FREE RESOURCE · PRODUCT & GTM TEAMS

PRODUCT LAUNCH READINESS CHECKLIST

41 evidence-based standards for determining whether your team is ready to launch.

Most launch checklists answer one question: did we do it?
This one answers two: did we do it — and does it prove we're ready?

8 FUNCTIONAL AREAS | 41 READINESS STANDARDS | 3-COLUMN FORMAT

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HOW TO USE THIS CHECKLIST

Two questions. One standard.

Most launch checklists answer one question: did we do it?

This one answers two: did we do it — and does it prove we're ready?

THREE COLUMNS. THREE JOBS.

COLUMN 1	COLUMN 2	COLUMN 3
Deliverable or Activity	**What It Is**	**The Readiness Standard**
What needs to exist or happen. Both matter. A sales deck is a deliverable. A sales enablement session is an activity.	A plain-language description — what it looks like when done, who owns it, and where it lives.	The observable evidence that the deliverable or activity actually closes the gap between shipping and revenue. A checked box is not readiness. Readiness is evidence.

The checklist is organised by functional area — because that's how teams actually think about launch preparation. Launch Governance comes first: authority, scope, and success metrics must exist before downstream teams prepare their materials.

ACTIVITY — Items marked ACTIVITY are things that must happen — sessions, reviews, training runs. They produce no artifact but are as critical as any deliverable.

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SECTION 1

LAUNCH GOVERNANCE

Owned by: Launch Owner + Cross-Functional Leadership

	DELIVERABLE / ACTIVITY	WHAT IT IS	READINESS STANDARD
☐	**Named Launch Owner**	One person — not a committee, not a shared responsibility — who is accountable for the launch outcome and has the authority to delay if readiness criteria are not met.	The launch owner is named, confirmed, and known by every team involved. They have explicitly accepted accountability for the outcome. If the authority to delay hasn't been granted, the role is ceremonial.
☐	**Launch Scope Definition**	A documented definition of what is in and out of scope for this launch — including which products, features, personas, segments, and channels are included.	Every functional team lead has reviewed and confirmed the scope. There is no ambiguity about what this launch covers. If a team is building something not in scope, that misalignment has been surfaced and resolved.
☐	**Success Metrics**	A defined set of outcome-based metrics — pipeline generated, win rate, sales asset utilization — with targets, measurement methods, and assessment dates established before the launch plan was built.	Metrics were defined before the launch began — not after. Each has a target, a measurement method, and a date. "We'll know it worked when we see traction" is not a metric.
☐	**Launch Readiness Review** ACTIVITY	A structured cross-functional review — held no later than one week before launch day — where each functional area presents evidence of readiness against the standards in this checklist.	The review surfaced at least one unresolved risk — and that risk was either resolved or explicitly accepted with a documented owner. A review that finds nothing wrong found nothing at all.
☐	**Post-Launch Retro — Scheduled Pre-Launch** ACTIVITY	A confirmed post-mortem meeting on the calendar before launch day where the team reviews what worked, what didn't, and what changes before the next launch.	The retro is on the calendar before launch day. Teams that schedule the retro after launch rarely hold it. The learning only happens if the meeting already exists.

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SECTION 2

AUDIENCE & MARKET READINESS

Owned by: Product Marketing

	DELIVERABLE / ACTIVITY	WHAT IT IS	READINESS STANDARD
☐	**ICP Definition**	A documented profile of the ideal customer for this launch — including firmographic, technographic, and behavioural characteristics — agreed upon by Product, Marketing, and Sales.	Every team building launch materials is working from the same ICP definition. If Sales is targeting a different profile than Marketing is messaging to, the ICP is not agreed upon — it is assumed.
☐	**Buyer & User Role Mapping**	A clear articulation of who buys the product, who uses it, and who influences the decision — including how each role enters the buying process and what they care about.	The sales team can name the buyer, the user, and the influencer for each target account — and describe how each one evaluates the decision. If they can only describe one role, the map is incomplete.
☐	**Customer Problem Validation**	Evidence — from customer interviews, win/loss data, or market research — that confirms the problem this launch addresses is real, frequent, and worth solving for the target ICP.	The problem framing in the launch materials came from customer conversations — not internal assumptions. At least one customer in the target segment has confirmed the problem description in their own words.
☐	**Primary Use Case Definition**	A documented description of the primary workflow or job the product performs for the target ICP in scope for this launch — specific enough that QA, documentation, and Sales enablement can align to it.	Product, Marketing, and Sales can each describe the primary use case in consistent terms. If their descriptions differ materially, the use case definition hasn't been shared — it's been assumed.
☐	**Competitive Landscape Review** ACTIVITY	A structured review of how named competitors are positioned relative to this launch — what they offer, how they message it, and where your product wins or is vulnerable.	The review was completed within 60 days of launch. Anyone who will have competitive conversations has read it. If the competitive landscape was last reviewed at the start of development, it is probably out of date.

