

27 CATEGORY ROUTES / 22 FOUNDER MODULES / 324 SYSTEMS

The consumer brand fieldbook.

A practical operating atlas for Rishi and the founders building with Brandlyhumann.

From founder intent to retained sales.

Use the founder workbook to make decisions and record evidence. Each category then provides a launch scope, a month-six model, a channel plan and twelve accountable systems. The base cases are hypotheses to test, not sales commitments.

BEAUTY & WELLNESS

Skincare + body care / Haircare + scalp cosmetics / Makeup + fragrance / Intimate + menstrual care

HOME & LIVING

Home cleaning + hygiene / Home furnishing + décor / Furniture + mattresses / Kitchenware + tableware / Gardening and plants

TECHNOLOGY & MOBILITY

Electronics and mobile accessories / Small home appliances / Automotive care and accessories

FOOD & BEVERAGE

Nutrition + supplements / Packaged snacks + foods / Beverages + drink formats / Staples + condiments

FASHION & ACCESSORIES

Apparel / Activewear + innerwear / Footwear / Bags, luggage + accessories / Jewellery / Eyewear

FAMILY & INTERESTS

Baby and child care / Toys, games and hobbies / Pet care and accessories / Sports, fitness and outdoor / Stationery, books and gifting

READ THIS FIRST The model uses retained sales after order failures and refunds. Taxes, stock purchases, deposits, credit periods and channel settlements need a separate cash forecast. Product-specific legal and technical release gates come before selling.

Use the PDF bookmarks to move between the founder hub, all 22 workbook modules, category routes and source register. The companion tools save working records on the current device; they are not live synced approvals. Export a dated backup for review and handoff.

FOUNDER HUB 01

D2C: the business model

Choose the buyer, product, channel and operating responsibilities.

Rishi, choose the category and cost the work before ordering stock. The founder needs a clear buyer, product route, sales plan and cash budget, with someone accountable for each.

Category, Business, Channel And Operations

- Category: what the customer buys - skincare, footwear, furniture or another product group.
- Business model: who owns the brand, product promise, pricing and customer experience.
- Channel: owned website, marketplace, quick commerce, retail, distributor or a partner.
- Operating model: who develops, manufactures, stores, sells, supports and replenishes the product.

What Direct Customer Access Can Improve

- A direct customer relationship can expose purchase objections, product complaints and replenishment behaviour.
- A small opening range makes it easier to compare product demand, objections and costs.
- An owned store can explain the product in detail. Its sales still carry acquisition, payment and fulfilment costs.
- Record what customer feedback changed in the product, offer, channel or service.

Costs To Include Before Launch

- Sample rounds, testing, tooling, design revisions and failed batches can consume cash before the first sale.
- Inventory must be purchased before it becomes a cost of goods sold; deposits and supplier balances affect cash at different times.
- COD failure, customer returns, replacements, warranty, discounts and platform fees can erase apparent gross margin.
- Include creator production, agency/studio fees, founder time and support when costing organic acquisition.

Set The Opening Range

- Pick one buyer, one use occasion and one credible reason to switch from what they already use.
- Start with a limited range. Cost the extra stock and approvals required by each size, shade, flavour or fitment.
- Choose an existing qualified manufacturing route or a custom route intentionally; custom development can change the six-month calendar.

- Use the category playbook as a starting hypothesis. A baby textile model is not a baby-formula business; fashion jewellery is not a fine-gold inventory model.

Choose A Category

- Score evidence of customer need, supplier access, product differentiation, first-order economics, working-capital needs and delivery risk.
- Use real supplier quotes and paid-purchase evidence to replace assumptions. A high sector-growth percentage cannot validate a weak product.
- Record the founder's actual capital, time, technical capability and patience for product approvals.
- Before selecting a category, review the downside cash case and name the people responsible for delivery.

What This Guide Covers

- This atlas covers 27 major consumer-product verticals with separate launch scopes and operating plans; subcategories show the broader landscape.
- Pharmaceuticals, alcohol/tobacco, safety-critical products and medical devices need dedicated legal, product and channel work. They are not silently included in an ordinary consumer-goods launch.
- Imported, perishable, customised and service-heavy products can need a different setup even within the same vertical.
- The six-month figures are retained-order planning scenarios for the stated launch scope, not independently measured market benchmarks or sales promises.

Decision Gate

Choose a category only when the founder can explain the buyer, approved product route, contribution and cash requirement in one page.

FOUNDER HUB 02

India's market: what the data supports

Compare like-for-like figures and keep forecasts separate.

Use market data to decide where to investigate. Approve a launch only when customer demand, product delivery and unit economics also hold up.

National E-Retail Estimates

- Bain/Flipkart's April 2026 report estimates 2025 India e-retail GMV at \$65-66 billion and growth at 19-21%; it covers a wider universe than D2C brands.

- Its 2025 online-shopper estimate is 290-300 million; about half of incremental orders came from Tier 2+ towns. These are report estimates, not this platform's measured sales.

- The \$170-180 billion 2030 figure is a forecast. It must not be displayed as current market size.

- Source: Bain & Company / Flipkart, How India Shops Online 2026. See the linked source register and interactive market page.

Which Growth Rates Can Be Compared

- The reviewed open sources do not establish a complete, recent all-category D2C league table on one consistent metric.

- A comparable historical FY2022 Unicommerce/Wazir table puts beauty/personal care highest and electronics/home appliances lowest among eight displayed groups. It is historical platform order growth, not a 2026 ranking.

- A newer April 2026 Unicommerce landing page shows five category signals, but its category metric is unclear and its FAQ contradicts the displayed minimum.

- The interactive market page keeps that provisional panel separate. Missing categories remain unknown, not zero-growth markets.

Limits Of Category-Growth Data

- It does not establish your attainable acquisition cost, return rate, manufacturing cost or repeat purchase rate.

- Order growth and GMV growth are different; a higher basket value can lift GMV without equivalent customer growth.

- A brand-owned website is a channel. D2C brands can also sell through marketplaces, quick commerce and offline stores.

- A four-day festive spike, a pandemic-base rebound and a five-year forecast belong in different comparisons.

Research Needed For A Category Decision

- List the actual customer segment and recent purchases, then interview customers about use, alternatives and disappointment.

- Build a dated competitor table covering net price, pack size, claims, format, channel, availability and recurring complaints.

- Get comparable supplier quotes and a product-specific test/release plan before committing to a margin assumption.

- Test the proposition with product evidence, an actual price and a working purchase path. Record paid choices separately from likes and survey interest.

Check Geography And Channel Costs

- A national addressable market does not mean every pincode is serviceable at the same cost or delivery quality.

- Bulky furniture, live plants, beverages and warranty-heavy appliances require geography-sensitive models.

- Before adding quick commerce, cost its inventory, trade terms, replenishment and expiry/return obligations.

- Review contribution by channel and delivery performance by route before expanding coverage.

Decision Gate

Label every market figure with its source, period, metric, coverage and actual/forecast status. Choose the launch segment using customer and operating evidence.

FOUNDER HUB 03

Sales and marketing setup

Plan acquisition, checkout, delivery and the next purchase.

Each campaign needs a defined buyer, an offer, a test budget and a way to measure retained sales. Increase spend only when product delivery and contribution support it.

From First Visit To The Next Purchase

- 1. Define a specific audience and buying occasion. 2. Match the promise and proof to that occasion.
- 3. Choose the channel by intent and economics. 4. Land on a product/offer page that answers the actual objection.
- 5. Complete a tested checkout with clear charges and delivery information. 6. Deliver the right product and resolve exceptions.
- 7. Measure retained orders after the selected cancellation/refund maturity window. 8. Earn eligible repeat, referral or cross-sell demand.

Channel Roles And Costs

- Meta/discovery: test meaningful hooks and product demonstrations; evaluate retained-customer acquisition cost and creative fatigue.
- Search/Shopping: capture explicit product, task or compatibility intent; separate brand search from new demand.
- Creators/affiliates: use approved claims, rights, disclosures and a defined test question; include fees, samples and production costs.
- Marketplaces: model commissions, fulfilment, promotions, returns and settlements separately. Owned-store economics cannot simply be copied.
- CRM/community/referrals: use consented, relevant messages and actual eligible buyers. Attribute incentive and servicing costs.
- Quick commerce/offline: add only when margins, trade terms, availability, replenishment and channel ownership are understood.

