured business development/sales activities. First sales process/roadmap defined
5	- General interest from customers/users for the product where the possible product/solution (core features) is confirmed to solve customers' problems (i.e. initial problem-solution fit)
	- Existing contacts strengthened and/or more contacts established with additional customers. Deeper understanding of the market is achieved. Target customers are identified
	- Established relationships with potential target customers, users or partners e.g. providing input on requirements and initial prototypes (e.g. resulting in updated product hypothesis)
4	- Contacts and feedback are established with several possible customers/users. Numbers are typically limited but depend on B2B/B2C and market structure (e.g. 5-10 in B2B, if market is concentrated 2-5 market leading customers, in B2C higher e.g. 10-20).
	- The problem and need (and its importance) is confirmed from multiple customers/users
	- A primary product hypothesis is defined, possibly based on feedback.
3	- Initiated customer discovery with feedback from primary market research i.e. direct contacts e.g. a few possible users/customers or persons with industry/market knowledge (experts)
	- A more developed understanding of the market, customer types, use-cases etc.
	- A more clear problem hypotheses
	- Technology considered as product with one or more product/solution hypotheses created
2	- Some market research is performed, typically derived from secondary sources.
	- Brief familiarity with the market, possible customers and their problems/needs.
	- There is a more clear and more specific problem/need description
	- Product/solution ideas may exist, but are not clear and typically speculative and unvalidated
1	- Thinking (yourself) that a possible need/problem or opportunity might exist in a market.
	- No clear hypotheses on who customer is and what problems are etc. If hypothesis exist they are unclear, speculative and there is no proof or analysis to support assumptions.
	- Limited or non-existing knowledge of the market and customers/users (who they are etc)