

Market and Growth Intelligence Framework

Comprehensive presentation for business leaders on S3 Optistart's research-led growth advisory model

Agenda

1. Introduction and Framework Overview
2. Methodology and Opportunity Assessment
3. Execution and Growth Management

Introduction and Framework Overview

Why MGI Matters

Decisions built on evidence

- Translate market signals into specific growth and investment choices.
- Separate facts, assumptions, and gaps to reduce false confidence.

Reality-checked growth strategy

- Test opportunities against sales performance and conversion constraints.
- Validate profitability through margins, credit terms, and collections discipline.

Scale without breaking the business

- Align growth plans to delivery capacity, quality, and service readiness.
- Set clear owners and decision gates before expanding execution.



Leadership Questions Answered

Demand and segment focus

- Identify where demand is real, evidenced, and commercially relevant.
- Select segments and accounts the business can credibly serve.

Clear reason to win

- Define a differentiated value proposition anchored in customer problems.
- Test the promise against quality, delivery reliability, and support.

Economics and accountability

- Translate the plan into revenue, contribution, working-capital, and cash needs.
- Assign owners, KPIs, and decision gates to scale or change course.



What Makes It Different

Strategy built on evidence, not opinions

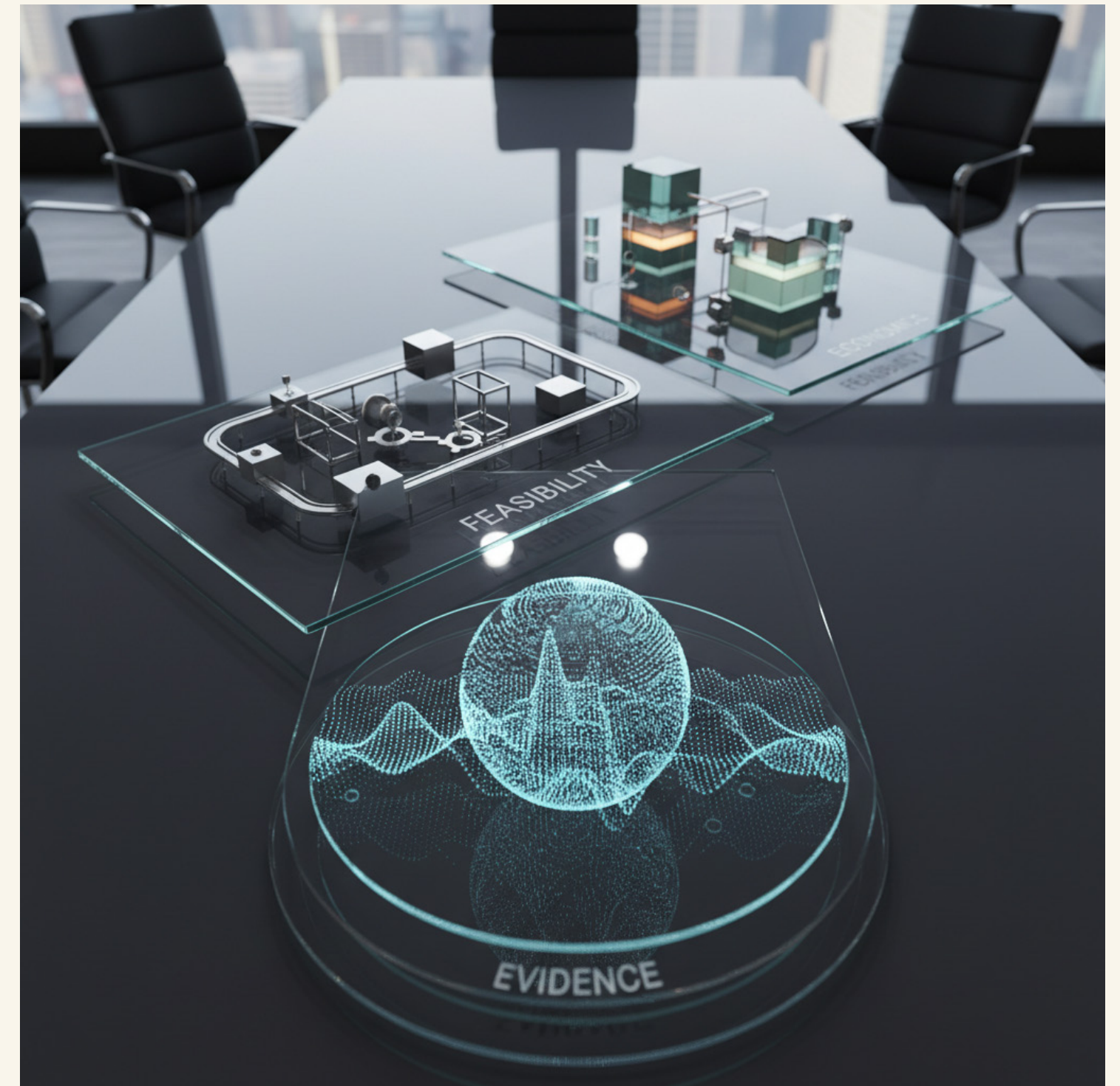
- Market signals are validated with customer insight and competitor reality checks.
- Commercial performance data is used to separate noise from true demand.