Creative Test Record

- Record buyer, use occasion, objection, hook, product proof, offer, landing page, rights and disclosure status.
- Set one learning question: for example, does a compatibility demonstration reduce wrong-model returns as well as improve purchase conversion?
- Choose a finite spend cap from the allowable loss and expected retained CAC; do not prescribe one universal budget for every category.
- Review traffic quality, checkout, delivery and complaints before declaring a winning ad. Change one meaningful variable in the next test.

Weekly Sales Review

- Monday: finance and growth agree the learning budget, stock constraints and stop conditions.
- Tuesday-Wednesday: produce approved creative variations, check tracking and run the planned test.
- Thursday: review meaningful early signals and operational problems; avoid overreacting to tiny samples.
- Friday: reconcile mature retained outcomes, contribution and cash. Decide keep, change, stop or cautiously expand.
- Before each increase: confirm supply, service capacity, settlement timing and the downside cash effect.

Conditions For Increasing Spend

- Fix product, fit, quality or delivery failures before sending more traffic into the same problem.
- Improve contribution through justified price/pack changes, useful bundles, SKU mix, supplier terms or lower operational loss.
- Expand a proven creative or audience only within a stated funded risk limit; rising CAC can erase the expected gain.
- Add a channel when its incremental customers and full channel costs can be measured. Blended ROAS can hide subsidy between channels.
- Increase repeat assumptions only after the required buyer cohort exists and its behaviour is observed.

Find The Sales Bottleneck

- Low qualified traffic: revisit the buyer, promise, proof and channel intent.
- Visits but few placed orders: inspect price, product fit, trust, offer, page speed and checkout errors.
- Orders but weak retained sales: inspect COD confirmation, serviceable lanes, delivery, sizing and product expectations.
- Revenue but negative contribution: review product costs, acquisition, returns and basket mix before increasing volume.
- Contribution but shrinking bank balance: reconcile inventory purchases, deposits, settlement lag, taxes and unpaid commitments.

Decision Gate

The next spending increase needs evidence of retained contribution, stock readiness and funded cash exposure.

FOUNDER HUB 04

Unit economics and working capital

Calculate order contribution, monthly costs and cash commitments.

These models use retained revenue after discounts and refunds, excluding GST. Costs and acquisition rates are planning inputs: replace them with supplier quotes, channel terms and observed orders.

Cost And Contribution Per Order

- Net retained AOV less product/primary packaging, outbound pack, forward fulfilment, expected failure/return/warranty allowance and payment costs gives contribution before acquisition.
- Product cost remains a rupee input when a discount changes AOV. It changes only when the product mix, units per order or supplier cost changes.
- Subtract paid new-customer CAC to inspect a first paid order. This excludes other acquisition, CRM and fixed operations until the monthly bridge.
- Add marketplace fees, trade deductions or other omitted variable costs before applying the model to another channel.

Monthly Operating Calculation

- Retained orders x net AOV = net retained sales. Repeat orders = orders x assumed repeat share.
- New customers = retained orders minus repeat orders under the simplified one-first-order-per-new-customer model.
- Media cost = new customers x paid-new share x retained-new-customer media CAC.
- Monthly operating balance subtracts variable order costs, media, other acquisition costs, retention/CRM costs and fixed operations. It is not accounting profit or cash flow.

Cash Commitments And Stock

- Keep a 13-week forecast: opening bank, settled collections, supplier deposits/balances, inventory, ads, refunds, payroll/studio fees, taxes and other obligations.
- Distinguish a PO commitment, a cash payment, inventory on hand and COGS recognised when units are sold.
- Maintain an inventory position by component: usable stock + confirmed inbound - customer allocations. Bundles consume real component units.
- Reorder point = expected daily component demand x (lead-time days + safety-stock days). Use supplier and delivery evidence for both time assumptions.

Set Spending Limits

- The original founder range remains ₹30L-₹1Cr of available investment. Each playbook narrows a proposed capital range for its stated launch scope.
- A larger capital envelope does not automatically validate a larger opening order or ad budget.
- Release discovery, product, launch and scale budgets only after their evidence gates pass.
- Protect working capital and an explicit contingency; do not allocate every rupee to stock and marketing on day one.

Read The Low, Base And High Cases

- Low/base/high cases are constructed from retained orders and category-specific net basket assumptions for the final 30 days of month six.
- They are useful operating targets, not measured market forecasts or probabilities of success.
- Base-case losses are shown where assumptions do not cover overhead; an attractive revenue number is not enough to approve scaling.
- High-case approval also requires production capacity, mature cohort evidence, support capacity and the corresponding cash forecast.

Check The Model Before Spending

- Check units versus orders, GST basis, discount treatment, return maturity and whether CAC uses placed or retained customers.
- Compare the repeat-order requirement with eligible prior buyers; a large repeat share cannot exist without the cohort.
- Confirm non-media customers have a measured source and funded costs; do not assume they arrive free.
- Stress-test lower AOV, higher CAC, more failures and slower collections separately. Avoid counting the same cost in two categories.

Decision Gate

Review per-order contribution, monthly operating costs and the 13-week cash forecast together before approving spend.

FOUNDER HUB 05

How Brandlyhumann runs the work

Give the founder owners, evidence, costs and decisions in one place.

This is a proposed service setup. Present it as a sample until the team, contracts and delivery capability are in place. Each client record should show completed work, open issues, the next decision and its cost.

Enquiry, Study And Proposal

- Capture category, available capital, founder experience, launch horizon, weekly availability and decision-maker.
- Give a short personalised review that names the strongest hypothesis, the main unknowns and a sensible next decision.
- Offer a scoped paid study when customer research, sourcing or economics need real work; specify deliverables, fees, external costs and acceptance.
- The proposal should state milestones, dependencies, revision limits, change-request terms, payment dates and handover obligations.

Founder'S Project View

- Show the current stage, last approved gate and the record that supports each completed milestone.
- This week's three priorities, named owners, due dates and the records that demonstrate completion.
- Decisions awaiting the founder: options, recommendation, committed cash, timing impact and approval deadline.
- Budget committed, paid and available; open supplier obligations, risks, quality issues and next review date.

Seven Work Areas

- 1. Research: interviews, dated competitors and positioning choices. 2. Product: briefs, samples, claims and release evidence.
- 3. Supply: RFQs, approved vendors, POs and batch records.
- 4. Commercial: SKU economics, channel models and cash forecasts.
- 5. Growth: approved creative, test logs, results and learning.
- 6. Operations: inventory, dispatch, returns and support issues.
- 7. Governance: scope, owner map, decisions, change requests, contracts and final handover.

Decision Record

- Decision: what exactly must be approved, and why now? Include options, evidence and the recommendation.
- Money: total commitment, deposit, balance, external fees and cancellation/rework exposure.
- Timing: dependency, expected delivery and the effect of delaying the decision.

- Authority: proposer, reviewer, founder approval, date, document version and next responsible person.

Weekly Client Report

- Report outcomes and exceptions against the agreed scope; link source records for sales, stock, money and tests.
- Explain what changed, what remains uncertain and what the team recommends next.
- Separate brand revenue from studio revenue; disclose supplier commissions and mark-ups agreed in the engagement.
- Use real case evidence with client permission. Label demos and projections; never invent testimonials or delivered results.

Owners And Handover

- Name the project lead and the specialist responsible for product, regulatory, finance, growth and operations decisions.
- Brand-owned accounts, recovery access, source files, supplier records and working documents are recorded from the start.
- Before extra work begins, record how the scope change affects fees, dates and dependent tasks.
- Close with accepted deliverables, unresolved items, operating SOPs, access transfer and the next 30-day decision plan.

Decision Gate

A founder should always know what is happening, what needs approval, who owns the next step and what money is already committed.

READ THE LABEL BEFORE READING THE PERCENTAGE

Three different views of the opportunity.

No current universal D2C category ranking was established. The tables below answer narrower questions on explicit bases.

01 / INDIA E-RETAIL / BAIN-FLIPKART / PUBLISHED 8 APRIL 2026

Period / status	Measure	Reported value
2025 / estimate	E-retail GMV	\$65-66 billion
2025 / estimate	GMV growth	19-21% YoY
2025 / estimate	Online shoppers	290-300 million
2030 / forecast	E-retail GMV	\$170-180 billion

Universe: India online retail goods, wider than D2C brands. Use the report's own growth estimate; do not divide USD market sizes from different editions. Source: bain_2026.

