Operational Sellability Checklist

A lightweight guide for product managers to finish launches so offers can move without you in the room

---

How to use this checklist

This is **not** a GTM plan and not a sales enablement inventory.

Use it:

- during launch preparation

- when an offer stalls post-launch

- as a learning tool you revisit each cycle

Operational sellability improves **incrementally**. You are not expected to answer everything perfectly.

---

1. Offer clarity (Know your offer)

Can someone else explain what this is and when to use it?

☐ Clear problem this offer solves

☐ Clear *who it is for* (ICP)

☐ Clear *who it is NOT for*

☐ Core use cases that sales can recognize

☐ Explicit boundaries (what's excluded)

Signal of a gap: sales asks you to "join a call just to explain it."

---

2. Qualification & fit

Can sales quickly tell if this deal should move forward?

☐ Buying triggers or signals to listen for

☐ Disqualifying criteria (when to walk away)

☐ Common edge cases and how to respond

☐ Dependencies on customer maturity, data, infra, or process

Signal of a gap: deals stall late because the customer was a poor fit from the start.

---

3. Value & time to first value

Can customers experience value early and predictably?

☐ Clear definition of "first value" for this offer

☐ Typical time to reach that moment

☐ Customer actions required to get there

☐ Internal dependencies that slow it down

Signal of a gap: sales promises momentum that delivery can't reliably achieve.

---

4. Pricing & monetization guardrails

Can this be priced, defended, and delivered without margin surprises?

☐ Price structure explained in plain language

☐ What drives price up or down

☐ What breaks margin fastest

☐ Discount boundaries or escalation rules

Signal of a gap: PM gets pulled into pricing exceptions or late-stage deal saves.

---

5. Delivery & operational reality

Can delivery execute this repeatedly without heroics?

☐ Required skills and roles are explicit

☐ Tooling and vendor dependencies documented

☐ Compliance or security assumptions clarified

☐ Known delivery risks surfaced early

Signal of a gap: delivery quietly warns sales away from the offer.

---

6. Sales motion readiness

Can sales progress a deal without relying on you?

☐ Where this fits in the broader portfolio

☐ How to order / configure the offer

☐ Objections and credible responses

☐ Competitive positioning that holds post-sale

Signal of a gap: sales success depends on PM attendance.

---

7. Learning loop (Offer maturity)

Are you capturing what the market is teaching you?

☐ Repeated sales questions are logged

☐ Lost-deal patterns reviewed

☐ Delivery friction feeds back into the backlog

☐ Updates roll into the *next* launch

Signal of a gap: the same questions reappear every quarter.

How to know you're "done enough"

You don't need every box checked.

You're improving operational sellability when:

- sales confidence increases

- PM interruptions decrease

- launches require less explanation

- offers survive real deals intact

Operational sellability isn't a phase. It's how launches stay useful over time.