Feasibility tested against operations

- Plans are stress-tested against capacity, delivery reliability, and service support.
- Quality, credit terms, and collections are treated as growth constraints.

Economics-first scaling decisions

- Financial modelling links growth choices to margin, cash needs, and risk.
- This prevents pursuing “attractive” markets without profitable execution paths.



Eight Pillars Of MGI

Market and customer intelligence

- Track demand shifts, buyer needs, competitors, and channel economics.
- Convert research into a clear opportunity map for focus.

Commercial reality check

- Diagnose sales performance, margins, funnel leakage, and delivery constraints.
- Prioritize the few constraints that most limit growth.

Opportunity to execution system

- Size and rank segments; define positioning, routes to market, and offers.
- Build pipeline via demand generation and ABM for priority accounts.
- Validate **growth economics** and enforce sales conversion discipline.



Methodology and Opportunity Assessment

From Evidence To Insight

Start with the decision

- Clarify the management decision, scope, timeframe, and confidence needed.
- Define the customer, geography, and offer boundaries before research begins.

Blend external and internal evidence

- Combine secondary sources with targeted interviews or surveys where feasible.
- Validate against sales performance, delivery constraints, margins, and collections.

Make reliability visible

- Maintain a source register with definitions, methods, limits, and permitted use.
- Separate facts, opinions, inferences, and assumptions; flag contradictions early.