02 / HISTORICAL PLATFORM COMPARISON / FY2022 VERSUS FY2021

Category	Order-volume growth
Beauty & Personal Care	143.3%
Other	75.9%
Footwear	67.8%
Eyewear & Accessories	66.2%
Health & Pharmaceuticals	62.4%
FMCG & Agriculture	61.7%
Fashion & Accessories	59.7%
Electronics & Home Appliances	34.7%

Comparable within this historical Unicommerce dropship cohort. The pandemic/reopening base and platform adoption can affect growth. Electronics excludes mobiles; FMCG excludes quick commerce. Other includes home/furniture, sports, books and stationery. Source: uc_wazir_2022, Figure 3.2.

03 / WHAT REMAINS UNPROVEN

A recent five-category Unicommerce landing-page panel leaves its metric unclear and contradicts its own minimum. It is not used here as a definitive league table. Category opportunity still requires customer evidence, current quotes, net contribution and a funded cash plan.

DECISION Choose a launch wedge through customer and operating evidence. A sector growth rate is not an achievable CAC, return rate or six-month sales guarantee.

FOUNDER WORKBOOK 01 OF 22

Founder assessment

Establish the money, time, access and decision-making capacity available before choosing a category.

ACTIONS

- 01.** Record cleared business cash, the investment ceiling and household needs separately; a willingness to invest is not cash in the bank.
- 02.** List the founder's weekly availability, relevant supplier access, customer understanding and operating experience with evidence for each.
- 03.** Agree who approves product, spending and claims, including response times and decisions that require a specialist.
- 04.** Name the constraints that could stop the launch, then choose the next smallest piece of evidence to obtain.

EVIDENCE TO PRODUCE

- Founder brief
- Capital and time constraints
- Decision-owner map
- Initial evidence requests

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- Rishi is the proposed studio lead; the sample founder and all business records are fictional.
- The example investment ceiling is ₹50L; the cleared-cash field remains blank until a founder supplies it.
- Weekly founder time is a required input, not assumed to be unlimited.
- Skincare knowledge, supplier relationships and launch experience begin as 'evidence needed'.
- The first decision is whether the founder can fund and participate in a paid validation stage.

DECISION GATE Proceed to category selection only when capital, availability and decision ownership are explicit. An incomplete assessment produces an information request, not a launch promise.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 02 OF 22

Category selection

Compare categories against this founder rather than selecting whichever market has the largest headline growth.

ACTIONS

01. Shortlist three categories and define the specific product wedge within each; broad labels hide different cost and service models.

02. Score buyer access, relevant expertise, cash requirement, repeat potential, operational complexity and evidence quality using written reasons.

03. Read each category's base and downside economics, launch dependencies and source dates before comparing revenue scenarios.

04. Choose one category for validation and record what new evidence would make you change that choice.

EVIDENCE TO PRODUCE

- Three-category comparison
- Scored selection record
- Chosen wedge
- Reconsideration triggers

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- Routine No. 01 compares a two-product skincare routine with one apparel silhouette and a compact home-textile range.
- Skincare earns no automatic advantage for market growth; supplier readiness and buyer evidence remain unverified.
- The candidate wedge is an uncomplicated cleanser-and-moisturiser routine for a defined customer group.
- The apparel alternative requires size grading and exchange stock; textiles require dimension and wash validation.
- The shortlist remains provisional until customer research and supplier feasibility are reviewed.

DECISION GATE Select a category when the founder's resources fit its specific operating requirements. Market growth supports context; it does not prove demand for the proposed brand.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 03 OF 22

First product and offer

Turn the chosen category into a small, costed product range with clear claims and physical specifications.

ACTIONS

01. Write one customer problem and the use situation; separate essential product performance from packaging or naming preferences.

02. Define the first SKU specifications, sizes, materials, proposed claims and acceptable evidence before requesting supplier quotes.

03. Build the offer from actual components, including packaging, discounts and fulfilment weight; cap variants until demand is demonstrated.

04. List the sample, testing and approval work needed before any product is sold.

EVIDENCE TO PRODUCE

- First-product brief
- SKU and bundle bill of materials
- Claims-and-evidence list
- Sample approval plan

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- Proposed products: C01 cleanser, 100 mL, and M01 moisturiser, 50 g; formulas and packs are not approved.
- Illustrative net prices are ₹800 cleanser, ₹1,200 moisturiser and ₹1,600 for the two-item routine.
- Illustrative product costs are ₹180, ₹360 and ₹540 respectively; these are assumptions, not supplier quotations.
- A 25% / 50% / 25% order mix gives ₹1,200 weighted net AOV and ₹360 product cost per retained order.
- No efficacy, sensitive-skin or test claim is published without suitable supporting evidence.

DECISION GATE Request samples only after the product brief and cost ceiling are approved. Do not use a bundle discount to hide unviable component costs.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 04 OF 22

Competitor room

Build a dated comparison of the alternatives customers actually consider, including why they buy or reject them.

ACTIONS

01. Choose five direct alternatives and two indirect substitutes used by the target customer; include the option of buying nothing.

02. Capture price, pack size, ingredients or materials, offer, delivery, returns and claim wording from dated public product pages.

03. Code review themes by issue and frequency within the sample, preserving links and distinguishing observations from your interpretation.

04. Write the gap the proposed brand can prove, then check that customers care enough about it to pay.

EVIDENCE TO PRODUCE

- Dated competitor matrix
- Linked review excerpts
- Customer alternatives map
- Gap hypothesis

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- The sample comparison has columns for product URL, captured date, pack size, actual offer and delivery promise.
- Prices and market shares are blank until sourced; the workspace contains no invented competitor findings.
- Review codes for this example include texture, fragrance, pump leakage, unclear routine and perceived value.
- Compare like-for-like pack sizes and offers; a list price is not the same as a realised selling price.
- The proposed gap is a hypothesis about routine clarity, pending buyer interviews and product evidence.

DECISION GATE Advance only when the claimed gap is visible in evidence and worth testing with customers. A competitor weakness is not automatically your brand's strength.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 05 OF 22

Demand validation

Test customer understanding and priced demand before committing a large production order.

ACTIONS

01. Recruit people who match the target customer and record recent paid purchases, current routines and specific frustrations.

02. Separate interview findings, sample-use feedback and willingness to buy; each answers a different question.

03. Test a priced concept or sample appointment with clear terms and approved claims, avoiding payment collection for an undefined product.

04. Summarise objections, evidence strength and remaining unknowns, then decide whether to proceed, revise or stop.

EVIDENCE TO PRODUCE

- Interview guide and records
- Priced-concept test
- Objection log
- Validation decision memo

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- Plan twenty buyer interviews; no interviews or findings are presented as completed in this example.
- Each record asks for the last product bought, paid price, usage pattern and reason for switching.
- A proposed routine page can test comprehension and price response before sale, clearly marked as a concept.
- Product experience requires appropriately reviewed samples and a documented feedback process.
- The validation gate remains open until dated records support a specific product and offer decision.

DECISION GATE Approve the next spend only when evidence supports the buyer, problem and price. Interest, views and compliments alone do not establish demand.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 06 OF 22

Capital and cash runway

See which payments can actually be funded and when the business could run short of cash.

ACTIONS

- 01.** Separate the investment ceiling, cleared bank cash, committed supplier payments and unreceived customer collections.
- 02.** Build a thirteen-week cash schedule with dated inventory, testing, media, team, refund and tax-related payments.
- 03.** Reserve a minimum liquidity buffer and stress delayed collections, a production delay and a higher return-loss allowance.
- 04.** Release capital at approved evidence gates and keep an owner for every cash assumption.

EVIDENCE TO PRODUCE

- Thirteen-week cash forecast
- Committed-payment register
- Liquidity buffer
- Capital-release decisions

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- ₹50L is the illustrative investment ceiling for Routine No. 01, not its opening bank balance.
- Example week: ₹5L cleared cash + ₹2L collections - ₹3L supplier payment - ₹1L media - ₹0.55L operating payments = ₹2.45L closing cash.
- A purchase order can create a future cash commitment before stock arrives or sales begin.
- The current monthly operating model includes ₹45,000 other acquisition, ₹10,000 CRM and ₹1.65L fixed costs.
- Reorder deposits, refunds and delayed settlements require their own dated lines; operating profit does not equal available cash.

