

Product, Go-To-Market & Operating Model



Product, Operating Model, Deployment

SUMMARY



A digital events start-up was struggling to translate a promising concept into a repeatable revenue model and a stable operating rhythm.

The typical problem for SMEs and start-ups

- Diffuse product scope and unclear buyer value that make marketing and sales efforts inconsistent.
- No formal delivery discipline, so product releases are ad-hoc, error-prone and fail to build trust with early customers.
- Under-resourced operations where commercial effort is swamped by manual fulfilment and reactive firefighting.
- Limited measurement frameworks: teams lack the right metrics to judge whether changes are moving the business forward.

For an SME these problems create cashflow pressure, higher customer churn and rapid, costly rework.

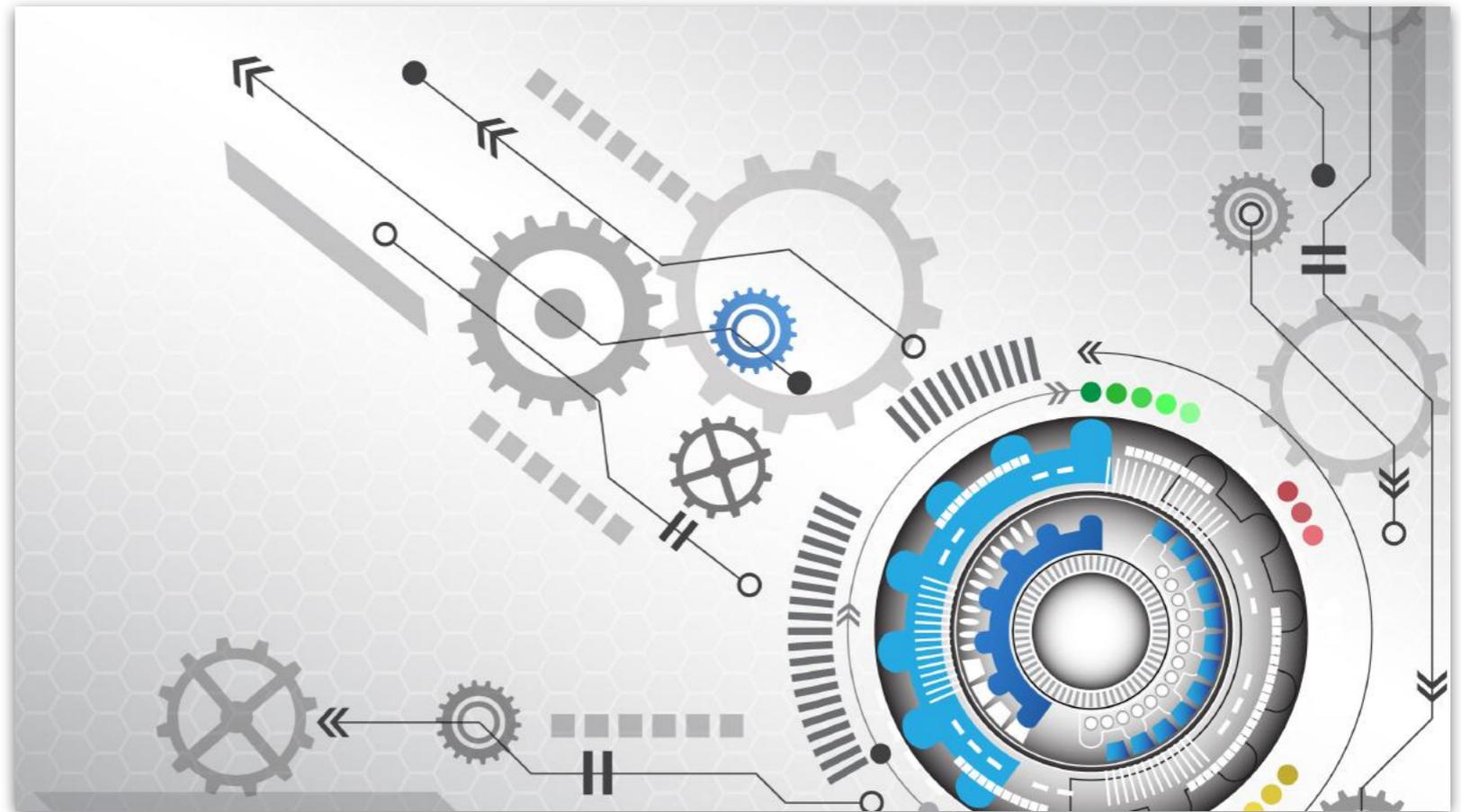
APPROACH

Outcome-Focused

1. Rapid alignment and discovery (2 weeks)

- Run a focused sessions with founders, product and sales to agree target customer segments, pricing hypotheses and the top three metrics that would signal product-market fit.
- Map the core user journey to identify where customers get lost or where manual effort is highest.

This phase produced the single-page product hypothesis and a 30-day prioritised backlog.



Time from idea to first repeatable release reduced from months to a two-week sprint cadence.

2. Delivery structure & product ownership

- Introduce a lightweight product ownership model assigning a single accountable owner for the MVP

backlog and a weekly triage ritual for prioritisation.

- Create short, two-week sprints with defined acceptance criteria so releases are binary: done or not.

APPROACH

Outcome-Focused

3. Operational stabilisation and automation

- Identify the two highest-effort manual processes (ticketing/fulfilment and invoicing) and design simple automations and templates to reduce manual labour.

- implement basic analytics to capture activation, retention and conversion metrics so decisions become evidence-led.

4. Commercial focus: repeatable acquisition

- Work with marketing to turn the product hypothesis into a 90-day



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acquisition experiment plan (one paid channel, one organic channel, one partnerships channel).

- Prioritise features that reduce friction in the buyer journey.

5. Handover

- Create playbooks (release checklist, incident run-book, basic product metrics dashboard) and train the founder team to own the process.

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OUTCOME



Founders gained a repeatable delivery rhythm and playbooks that supported hires and contractor onboarding .

Event-promotion platform (early stage)

- Time from idea to first repeatable release reduced from months to a two-week sprint cadence.
- Operational effort on fulfilment fell by roughly 35 to 45%, freeing founders to focus on acquisition and partnerships.
- Prioritised experiments produced a conversion uplift within 60 days and a demonstrable plan to scale.

Lessons & transferability for SMEs

- Prioritise features that reduce buyer friction and cost.
- Product ownership must be clear and empowered.
- Lightweight PMO practices (short sprints and quick acceptance criteria) provide the control needed without bureaucracy.