How Readiness Is Measured

Four diagnostic formats

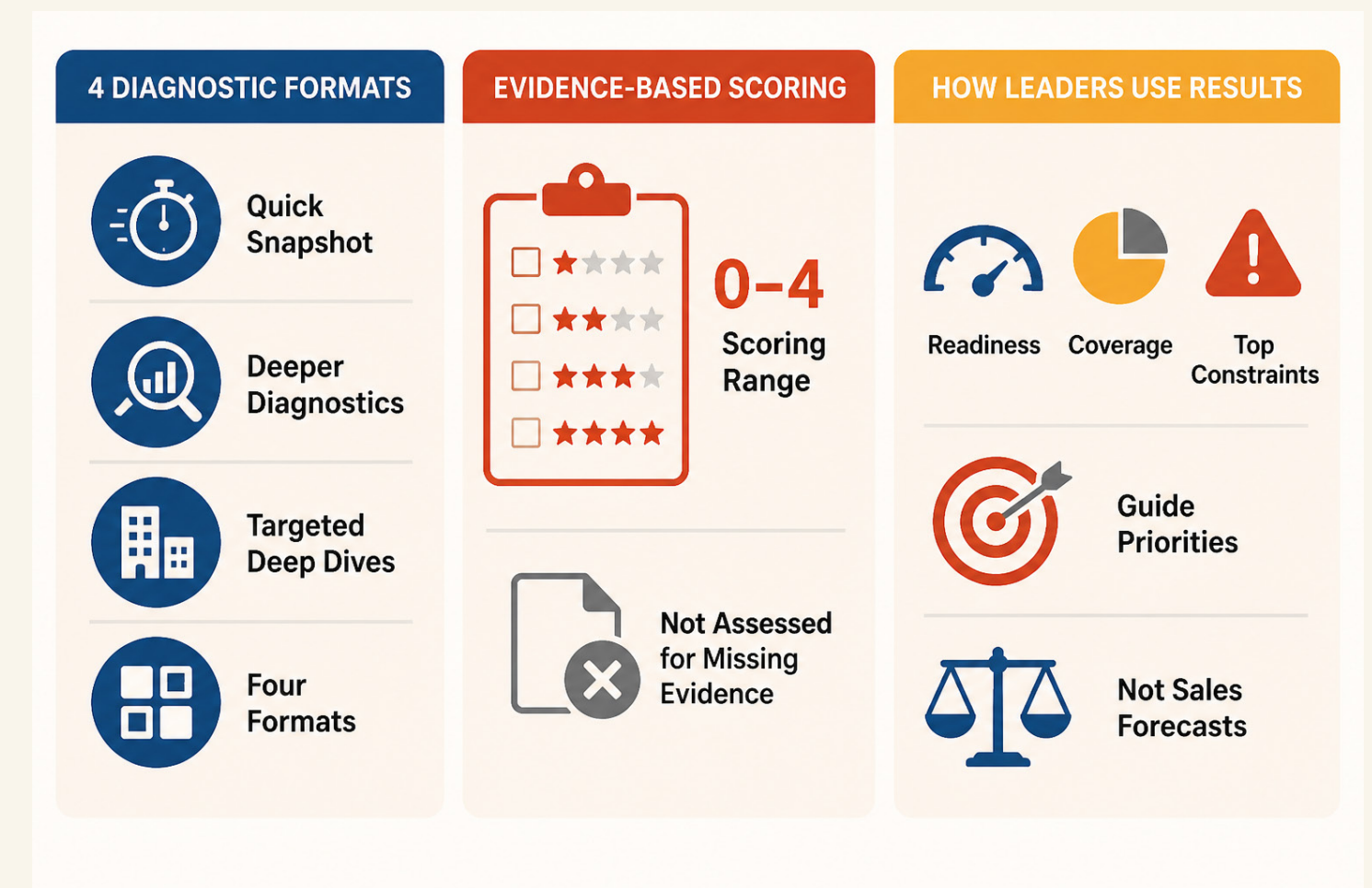
- Growth Readiness Screen gives a fast, directional starting view.
- Express and Professional diagnostics deepen evidence across pillars.
- Enterprise Reviews run targeted deep dives by unit or segment.

Evidence-based scoring

- Each item scores **0–4**, from absent to continuously improved.
- Missing evidence is marked “not assessed,” not forced to zero.

How leaders use results

- Outputs show readiness, assessment coverage, and top constraints.
- Scores guide priorities and actions; they are **not sales forecasts**.



Prioritizing Real Opportunity

Separate size from winnability

- Define TAM as total demand, SAM as serviceable demand, and SOM as realistic near-term capture.
- Build SOM from target accounts, sales-cycle timing, capacity, and cash limits.

Filter segments with constraints

- Prioritize where you can reach buyers, meet requirements, and deliver reliably.
- Stress-test against competition, access barriers, margin, and collections risk.

Focus for profitable execution

- Choose a small set of segments and accounts you can win and serve.
- Avoid arbitrary market-share assumptions; keep evidence and assumptions explicit.