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SECTION 3

POSITIONING & MESSAGING

Owned by: Product Marketing

	DELIVERABLE / ACTIVITY	WHAT IT IS	READINESS STANDARD
☐	**Positioning Statement**	A single, agreed-upon statement of who the product is for, what it does, and why it wins — approved by Product, Marketing, and Sales leadership. One version. One source of truth.	Three reps from Sales can articulate the positioning unprompted, in their own words, in a way that matches the written statement. If they can't, the positioning lives in a doc — not in the field.
☐	**Messaging Hierarchy**	A structured document that defines the primary message, supporting messages, and proof points — with tailored versions for each buyer persona and each channel.	Every team member who will use this messaging is working from the same version. There is only one version. It has been reviewed and confirmed by Product, Marketing, and Sales.
☐	**Segment-Level Value Propositions**	A distinct value proposition for each target audience segment, grounded in the specific problem each segment experiences and the specific outcome they care about.	Each segment's value proposition has been tested with at least one real customer or prospect in that segment. Their response confirmed the problem framing — not just the solution language.
☐	**Competitive Differentiation Framework**	A documented view of how the product wins against each named competitor — including where it's stronger, where it's vulnerable, and how to handle the comparison in a live conversation.	The reps who will have competitive conversations have practised them — not just read the framework. They can articulate why a prospect should choose you over each named competitor without referencing a doc mid-call.

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SECTION 4

PRICING & COMMERCIAL READINESS

Owned by: Product Marketing + Finance + Sales Leadership

	DELIVERABLE / ACTIVITY	WHAT IT IS	READINESS STANDARD
☐	**Pricing & Packaging Model**	A documented pricing structure — tiers, units, and rationale — that reflects the value the product delivers and aligns with how buyers think about the problem. Not just the number. The narrative around it.	Pricing has been reviewed and approved by Sales leadership before it was communicated to the field. If Sales leadership learned the price at the same time as the reps, pricing wasn't ready — it was announced.
☐	**Pricing Communication to Sales** ACTIVITY	A structured session where Product Marketing and Finance walk the sales team through the pricing model, the packaging rationale, and how to position price in a live conversation — including how to handle the first pushback.	Every rep can state the price, explain the packaging logic, and handle the first objection without escalating to a manager or checking a doc mid-call. If they'd freeze on pricing in a live deal, the communication didn't land.
☐	**Pricing FAQ for the Field**	A written reference that answers the pricing questions reps will actually get — including edge cases, discount guardrails, and escalation paths for deals outside standard terms.	The FAQ was built from questions the sales team actually asked — not questions the team assumed they'd ask. It has been reviewed and confirmed by the reps who will use it.
☐	**Commercial Terms & Contracting Readiness**	Customer-facing order forms, MSAs, and any updated terms required for this launch — reviewed by Legal and approved for use by the sales team.	Legal has signed off on any new or amended terms. The sales team knows what they can sign and what requires escalation. A rep should never be the first person to discover a contracting gap during a live deal.