DECISION GATE Approve spending only when the dated downside forecast preserves the agreed cash buffer. If it fails, reduce, delay or redesign the commitment.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 07 OF 22

Supplier comparison

Compare quotes, samples, operating capability and risk on the same basis before selecting a manufacturing partner.

ACTIONS

- 01.** Send the same versioned product brief to each candidate, including formulation, pack, quantity, testing and documentation requirements.
- 02.** Normalise quote scope: product units, packaging minimums, samples, tooling, testing, taxes, freight, payment terms and reorder lead time.
- 03.** Review the actual production site, relevant documents, sample quality, traceability and responsibility for changes or defects.
- 04.** Record unresolved gaps and approve a supplier only after technical review, commercial comparison and contract responsibilities align.

EVIDENCE TO PRODUCE

- Comparable quote sheet
- Supplier evidence file
- Sample comparison
- Purchase-order approval record

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- Supplier A and Supplier B are blank comparison slots, not verified companies or recommendations.
- The C01 request asks for a 100 mL cleanser with a specified pack and evidence requirements.
- Separate the filled-product minimum from bottle, pump, label and carton minimums; unused packaging still consumes cash.
- A lower unit quote can cost more after tooling, testing, freight, rejection exposure or a larger advance.
- No supplier is marked approved until dated documents, sample evidence and written commercial terms are attached.

DECISION GATE Select the supplier on accepted total cost and verified capability for the exact product. Price alone cannot close unresolved quality or documentation gaps.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 08 OF 22

SKU and channel economics

See what remains from a retained order after product, fulfilment, acquisition and operating costs.

ACTIONS

01. Use net revenue after discounts and refunds, excluding GST; separate retained orders from orders merely placed or dispatched.

02. Cost every SKU and bundle from its component quantities, then weight the result using an explicit order mix.

03. Build a separate P&L for direct, marketplace and partner sales; include actual commissions, ad costs, return losses and settlement timing.

04. Compare contribution before media, after acquisition and after monthly overhead, then change one assumption at a time.

EVIDENCE TO PRODUCE

- SKU cost sheets
- Channel P&Ls
- Assumption register
- Contribution and sensitivity comparison

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- Base illustration: 1,000 retained orders x ₹1,200 net AOV = ₹12L in the final 30 days.
- Variable cost per retained order: ₹360 product + ₹45 pack + ₹65 forward + ₹30 loss allowance + ₹30 payment = ₹530.
- At 20% repeat share: 200 repeat orders and 800 new customers; 80% paid share means 640 paid new customers.
- 640 x ₹650 paid CAC = ₹4.16L media. First paid-order contribution is only ₹1,200 - ₹530 - ₹650 = ₹20.
- ₹12L - ₹5.30L variable cost - ₹4.16L media - ₹45,000 other acquisition - ₹10,000 CRM - ₹1.65L fixed = ₹34,000 operating balance.
- This is an illustrative model balance, not verified profit; taxes, financing, one-time costs and cash timing require their own treatment.

DECISION GATE Increase spend only when observed retained-order contribution and available cash justify it. A positive revenue target or platform ROAS does not establish a viable business.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 09 OF 22

First 100 customers

Design a controlled first-customer programme that produces useful commercial and product evidence.

ACTIONS

- 01.** Define 100 retained first-time orders as the experiment outcome, with a clear start date, spend ceiling and service capacity.
- 02.** Assign each acquisition route a customer count, accountable owner, offer, tracking method and cost budget.
- 03.** Review early product questions, failed deliveries and complaints daily; separate normal learning from issues that require a pause.
- 04.** Close the experiment after sufficient delivery and return observation, then decide which route and offer deserve another test.

EVIDENCE TO PRODUCE

- First-customer route plan
- Experiment budget
- Order and issue log
- Pilot decision memo

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- The launch pilot assumes 100 first-time retained orders and zero repeat orders.
- An illustrative mix is 80 paid new customers and 20 from separately costed creator, referral or founder-led routes.
- At ₹650 paid CAC, the paid-media allowance is ₹52,000; the twenty other customers are not assumed to be free.
- ₹1.20L net revenue - ₹53,000 variable cost - ₹52,000 media leaves ₹15,000 before other acquisition and fixed costs.
- These are experiment assumptions, not achieved customers; no scale decision is made from the first few ad conversions.

DECISION GATE Proceed to a larger cohort only when product experience, delivery and contribution are acceptable. Repeat customers cannot be assumed before earlier customers have had time to repurchase.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 10 OF 22

Launch calendar and dependencies

Connect launch dates to evidence, approvals and supplier commitments so a delay has a visible effect.

ACTIONS

- 01.** Create tasks with an owner, due date, required input, approval record and the task that cannot start until they finish.
- 02.** Place product evidence, supplier approval, packaging, inventory and service readiness on the critical path before scheduling sale.
- 03.** Keep supplier estimates separate from committed dates, and reserve time for review, rework and receiving inspection.
- 04.** When a dependency slips, update affected tasks, cash commitments and the sales window instead of compressing essential validation.

EVIDENCE TO PRODUCE

- Dependency calendar
- Approval milestones
- Critical-path view
- Revised launch and cash dates

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- Weeks 1-4: founder brief, customer research, priced concept and initial cost model.
- Weeks 5-10: proposed sample and pack work; actual testing duration follows the approved technical plan and may extend.
- Weeks 11-16: production and commercial preparation only after required product and supplier approvals.
- Weeks 17-20: controlled first-customer programme if sellable stock, support and delivery are ready.
- Weeks 21-26: cohort learning and funded replenishment; the sales target is measured over the final 30 days, not all six weeks.

DECISION GATE A task is ready only when its dependencies and approvals are complete. Move launch and revenue scenarios when a required gate remains open.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 11 OF 22

Positioning and message

Explain who the product is for, the problem it solves and what evidence supports choosing it.

ACTIONS

- 01.** Write the target customer, situation, current alternative and specific reason to switch in plain language.
- 02.** Separate the customer benefit from the proof and from the offer; a discount cannot substitute for differentiation.
- 03.** Create one main message and a short objection-response set, keeping every product claim within the evidence available.
- 04.** Test whether unfamiliar target customers can explain the offer back accurately before commissioning a large campaign.

EVIDENCE TO PRODUCE

- Positioning brief
- Message and proof map
- Objection-response set
- Approved language list

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- Working customer: someone who wants an understandable two-step cleansing-and-moisturising routine; this segment still needs validation.
- Working message: 'Know what each step does, how to use it and what you are buying.'
- Proof to obtain includes approved product information, clear ingredient explanations, pack usability and demonstrated routine guidance.
- The sample does not claim superior efficacy, dermatologist endorsement or a guaranteed skin result.
- The offer is the cleanser, moisturiser or two-item routine, with exact sizes and transparent pricing.

DECISION GATE Publish a message only when customers understand it and its supporting proof exists. Unverified evidence remains a request, not a marketing claim.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 12 OF 22

Product and launch readiness

Review the evidence required to release the product, accept orders and handle the consequences of selling.

ACTIONS

01. Track formula and pack approval, suitable testing, batch traceability, label review and claim substantiation for each SKU.

02. Confirm the supplier's responsibilities, sample references, defect process and receiving-release decision before accepting sellable stock.

03. Rehearse checkout, payment, cancellation, delivery, damaged-product support and refunds with the actual team and systems.

04. Run a joint release review where unresolved critical issues block sale and smaller issues have named owners and dates.

EVIDENCE TO PRODUCE

- SKU readiness checklist
- Evidence and approval register
- Transaction rehearsal record
- Launch release decision

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- C01 and M01 both begin with 'approval pending'; the fictional example has no completed testing or compliant-product certification.
- Product evidence must relate to the exact formula, pack and claim version being sold.
- A final approved label, batch record and customer-care route are required review records, not decorative attachments.
- A leaking pump or unresolved formula concern blocks release even if ads and photography are ready.
- Customer transactions and support rehearsals must be documented before the store accepts live orders.

DECISION GATE Release only after the relevant technical and commercial owners approve the exact sellable products and operating process. A calendar date alone cannot pass this gate.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 13 OF 22

Sales and marketing pack

Give the launch team a connected set of offers, creative briefs, pages, tracking rules and spending decisions.

ACTIONS

- 01.** Choose three customer problems to test and map each to an evidence-supported message, offer and landing page.
- 02.** Prepare reusable briefs with hook, proof, demonstration, required assets, rights, cost and the question the experiment should answer.
- 03.** Define event tracking, channel naming, attribution limits and a reconciliation to retained orders before media launches.
- 04.** Set a spend release and review date for each test; include creator fees, sample shipping and commissions outside media.

