Functional Value

1. What does this equipment or system need to do that your current setup simply cannot?
2. If you do nothing for the next 24 months, what happens to your ability to serve your core customers?
3. Are there regulatory, safety, or compliance requirements driving the timing of this project? What's the deadline and the penalty for missing it?
4. How old is the existing asset, and what's the realistic risk of a failure you can't recover from quickly?
5. If the current equipment went down tomorrow, how long could you operate, and at what capacity?
6. Are any of your key customers or contracts contingent on capabilities you don't currently have?
7. What parts, services, or expertise for your existing equipment are becoming hard to find?
8. Is this project tied to a facility expansion, relocation, or rebuild where the equipment is simply essential to opening the doors?
9. What capabilities are your customers starting to require as a condition of doing business, such as certifications, traceability, or documentation?
10. Who in the organization is accountable if this capability gap causes a missed commitment, and what does that look like for them?

Monetary Value

1. What does an hour of fully loaded downtime on this line or process cost you?
2. How many labor hours per week go into the current process, and at what burdened rate?
3. What's your current scrap, rework, or failure rate, and what does each incident cost in material, labor, and expediting?
4. If you could increase throughput by 10 or 20 percent, could you sell that capacity? At what margin?
5. What are you spending annually on maintenance, repairs, and spare parts for the current equipment?
6. How much working capital is tied up in inventory or work in process because of the current bottleneck?
7. What does it cost you when an order ships late: expedited freight, penalties, discounts, lost reorders?
8. What's the energy or consumables cost per unit today, and what would a meaningful reduction be worth annually?
9. What hurdle rate or payback period does your finance team require for capital projects, and how are competing projects ranked?
10. If this project freed up two operators, where would you redeploy them, and what would that be worth?

Social Value

1. How would this investment change how your customers perceive your capabilities when they tour your facility or audit you?
2. Are there sustainability or ESG commitments your company or your customers have made that this project supports?
3. Would this help you win or keep business with marquee accounts who expect suppliers to invest in modern capabilities?
4. How does your facility and equipment compare to competitors when prospects evaluate you side by side?
5. Could this investment be a story worth telling: a press release, trade publication feature, or case study?
6. How would this affect your standing with your community, especially around jobs, safety, or environmental impact?
7. Does this strengthen a strategic partnership or co-development relationship with a key customer or supplier?
8. Would this help you attract talent? Skilled people increasingly choose employers with modern equipment.
9. Are there industry associations, certifications, or awards this investment would position you for?
10. How would your board, parent company, or investors view this project as a signal of where the business is headed?

Psychological Value

1. What concerns you the most about the current equipment or process?
2. How confident are you right now that you can hit your commitments for the next year with what you have?
3. How do your operators feel about running the current equipment? Is it a point of pride or a daily frustration?
4. What would it mean to you personally to stop fighting fires on this line every week?
5. Have there been near misses, safety incidents, or close calls that still weigh on the team?
6. How important is it that the supplier you choose has done this exact application before, with references you can call?
7. If this project goes well, what does it do for your credibility and standing inside the company? And if it goes badly?
8. How much anxiety is there around the transition itself: installation, training, and the learning curve?
9. What would it feel like to walk a customer or executive through this area of the plant a year from now?
10. Is there a sense of momentum or pride this investment would create for the team, especially after years of making do?