

# Choose your next growth move

Define the outcome and cell before deciding what to build.

BRAND / PRODUCT FAMILY

GEOGRAPHY

USE CASE

BUYER CLUSTER

CORE PROBLEM / BUYING CONTEXT

OUTCOME: BASELINE TO TARGET, BY A DATE, WITH A RISK LIMIT

LIKELY CONSTRAINT AND EVIDENCE (SEPARATE FACT FROM ASSUMPTION)

## FIRST-ORDER ECONOMICS

Use one consistent net-revenue and cost policy. These are inputs, not automated calculations.

Net revenue after discounts/refunds, excluding sales taxes

Minus non-acquisition variable costs

Equals contribution before acquisition

Minus acquisition cost per new customer

Equals contribution after acquisition

Contribution after acquisition is not net profit or cash flow.

Do not deduct refunded revenue or acquisition costs twice. Match cohort observation periods.

# Compare. Test. Decide.

A promising idea earns a test. A promising test must earn a rollout.

## COMPARE FOUR DIRECTIONS

| DIRECTION | EVIDENCE / MAIN UNCERTAINTY | NEXT COMMITMENT |
|-----------|-----------------------------|-----------------|
| DEEPEN    |                             |                 |
| EXPAND    |                             |                 |
| COPY      |                             |                 |
| EXPLORE   |                             |                 |

| CHOSEN LEVER / BET | DECISION OWNER |
|--------------------|----------------|
|                    |                |

HYPOTHESIS AND SMALLEST COMPLETE TEST

| PRIMARY MEASURE / MEANINGFUL IMPROVEMENT | CASH, RETURNS, STOCK AND SERVICE GUARDRAILS |
|------------------------------------------|---------------------------------------------|
|                                          |                                             |

SCALE / REVISE / STOP CONDITIONS

| REVIEW DATE / OBSERVATION WINDOW | MAXIMUM CASH EXPOSED BEFORE LEARNING |
|----------------------------------|--------------------------------------|
|                                  |                                      |

Check sample needs, customer buying cycles and return windows before treating a result as proven.