EVIDENCE TO PRODUCE

- Creative and creator briefs
- Offer-page map
- Tracking and cost sheet
- Spending and review rules

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- The sample test pack compares routine clarity, product-use guidance and pack usability, pending supporting product evidence.
- Three angles x two formats x two hooks creates twelve candidate briefs; launch a manageable subset first.
- A routine demonstration links to the two-item page with exact sizes, price, ingredients, directions and service terms.
- No invented review, before/after result or expert endorsement is used as proof.
- The decision metric is retained contribution with service quality, not clicks or platform-reported revenue alone.

DECISION GATE Release a test only when its claim, page, stock, tracking and budget are ready. Scale requires retained outcomes and enough delivery capacity.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 14 OF 22

Stock and reorder planner

Translate the sales scenario into component demand, usable stock and a cash-funded purchasing decision.

ACTIONS

- 01.** Convert expected orders into units for each SKU and bundle component; do not order bottles from total order count alone.
- 02.** Calculate inventory position as usable stock plus confirmed inbound minus allocations; exclude held or rejected units.
- 03.** Estimate reorder points from daily component demand, replenishment lead time and an explicit safety-day allowance.
- 04.** Choose the actual purchase quantity using minimums, order cadence, shelf life, packaging constraints and the cash forecast.

EVIDENCE TO PRODUCE

- SKU demand forecast
- Inventory-position sheet
- Reorder alerts
- Cash-approved purchase plan

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- At 1,000 monthly orders with a 25% cleanser / 50% moisturiser / 25% bundle mix, demand is 500 cleansers and 750 moisturisers.
- Assuming a 30-day lead time plus 15 safety days, reorder points are 750 cleanser units and 1,125 moisturiser units.
- Illustrative cleanser position: $650 \text{ usable} + 200 \text{ confirmed inbound} - 100 \text{ allocated} = 750$; review replenishment now.
- Illustrative moisturiser position: $950 + 200 - 100 = 1,050$, below the 1,125 reorder point.
- The 75-unit gap is not automatically the purchase quantity; supplier minimums, stock cover, expiry and available cash still determine the order.

DECISION GATE Release a purchase only when usable stock, confirmed lead time, minimums and cash support it. Recalculate when the sales mix or supplier timing changes.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

Customer support setup

Resolve ordinary problems consistently and route product, payment or repeated operational issues to the right owner.

ACTIONS

- 01. Create reason codes for delay, damage, wrong item, refund status, product question and product-quality concern.
- 02. Adapt the supplied scripts with actual policy terms and response commitments; never promise a refund or replacement before checking authority.
- 03. Record order, SKU, batch where relevant, evidence, owner, next update and the full resolution cost.
- 04. Review repeated issues by supplier batch, carrier lane and product page so support findings change the operation.

EVIDENCE TO PRODUCE

- Support scripts
- Ticket and escalation rules
- Resolution-cost log
- Recurring-issue review

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- The sample inbox connects each ticket to an order and a reason code rather than leaving it in a personal message thread.
- A damaged pump ticket records batch, packing condition, photos if available and the agreed remedy.
- The customer receives a specific next-update time that the assigned owner can meet.
- A product-quality concern is routed to the designated qualified reviewer; support does not invent diagnoses or treatments.
- Refund status uses the actual processing reference and payment-provider timeline, with no invented completion claim.

DECISION GATE Close a ticket only when the agreed remedy or next responsible owner is recorded. Repeated quality or fulfilment failures trigger an operating decision.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 16 OF 22

Cohorts and repeat purchases

Build repeat forecasts from delivered customers, actual usage timing and contribution after retention costs.

ACTIONS

01. Group customers by first retained purchase, delivery date, product and acquisition route; keep cancellations and returns visible.

02. Define when a customer is eligible for a relevant follow-up, using product experience and observed repurchase timing.

03. Build service, education and replenishment messages separately, with permission and easy preference controls where applicable.

04. Measure repeat orders and contribution against the eligible cohort, including discounts, CRM spend and repeat fulfilment losses.

EVIDENCE TO PRODUCE

- Delivered-customer cohorts
- Eligibility and message rules
- Repeat-contribution report
- Revised repeat forecast

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- The base case asks for 200 repeat retained orders in the final 30 days.
- With an illustrative eligible pool of 850 buyers, this requires 23.53% to place one retained repeat order that month.
- The 850-customer pool is a planning input, not a claimed asset; earlier delivered cohorts must establish whether it exists.
- Routine No. 01 does not send a replenishment message solely because a fixed number of days has passed.
- If eligible cohorts cannot support repeat demand, reduce the repeat assumption and recalculate new-customer acquisition needs.

DECISION GATE Approve a repeat forecast only when the eligible pool, timing and observed response make it defensible. Revenue from repeats must include its own costs.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 17 OF 22

Weekly founder review

Bring sales, cash, stock, service and decisions into one short operating meeting.

ACTIONS

01. Reconcile placed, dispatched, delivered, returned and retained orders before presenting net revenue or acquisition performance.

02. Review contribution, bank cash, committed payments, stock cover, open complaints and the strongest new customer evidence.

03. Compare actuals with the current forecast and explain the few differences that change a spending or product decision.

04. End with a dated action log: what changes, who owns it, what evidence is due and which budget is released or held.

EVIDENCE TO PRODUCE

- Weekly operating dashboard
- Forecast variance notes
- Decision and action log
- Next spending release

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- The sample monthly reference remains ₹12L retained revenue and ₹34,000 operating balance under stated assumptions.
- A weekly view uses actual dated transactions; it does not divide monthly targets into fake achieved results.
- The review includes SKU stock gaps and unresolved batch issues alongside marketing performance.
- Three example decisions are to hold an unproven ad, fund an approved reorder and investigate pump leakage.
- No action is marked complete until its owner supplies the agreed record.

DECISION GATE A review is complete when evidence leads to accountable decisions. More charts do not compensate for unreconciled data or unresolved ownership.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 18 OF 22

Downside and recovery scenarios

Know which assumption failed and what to change before using more capital to chase the original target.

ACTIONS

- 01.** Choose one stress at a time: weaker AOV, higher acquisition cost, fewer repeats, delivery loss or a delayed launch.
- 02.** Recalculate contribution and cash using the same order and cost definitions, stating which inputs remain fixed.
- 03.** Separate actions that fix the cause from those that only postpone the cost; attach an owner, limit and review date.
- 04.** Keep the revised case until evidence improves rather than restoring the original target because it looks better.

EVIDENCE TO PRODUCE

- Downside comparisons
- Cash impact and stop limits
- Recovery action plan
- Evidence-based revised forecast

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- Base reference: 1,000 retained orders, ₹1,200 AOV, ₹530 variable cost and ₹34,000 operating balance.
- If paid CAC rises from ₹650 to ₹750 for 640 paid new customers, balance falls by ₹64,000 to -₹30,000.
- If AOV falls to ₹1,080 at the same 1,000 orders and costs, balance becomes -₹86,000; first paid-order contribution becomes -₹100.
- If repeat share becomes zero, paid new customers rise to 800 and media to ₹5.20L; balance becomes -₹70,000 with other costs held fixed. Forty additional other-channel customers are also required.
- If the loss allowance rises from ₹30 to ₹80 per retained order, balance becomes -₹16,000. These are isolated stresses, not combined predictions.

DECISION GATE Hold or reduce spend when the failed assumption makes new orders unattractive or cash unsafe. Resume only after the specific corrective evidence supports it.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 19 OF 22

Worked brand walkthrough

Follow one fictional business through decisions, records and assumptions without confusing the example with a real case study.

ACTIONS

- 01.** Read the example notice and distinguish planned inputs, model outputs and evidence that has not yet been obtained.
- 02.** Follow the same founder, product range and cost definitions across category choice, samples, launch, stock and repeat planning.
- 03.** Open each stage's record and identify the decision it supports; do not treat a filled sample field as an approval.
- 04.** Copy the structure into a separate project and replace assumptions with the founder's own dated evidence.