Execution and Growth Management

Designing The Growth Engine

GTM design choices

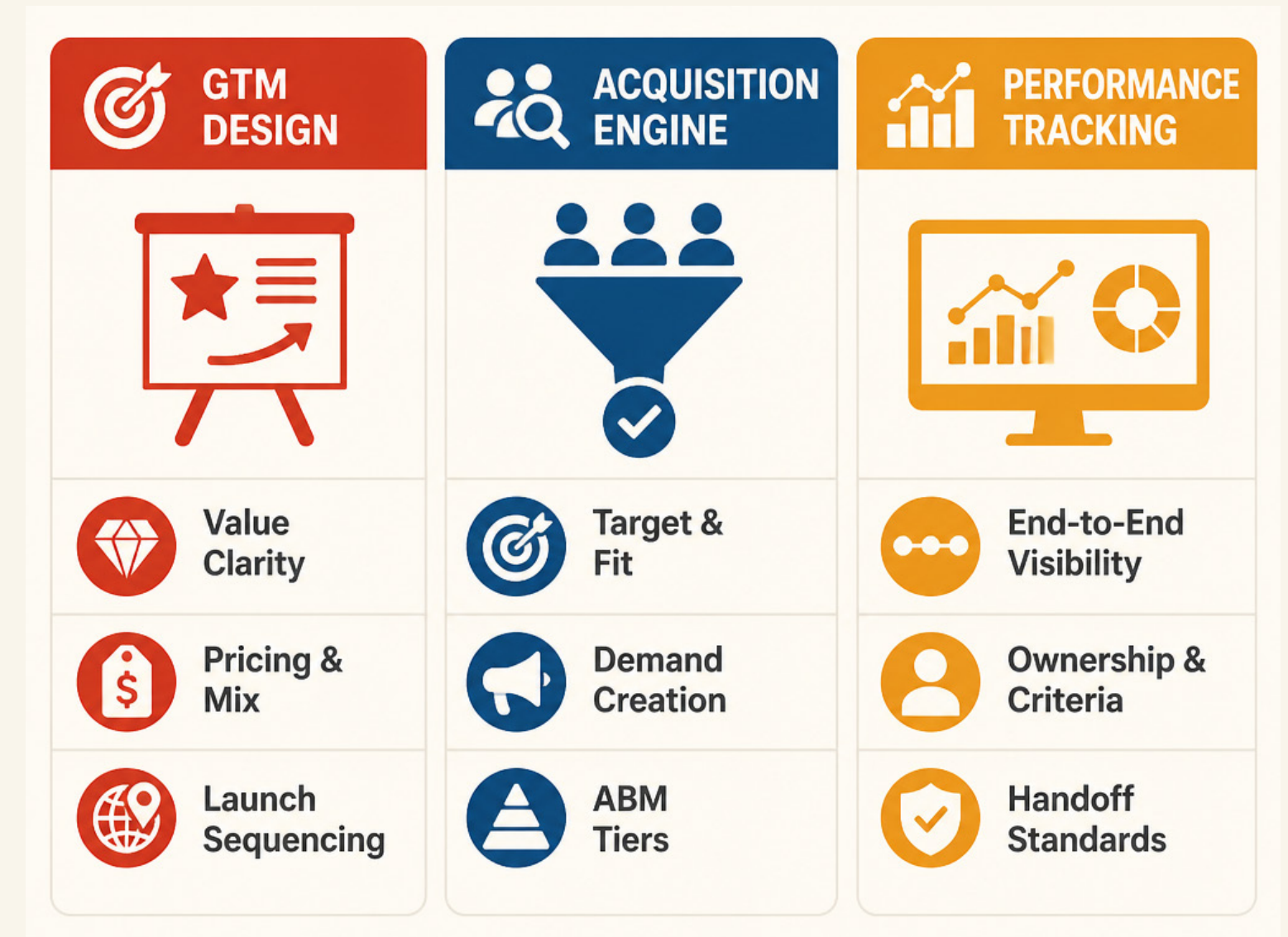
- Clarify the value proposition, offer structure, and proof of differentiation.
- Set pricing logic and select the right direct and channel mix.
- Sequence geography and segment launches to match sales capacity.

Aligned acquisition engine

- Define the ICP, problem, offer, and qualification before spending.
- Run demand generation to create sales-accepted, **qualified opportunities**.
- Use ABM tiers to focus effort where fit and timing are strongest.

Full-funnel performance tracking

- Instrument stages from enquiry to win, then revenue recognition and collection.
- Assign owners, exit criteria, and service levels at every handoff.