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SECTION 5

SALES & REVENUE READINESS

Owned by: Sales + Product Marketing + Revenue Operations

	DELIVERABLE / ACTIVITY	WHAT IT IS	READINESS STANDARD
☐	**Sales Presentation**	A complete, current deck that reps use to tell the product story to prospects — aligned to the positioning, messaging, and competitive framework.	The sales team has delivered the presentation in a practice setting — to a peer, a manager, or a friendly customer — and received feedback. A deck that exists but has never been delivered is a slide library, not a sales asset.
☐	**Sales Enablement Sessions** ACTIVITY	Structured training sessions where Product Marketing walks the sales team through the positioning, messaging, competitive landscape, and objection handling — with time for practice and Q&A;, not just presentation.	Every rep who will carry this launch has attended a session and completed at least one practice run — delivering the core pitch and handling the top three objections. Attendance is not readiness. Practice is.
☐	**Demo Environment**	A working, stable version of the product configured for sales demonstrations — covering every persona and use case in scope for this launch.	A rep has run the full demo end-to-end without assistance, without breaking, and without skipping a section because it "wasn't quite ready." The demo works for every persona in scope — not just the one it was built for first.
☐	**Objection Handling Guide**	A written reference that documents the most common objections prospects raise and the proven responses — grounded in real sales conversations, not internal brainstorms.	The objections in the guide came from real conversations. Reps have reviewed the responses and confirmed they reflect how they actually talk to buyers. If the guide was never shared with the team who will use it, it doesn't exist.
☐	**Competitive Battlecards**	Single-page reference cards for each named competitor — what they do, where you win, where the conversation gets difficult, and what to say.	Reps can access battlecards in the flow of a real call — not just in a training session. Battlecards that live in a shared drive nobody opens during a deal are not in play.

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	DELIVERABLE / ACTIVITY	WHAT IT IS	READINESS STANDARD
☐	**CRM & Revenue Operations Readiness**	CRM configuration, lead routing, lifecycle stages, and reporting dashboards updated to reflect this launch — so pipeline, attribution, and forecasting are accurate from day one.	A revenue operations owner has confirmed that lead routing rules, opportunity stages, and attribution models are configured for this launch. If the first deal closes and nobody knows how it entered the funnel, RevOps wasn't ready.

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SECTION 6

MARKETING & CHANNEL READINESS

Owned by: Marketing

	DELIVERABLE / ACTIVITY	WHAT IT IS	READINESS STANDARD
☐	**Launch Landing Page**	A live web page that communicates what the product is, who it's for, and what to do next — built from the approved positioning and messaging framework.	The page has been reviewed by someone who doesn't work at your company — a beta customer, an advisor, a trusted peer. They can explain what the product does, who it's for, and why they'd care. If they can't, the page is not ready.
☐	**Email Launch Sequences**	Fully written and loaded email sequences for each audience segment — announcement, nurture, and follow-up — with personalisation tokens, send timing, and reply routing confirmed.	Sequences have been tested end-to-end: links work, tokens populate, timing is confirmed, and replies route to the right person. A sequence that hasn't been tested is a sequence that will break at launch.
☐	**Social & Content Calendar**	A finalised, approved content calendar covering launch day and the 30-day post-launch window — with every piece written, approved, and scheduled.	Content is written, approved, and scheduled — not planned. "We'll write it the week of launch" is not a calendar; it's a risk.
☐	**Digital Marketing Assets**	Paid media creative, display assets, and social ads built to the approved messaging — sized, formatted, and loaded into the platforms that will run them.	Every digital asset has been reviewed for message alignment against the approved positioning. Assets are loaded, targeting is configured, and campaigns have been reviewed by someone outside the team that built them.
☐	**Digital Channel Readiness Review** ACTIVITY	A structured review of every digital channel in the launch plan — paid, organic, email, and social — confirming that assets are live, tracking is in place, and attribution is configured before launch day.	Every channel has a named owner who has confirmed readiness. UTM parameters are consistent. Conversion events are firing correctly in a test environment. A channel that hasn't been tested is a channel that will fail quietly — and you won't know why.

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☐	**Press & Analyst Outreach Materials**	Embargoed briefing materials, press releases, and spokesperson talking points — prepared and distributed to key press and analyst contacts ahead of launch.	The spokesperson can answer the three hardest questions a reporter or analyst will ask — including "why now?" and "why you?" — without referencing talking points. If they need the talking points in the room, they need more preparation.