EVIDENCE TO PRODUCE

- Linked example records
- Assumption-to-result walkthrough
- Open evidence list
- Blank project starting point

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- Routine No. 01 is a fictional two-product skincare concept, not a client, operating brand or supplier-backed offer.
- The example contains no claimed interviews, completed tests, live customers or achieved sales.
- The net-price mix gives ₹1,200 AOV and the current base scenario uses 1,000 retained orders in the final 30 days.
- Product, supplier and commercial approvals remain pending until real records exist.
- The ₹34,000 operating balance illustrates model mechanics and does not establish that the launch will be viable.

DECISION GATE Use the walkthrough to understand how decisions connect. Replace every planning assumption before using it to authorise a real commitment.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 20 OF 22

Working scope and responsibilities

Make the proposed relationship concrete: what is delivered, who approves it, which specialists are needed and what sits outside the agreement.

ACTIONS

- 01.** Choose the stage being commissioned and list specific deliverables, review rounds, acceptance criteria and the expected inputs.
- 02.** Assign responsibilities among studio, founder, supplier and specialist, including who can approve spending or release a product.
- 03.** State exclusions, pass-through costs, access ownership, confidentiality, handover and the process for changed scope.
- 04.** Enter fees, payment milestones and dates only after the parties agree the actual work; do not imply a standard fee or guaranteed outcome.

EVIDENCE TO PRODUCE

- Stage-specific scope
- Responsibility and approval map
- Acceptance and change process
- Commercial terms to agree

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- A possible first stage is founder assessment, category shortlist, validation plan and a costed launch recommendation.
- Product formulation, specialist testing and professional sign-off are separate responsibilities requiring qualified parties.
- The founder retains the brand's accounts and supplies funding, decisions and accurate business information.
- Media, manufacturing, logistics and specialist charges are recorded separately from any agreed studio fee.
- Fee, duration and named service-provider fields are blank; this workspace does not claim an existing contract.

DECISION GATE Start a stage when deliverables, owners, authority and costs are agreed in writing. A sales target cannot serve as the acceptance criterion for unproven work.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 21 OF 22

Capability and evidence

Show what can be demonstrated today and what still needs verification before a founder relies on the studio.

ACTIONS

- 01.** List each promised capability and the specific evidence needed to substantiate it, such as a work sample or qualified owner.
- 02.** Separate illustrative artifacts, documented past work, current provider verification and permission to publish a client reference.
- 03.** Record the evidence owner, date, scope and limitations; remove claims that cannot be supported.
- 04.** Use the gaps to decide whether to obtain proof, appoint a specialist, narrow the scope or decline that responsibility.

EVIDENCE TO PRODUCE

- Capability evidence register
- Permission and reference records
- Provider-verification gaps
- Approved claims about the studio

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- The current plan and calculator demonstrate a way of structuring decisions; they are not evidence of achieved client revenue.
- No verified supplier network, team credential, client logo or launch result is assumed.
- A quality capability needs an accountable qualified reviewer and relevant evidence, not a slide saying 'quality handled'.
- A past-work example requires permission, scope, dates and a clear explanation of the studio's actual contribution.
- Status labels remain 'illustrative only', 'evidence needed' or 'verified for this scope' only when the record supports them.

DECISION GATE Make a capability claim only to the extent the evidence supports. Keep limitations visible and appoint suitable specialists where the studio cannot own the work.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK 22 OF 22

Your working project

Keep one usable record of the founder's assumptions, evidence, approvals and next decisions.

LOCAL WORKSPACE The companion tools keep working data on the current device. Status labels and checkboxes do not notify reviewers, sync approvals or establish that a release was authorised. Export a dated backup and record the actual reviewer and decision.

ACTIONS

- 01.** Create a project with a clear category, owner and version; keep fictional example data separate from actual business records.
- 02.** Replace prefilled assumptions, link dated evidence and record the source and responsible owner for important inputs.
- 03.** Save decisions with status, next action and review date; reopen them when a product, supplier, cost or claim changes.
- 04.** Export a dated review copy and check what the workspace actually stores before relying on it as the only business record.

EVIDENCE TO PRODUCE

- Project brief and current assumptions
- Evidence and decision register
- Next-action list
- Dated export or backup

ROUTINE NO. 01 · FICTIONAL PLANNING EXAMPLE

- A project named 'Routine No. 01 - example' remains separate from any real founder's workspace.
- Editable inputs include capital, product mix, costs, dates, owners and the evidence still required.
- An approval record asks who decided, which version was reviewed and what conditions remain open.
- The founder's customer lists, contracts and sensitive records should follow the chosen tool's real access and storage arrangements.
- Local browser persistence, if used, is not a shared secure document vault or an independent backup.

DECISION GATE Use the project as the current working record only after confirming its storage, access and export behaviour. A completed checkbox without evidence does not approve a launch.

RECORD THE DECISION

Evidence location / review date

Decision / next action / accountable owner

FOUNDER WORKBOOK / REFERENCE RECORDS

Routine No. 01

Fictional planning example only. This is not a real client, operating brand, verified supplier relationship or performance case study. All prices, costs, cash movements and sales volumes are illustrative assumptions. No interviews, product tests, customer orders or commercial results are represented as completed.

1. Founder and category

Record: Illustrative ₹50L investment ceiling; two-product skincare is the provisional wedge. Cleared cash, founder availability and expertise evidence are still required.

Result: The category is a candidate for validation. It has not been approved for launch.

Next decision: Confirm the founder's resources and decide whether to fund customer research and supplier feasibility.

2. Buyer and competitor evidence

Record: Plan twenty buyer interviews and a dated comparison of five direct alternatives plus two substitutes. Findings and competitor prices remain blank.

Result: No validated demand or positioning advantage is claimed.

Next decision: Obtain real records, then retain, revise or reject the routine-clarity hypothesis.

3. First product and price mix

Record: Proposed C01 cleanser at ₹800 and M01 moisturiser at ₹1,200; a two-item bundle at ₹1,600. A 25% / 50% / 25% order mix is assumed.

Result: The arithmetic gives ₹1,200 weighted net AOV.

Assumed component costs produce ₹360 product cost per retained order.

Next decision: Check willingness to pay, actual quotations and the proposed mix before treating these as operating inputs.

4. Product and supplier gates

Record: The formula, pack, testing plan, labels, claims and supplier approval records are all pending. Supplier slots contain no verified company names.

Result: There is no approved sellable stock and no authority to advertise unsubstantiated product claims.

Next decision: Complete relevant technical review and written commercial terms before committing production or live sale.

5. First 100 customers

Record: A controlled pilot proposes 100 retained first-time orders: 80 paid customers and 20 from separately costed routes. At ₹650 paid CAC, media would be ₹52,000.

Result: ₹1.20L revenue minus ₹53,000 variable costs and ₹52,000 media leaves ₹15,000 before other acquisition and fixed costs. This is a pilot model, not an achieved result.

Next decision: Set the actual spend ceiling, measure delivered outcomes and decide whether the next cohort is justified.

6. Final-month sales scenario

Record: The base scenario assumes 1,000 retained orders, ₹1,200 AOV, 200 repeat orders, 800 new customers and 640 paid new customers.

Result: ₹12L revenue minus ₹5.30L variable cost, ₹4.16L media and ₹2.20L other monthly costs leaves ₹34,000. First paid-order contribution is ₹20.

Next decision: Verify retention, AOV, costs and cash; the narrow surplus leaves little room for an adverse change.

7. Reorder and cash

Record: At the assumed offer mix, component demand is 500 cleansers and 750 moisturisers monthly. Thirty lead-time days plus fifteen safety days imply reorder points of 750 and 1,125 units.

Result: A stock alert prompts a buying review. It does not determine the purchase quantity or prove sufficient cash.

Next decision: Confirm actual usable stock, inbound dates, minimums, shelf life and the thirteen-week cash forecast before approving the PO.

8. Repeat and recovery

Record: Two hundred repeat orders from 850 eligible buyers requires 23.53% monthly activation at one repeat order each. The eligible pool is unverified. Paid CAC at ₹750 would move modeled balance to -₹30,000.

Result: The example exposes the evidence and downside that must be resolved; it does not establish an achievable sales guarantee.

Next decision: Reduce the forecast or fix the specific issue when cohorts, unit contribution or cash do not support scale.

FOUNDER WORKBOOK / REFERENCE RECORDS

Customer support messages

Adapt the record to the actual order, policy and situation before sending. Each message includes an escalation route.

Delivery delay

Hi [name], I checked order [order number]. The latest verified status is [status and date]. We are checking the next step with [carrier or fulfilment owner]. I will update you by [specific time and date], even if the status has not changed. If the revised timing does not work for you, the available options under your order terms are [confirmed options].

