

Product Scorecard for: _____

Attribute	Notes	Evaluation		
		Strong	Moderate	Weak
Financial evaluation				
% change in units				
% change in revenue				
% change in profit				
% change in profit contribution				
% change in market share				
estimated future financial potential				
Brand strength and contributing value				
Strategic fit				
core to corporate mission				
core to customer solutions				
core to brand image				
cradle-to-cradle (LCA) assessment				
Customer evaluation				
customer satisfaction				
core customer alignment				
realized competitive advantage				
Operational efficiency				
common parts & components				
inventory turnover				
channel/logistical/sales fit				
Operational effectiveness				
capacity utilization				
price realization				
quality evaluation				
Growability				
Importance to current and future growth				
estimated industry lifecycle stage				
estimated product lifecycle state				
Other key factors				

Instructions for Completing the Scorecard

This Scorecard is intended as a nuanced interpretation of product data plus qualitative information available from numerous internal and external cross-functional sources. By evaluating major products as strong, moderate, or weak along each of eight categories, the tool helps categorize products as current self-runners, those in need of a renewed strategic push, or those that may be candidates for discontinuation. The Product Scorecard will NOT provide answers, but rather stimulate a focused discussion. Most of the boxes in the middle and final column will record your evaluations as strong, moderate or weak performance.

Financial Evaluation

The percentage change boxes in the middle column will contain numbers based on the change over a period of months or years, based on what is relevant for your industry. The future financial potential box is your best assessment of strength going forward. Based on all of this data, rate financial performance as either strong, moderate or weak in the final column.

Brand strength and contributing value

If the product brand is itself important to sales or customer success, or if the product contributes to the overall corporate brand value, evaluate the strength of contribution in the final column.

Strategic fit

Consider how strongly the particular product is tied to the corporate mission, is part of a holistic customer solution, or is integral to brand success and indicate the strength in the middle column. Consider the overall ecosystem impact of this product from raw materials through use and disposal and determine how sustainable it is throughout its lifecycle.

Customer evaluation

If there is a customer satisfaction or loyalty index attached to this product include it in the appropriate box in the middle column. Otherwise estimate the strength of customer satisfaction from sales force input, customer complaints, and similar data. For core customer alignment, assess how similar the buyers of this product are to “high-equity” target customers for the product line, business unit, or company. Realized customer advantage refers to how strongly this product is differentiated from the competition and valued by customers.

Operational efficiency

Operational efficiency refers primarily to cost efficiencies. The more this product shares common components with other products, is not a drag on inventory management, and doesn’t require extra logistical or sales support, the more efficiently it can be maintained.

Operational effectiveness

Operational effectiveness refers primarily to whether this product is the RIGHT product for your strategy. Would the company be better off using manufacturing and sales capacity on a different product? Does the product actually earn its price, or are does it require consistent discounting? Is quality solid, or is rework frequently necessary?

Growability

Growability refers to your assessment of whether the product is going to continue growing (with or without technical or marketing support) or whether it has ceased (or will soon cease) growing.

Importance to Current and Future Growth

Both industries and products move from introduction through growth, maturity, and potentially decline. But they might not always move in sync with each other. It’s very common to launch a new product into a mature industry, but the success factors might be different than if that product was creating a new industry. There are no definitive rules regarding these lifecycle stages – just broad guidelines. Use your industry knowledge to estimate the relevant stage.