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SECTION 7

PRODUCT, CUSTOMER & TECHNICAL READINESS

Owned by: Product + Engineering + Customer Success

	DELIVERABLE / ACTIVITY	WHAT IT IS	READINESS STANDARD
☐	**QA Against ICP Use Cases** ACTIVITY	A structured quality assurance pass run against the specific workflows your target ICP will attempt on day one — instead of a general regression test against internal test cases.	QA was run against real ICP use cases, not convenient ones. If the first thing a real customer tries breaks, QA was incomplete — regardless of what the test report says.
☐	**Product Documentation & Help Content**	Published, findable documentation that covers the primary use cases included in this launch — written for a first-time user, not an internal team member.	A customer who has never seen the product can complete the primary use case using only the published documentation. If they'd need to contact support to get started, the documentation is not done.
☐	**Support Team Training** ACTIVITY	A structured session where Product walks the support team through the launch scope, the top anticipated questions, and the escalation path for issues beyond support's scope.	Support can answer the ten most likely questions without escalating to Product or Engineering. If those ten questions haven't been identified yet, support training hasn't started — it's been scheduled.
☐	**Customer Onboarding & Success Readiness**	A defined onboarding process, implementation guide, and customer success playbook for this launch — covering adoption milestones, escalation paths, and early-customer monitoring.	The first customer can be onboarded without the founding team in the room. If customer success would need to improvise the onboarding process for a day-one customer, the playbook isn't ready.
☐	**Infrastructure & Load Testing** ACTIVITY	A load test run against projected day-one traffic volume — not estimated volume. Testing confirms the system performs at launch scale before launch day arrives.	Load testing has been run against a number derived from the launch plan — not from intuition. If the number is a guess, the infrastructure plan is a guess.

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SECTION 8

LAUNCH REVIEW & POST-LAUNCH ACCELERATION

Owned by: Launch Owner + Cross-Functional Leadership

	DELIVERABLE / ACTIVITY	WHAT IT IS	READINESS STANDARD
☐	**Launch-Day Ownership Plan**	A named owner for each launch-day action — go-live confirmation, stakeholder notification, monitoring checks, and first-response protocols — documented before launch day begins.	Every launch-day action has a name next to it, not a team name. If something breaks at 9am on launch day and the first question is "who owns this?", the plan wasn't ready.
☐	**Issue Monitoring & Escalation Protocol**	A defined process for detecting, triaging, and escalating issues in the first 48 hours — including thresholds that trigger a decision, and who makes it.	The team knows what a launch-day crisis looks like, who gets called, and what the decision authority is. If the protocol would be written the morning of launch, it doesn't exist.
☐	**Performance Checkpoint Schedule**	A defined cadence of post-launch reviews — at 24 hours, 7 days, and 30 days — where the launch owner and functional leads assess actual performance against the success metrics defined in Section 1.	All three checkpoints are on the calendar before launch day. Each has a named facilitator and a defined agenda. A checkpoint that isn't scheduled before launch rarely happens at all.
☐	**Customer Feedback Collection** ACTIVITY	A structured process for collecting feedback from early customers in the first 30 days — through interviews, in-product signals, or sales debrief data — to identify gaps between expected and actual customer experience.	The first customer feedback touchpoint is scheduled before launch day. There is a named owner for aggregating and distributing findings. Feedback that isn't collected systematically becomes anecdote.
☐	**Sales Feedback Loop** ACTIVITY	A structured debrief with the sales team in the first two weeks after launch — covering what's resonating, what objections are emerging, and where the messaging or materials need adjustment.	The debrief is on the calendar before launch. Product Marketing owns the session and has a template for capturing findings. If the first sales debrief happens a month after launch, the window for early correction has closed.

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	DELIVERABLE / ACTIVITY	WHAT IT IS	READINESS STANDARD
☐	**Post-Launch Optimisation Plan**	A documented plan for how the team will act on findings from the first 30 days — including who is responsible for updating materials, adjusting campaigns, and addressing product gaps surfaced post-launch.	There is a named owner for each optimisation category and a decision timeline. "We'll figure it out based on what we learn" is not a plan — it's an intention. The difference is who's accountable and by when.

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THE STANDARD

Completing a task means work was done.

Meeting the Readiness Standard means the launch is ready.

The gap between those two things is The Launch Gap.

A checklist shows you what to review. Launchible helps your team collect the evidence, expose the gaps, and manage readiness across the entire launch.

Run your next launch in Launchible.

Start at launchible.app

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