Escalation: Escalate to the fulfilment owner when a promised update or delivery milestone is missed. Confirm cancellation/refund authority before offering it, and record the carrier, lane and actual extra cost.

Damaged or leaking product

Hi [name], thank you for reporting the problem with order [order number]. Please share a photo of the item, outer pack and batch details if available; we can also help if you cannot provide all of these. I have logged [reported issue] and will confirm the next step by [time and date]. Once the review is complete, we will explain the available resolution and any collection arrangements clearly.

Escalation: Route leakage, contamination or other product-quality concerns to the designated qualified reviewer as well as operations. Preserve SKU/batch evidence, inspect related stock where warranted and avoid making medical or technical judgments in the support reply.

Wrong or missing item

Hi [name], your order lists [ordered items], and you have reported receiving [received items]. We will check the packing record and resolve the difference. Please keep the packaging if convenient and share [only necessary details]. I will confirm [replacement, collection or other approved next step] by [time and date]. You will not need to repeat the explanation to another member of our team.

Escalation: Assign an operations owner, compare scanned contents and dispatch weight, reserve any approved replacement and record the full correction cost. Repeated errors trigger a picking-process review.

Refund status

Hi [name], the verified status of your refund for order [order number] is [requested, approved or processed, with date]. The amount is [confirmed amount]. [If processed: the reference is [reference] and the payment provider's stated processing window is [verified window].] Your next update will be by [time and date]. We will share a confirmation when the relevant step is complete.

Escalation: Finance verifies the amount, authority, transaction reference and payment-provider status. Escalate delays beyond the confirmed processing window; never label a refund completed merely because it was requested internally.

Product-use or ingredient question

Hi [name], your question is [brief restatement]. The approved product information says [exact supported answer and any relevant limitation]. You can find the full directions and details here: [product information link]. If that does not answer your specific question, I have sent it to [technical owner] and will update you by [time and date]. We will not guess beyond the information we can support.

Escalation: Route questions beyond approved product information to the designated qualified reviewer. Support must not invent ingredient benefits, diagnoses, treatments, compatibility claims or expert endorsements.

Product-quality concern

Hi [name], thank you for explaining your concern about [product]. I have recorded your description and escalated it to [designated quality owner]. If you are comfortable sharing them, the order number, batch details and when you noticed the issue will help the review. We will update you by [time and date] about the product investigation and available order resolution. We will treat the information carefully and will not make unsupported conclusions.

Escalation: Follow the business's specialist-approved product-safety process promptly. Record facts, protect the customer's information, pause promotional follow-ups and let qualified personnel determine any safety communication or batch action; do not diagnose or recommend treatment.

FOUNDER WORKBOOK / REFERENCE RECORDS

Creative test records

Fictional test examples. Use only verified product evidence and claims; replace every commercial assumption with an approved offer.

Skincare

Hook: Not sure what to use first? See how these two products fit into a routine.

Proof: Use the exact approved products, directions, ingredient information and a clear demonstration. No invented review, skin result or expert endorsement.

Offer: Illustrative Routine No. 01 two-item offer at ₹1,600 net; actual consumer-facing tax-inclusive price and terms must be set before publication.

Page: The matched routine page shows exact sizes, contents, ingredients, directions, price, delivery and support terms.

Test question: Does clearer routine guidance improve qualified buying intent and retained contribution without creating unsupported efficacy expectations?

Decision: Keep the creative only when customers understand the offer and its retained cohort meets the approved contribution and complaint limits.

Food

Hook: What is actually in this everyday snack? Read the pack with us.

Proof: Show the real ingredient list, allergen information, serving size and packaging. Use only substantiated nutrition or product claims.

Offer: A clearly priced trial pack with exact net weight and contents; do not imply a health outcome or hide delivery cost.

Page: The trial page displays complete product information, pack quantity, price, storage guidance, delivery conditions and service terms.

Test question: Does ingredient transparency attract buyers who retain the order and understand what they are purchasing?

Decision: Review retained contribution, product feedback and repeat eligibility before increasing spend; unsubstantiated health claims are removed.

Apparel

Hook: See the same shirt on three body types, then compare the measurements.

Proof: Film real samples and state each model's relevant measurements, actual garment size and approved fabric/care details.

Offer: One stocked silhouette at a clear price with available sizes and transparent exchange terms.

Page: The matched product page includes garment measurements, model references, fabric feel, exact contents and the exchange route.

Test question: Does the fit demonstration reduce size uncertainty and fit-related returns enough to improve contribution?

Decision: Scale by retained fit cohort, not clicks; pause creatives that attract purchases from poorly served sizes or create misleading fit expectations.

Furniture

Hook: Will it fit through your doorway and into your room? Check before you order.

Proof: Use verified assembled and packed dimensions, an actual access checklist and a truthful installation demonstration.

Offer: One serviceable-city product with explicit delivery and assembly inclusions; dates depend on confirmed capacity.

Page: The page checks PIN code, dimensions, access, installation scope, price and customer support before accepting a promise.

Test question: Does access-first qualification improve retained installed orders while reducing cancellations and failed deliveries?

Decision: Increase lead volume only when installed contribution, service capacity and damage outcomes remain acceptable.

FOUNDER WORKBOOK / REFERENCE RECORDS / CONTINUED

Creative test records

Fictional test examples. Use only verified product evidence and claims; replace every commercial assumption with an approved offer.

Electronics

Hook: See the device connect, run and get support before you buy.

Proof: Demonstrate the actual approved model and supported compatibility; substantiate any battery, durability or performance claim under stated test conditions.

Offer: A clearly specified device bundle with exact included accessories, warranty terms and supported service coverage.

Page: The page lists model specifications, compatibility, contents, approved claims, price, warranty and the real support process.

Test question: Does showing setup and support reduce compatibility complaints and improve retained-order economics?

Decision: Scale only after retained cohorts include defects, returns and warranty provision; repair capability must match the advertised promise.

Pet

Hook: Choose a feeding setup that fits your pet's size and your space.

Proof: Show measured product dimensions, intended use, materials and a supervised demonstration; avoid unsupported veterinary or health claims.

Offer: One clearly sized feeding accessory or set, with exact contents and transparent return terms.

Page: The page explains size selection, care, materials, suitability limits, price, delivery and support.

Test question: Does better sizing information reduce mismatch returns and attract buyers who use the product as intended?

Decision: Review retained contribution and suitability complaints before scaling; route animal-health questions to qualified professionals rather than ad copy.

FOUNDER WORKBOOK / REFERENCE RECORDS

Responsibilities and acceptance

A proposed responsibility matrix for scoping. Agree the named owners, fees, dates and acceptance criteria before work begins.

Founder assessment and category recommendation

Brandlyhumann: Structure interviews, comparison criteria and a written recommendation.

Founder: Provide accurate resources, constraints, goals and timely decisions.

Specialist: Bring domain expertise where the studio lacks relevant evidence.

Acceptance evidence: Signed founder brief, dated comparison and explicit next-stage decision.

Customer and competitor research

Brandlyhumann: Design research, maintain records and separate findings from hypotheses.

Founder: Approve the customer definition, recruitment approach and research spend.

Specialist: Use suitable research or technical help for specialised questions.

Acceptance evidence: Traceable research records and a decision memo; no invented findings.

Product and offer brief

Brandlyhumann: Translate the chosen problem into SKU, packaging, offer and evidence requirements.

Founder: Approve the range, target economics and final commercial priorities.

Specialist: Qualified product experts evaluate formulation, construction and claim feasibility.

Acceptance evidence: Versioned specifications, component costs and an agreed evidence plan.

Supplier comparison and purchase decision

Brandlyhumann: Request comparable quotes, maintain the evidence file and highlight unresolved gaps.

Founder: Choose the supplier, approve contractual commitments and authorise payments.

Specialist: Review exact technical, legal or compliance scope where required.

Acceptance evidence: Comparable costs, verified scope and written approval of purchase terms.

Product testing and release

Brandlyhumann: Coordinate records, timelines, version control and outstanding actions.

Founder: Fund approved work and accept the documented commercial release decision.

Specialist: Qualified reviewers and suitable laboratories own their technical assessments.

Acceptance evidence: Relevant evidence and sign-offs for the exact sellable product; unresolved critical issues block release.

Positioning, content and creative

Brandlyhumann: Prepare evidence-aligned messages, briefs, assets and test decisions within the agreed scope.