Funding Growth Responsibly

Model what growth really costs

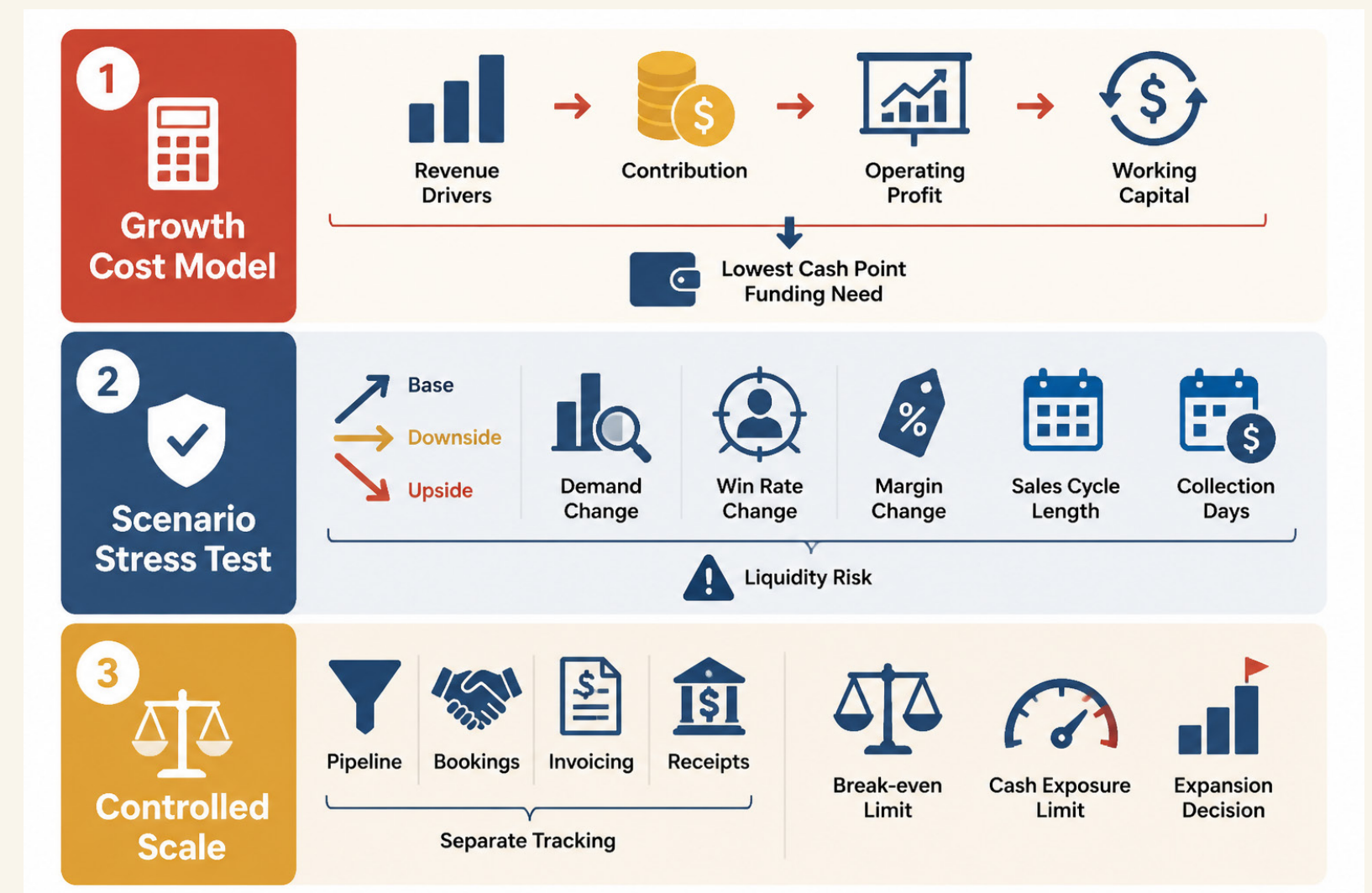
- Link revenue drivers to contribution, operating profit, and working-capital impact.
- Forecast the lowest cash point to size the **funding need**.

Stress-test with clear scenarios

- Compare base, downside, and upside using explicit demand and win-rate shifts.
- Vary margin, sales-cycle length, and collection days to reveal liquidity risk.

Scale only with financial control

- Keep pipeline, bookings, invoicing, and receipts separate in reporting.
- Use break-even and cash exposure limits to decide when to expand.



How Leaders Can Apply It