Founder: Approve brand direction, factual business information and asset use permissions.

Specialist: Review technical claims or regulated content when appropriate.

Acceptance evidence: Approved messages and assets with proof, permissions and a matched offer.

Store and measurement setup

Brandlyhumann: Coordinate product pages, transaction flows, analytics definitions and rehearsals.

Founder: Own accounts, provide business details and approve access permissions.

Specialist: Use implementation, payments or professional advice beyond the studio's verified competence.

Acceptance evidence: Documented purchase, refund and event-tracking tests with clear account ownership.

Acquisition and first-customer programme

Brandlyhumann: Run agreed experiments, reconcile costs and recommend spend decisions.

Founder: Approve budgets, offers and any material change in commercial risk.

Specialist: Engage channel specialists only with clear scope, costs and evidence.

Acceptance evidence: Traceable spend, retained-order outcomes and a written next-test decision.

Responsibilities and acceptance

A proposed responsibility matrix for scoping. Agree the named owners, fees, dates and acceptance criteria before work begins.

Fulfilment and customer support

Brandlyhumann: Design operating records, scripts, issue reviews and agreed coordination routines.

Founder: Appoint operating providers and authorise remedy policies and spending.

Specialist: Logistics and qualified quality owners handle their specific operating responsibilities.

Acceptance evidence: Tested service process, traceable tickets and accountable escalation routes.

Cash, stock and performance review

Brandlyhumann: Maintain the agreed model, consolidate operating inputs and document decisions.

Founder: Supply complete bank, settlement, inventory and cost information; approve commitments.

Specialist: An accountant or appropriate professional owns tax, accounting and other professional judgments.

Acceptance evidence: Reconciled inputs, dated assumptions and a decision-linked cash and stock review.

Retention and cohort learning

Brandlyhumann: Design relevant messages, eligibility rules and contribution reporting.

Founder: Approve offers, customer-data use and spending within the actual operating setup.

Specialist: Obtain appropriate privacy or technical support for the chosen systems.

Acceptance evidence: Traceable cohort definitions, working preferences and reported retained contribution.

Handover, changes and exclusions

Brandlyhumann: Document work, access, open issues and any proposed scope change.

Founder: Receive the handover, retain account ownership and approve new work explicitly.

Specialist: Providers transfer their agreed records and clarify continuing responsibilities.

Acceptance evidence: A dated handover with accepted deliverables, remaining work and agreed ownership.

FOUNDER WORKBOOK / REFERENCE RECORDS

Capability evidence register

Use this register to distinguish demonstrated capability from work that still needs validation. A listed service is not proof of delivery.

Category and launch planning

Proof required: A readable research method, dated sources, assumptions and a worked decision trail.

Status: Illustrative planning asset available; no client outcome claim.

Unit economics and cash modelling

Proof required: Visible formulas, reconciled input definitions, sensitivities and independent arithmetic checks.

Status: Illustrative model only; actual business inputs and accounting review remain required.

Product development

Proof required: Named qualified owner, relevant experience evidence, sample process and exact product responsibilities.

Status: Evidence needed; no product-development credential is claimed.

Supplier sourcing

Proof required: Current supplier documents, product/factory scope, comparable quotes and traceable sample evaluation.

Status: Evidence needed; no supplier is described as verified.

Quality and claim review

Proof required: Appropriate specialist qualifications, relevant testing and signed decisions for the exact product and claims.

Status: Evidence needed; no certification or completed test is implied.

Store and measurement implementation

Proof required: A working implementation, documented transactions, event definitions and clear account ownership.

Status: Implementation evidence must be supplied for the actual project.

Sales and marketing execution

Proof required: Approved work samples, complete cost records, rights and retained-outcome reporting with proper attribution limits.

Status: Illustrative briefs available; no achieved advertising or sales result is claimed.

Operations and customer support

Proof required: Service-provider scope, rehearsed workflows, issue logs, capacity and resolution evidence.

Status: Evidence needed for the actual operating team and providers.

Past client results and references

Proof required: Permission to share, dates, scope, data definitions, evidence and the studio's attributable contribution.

Status: No client result, logo, testimonial or reference is represented as verified.

Commercial accountability

Proof required: An agreed scope, fee, acceptance criteria, exclusions, approvals and handover responsibilities.

Status: Proposed structure only; no agreed client fee or contract is claimed.

CATEGORY 01 / BEAUTY & WELLNESS

Skincare + body care

A two-step everyday cleansing + moisturising routine for one defined skin-feel preference; prove texture and convenience before adding claims.

BUYER An existing skincare buyer who wants a simpler daily routine and can describe the products they already repurchase.
FIRST RANGE Launch cleanser + moisturiser, sold singly and as one routine bundle. Sun care and intensive claims require a separate evidence plan.

PLANNING ENVELOPE Capital ₹40-70L. Launch: Planning assumption: 14-22+ weeks for a documented contract-manufacturing route; novel formulas/testing can exceed the six-month programme. Repeat: Planning assumption: 35-65 days; measure actual depletion by pack size and usage.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	500	₹6.00L	₹2.08L	-₹0.93L
Base	1,000	₹12.00L	₹4.16L	₹0.34L
High	1,600	₹19.20L	₹6.66L	₹1.86L

COST PER RETAINED ORDER / INR

Net basket	₹1,200
Product	₹360
Packaging	₹45
Forward fulfilment	₹65
Failure / returns allowance	₹30
Payment fees	₹30
Contribution before acquisition	₹670

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹650
Other acquisition	₹0.45L
CRM	₹0.10L
Fixed operations	₹1.65L
Model result	₹0.34L

Paid share of new orders: 80%. Repeat share of retained orders: 20%.

ROUTE TO MARKET

- Owned website** / Routine bundles and customer education
Measure: Retained-order contribution
- Creator demonstrations** / Show texture, application and routine fit
Measure: New delivered customers per approved creative
- Search** / Capture specific routine intent
Measure: Incremental acquired customer cost
- Selective marketplace** / Discovery after batch/stock stability
Measure: Contribution after actual commissions, fulfilment and promotion fees

BASE-CASE DEMAND BURDEN

800 new retained orders; 640 paid-acquired. 200 repeats from 850 eligible customers (23.5% activation). Approximately 1,112 placed orders at 90% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Two batches meet approved specifications
- AOV reflects actual bundle mix after discount
- Paid retained-customer CAC stays within scenario
- Eligible cohorts and replenishment cash exist

CATEGORY RISK Claims, formula compatibility, packaging leakage and high acquisition cost can consume margin before repeat demand is proven.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.
Release references: G-COS, G-LM. See source register; verify current SKU-specific applicability.

CATEGORY 01 / OPERATING SYSTEMS 01-04

Skincare + body care

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder + Rishi

- Review the ₹40-70L planning envelope against testing, opening stock, second-batch cash and six months of operating commitments.
- Choose one cleansing/moisturising problem from actual purchase interviews and explicitly exclude unrelated treatment-led propositions from the launch.
- Agree the founder's weekly approval time and identify who can approve samples, packaging artwork and cash releases.

EVIDENCE Founder brief / Capital release map / Excluded-claims list

RELEASE GATE Approve the two-SKU brief and reserve testing and reorder cash before releasing a media budget.

Template: Skin brand mandate

SYSTEM 02

Customer research

OWNER Research lead

- Interview buyers who can show current routine purchases, then distinguish dissatisfaction with texture from dissatisfaction with outcomes.
- Observe how people describe texture, fragrance, absorption and convenience without leading them toward the team's preferred formulation.
- Present the planned bundle at its actual price and record paid interest, objections and refusal reasons separately.

EVIDENCE Interview notes / Objection ladder / Paid pilot protocol

RELEASE GATE Record paid interest or refusal at the actual bundle price before approving the product proposition.

Template: Routine interview

SYSTEM 03

Product and range

OWNER Product lead

- Write a sensory specification for each SKU covering texture, fragrance, appearance, dispensing and the intended daily routine.
- Compare coded samples against the agreed sensory criteria and record differences by user context rather than collecting general compliments.
- Map each pack-level instruction and claim to its supporting record before approving labels, product pages or advertising.

EVIDENCE SKU brief / Sample scorecard / Claims evidence register

RELEASE GATE Sign the cleanser/moisturiser samples and link every artwork claim to accepted evidence before printing.

Template: SKU approval

SYSTEM 04

Suppliers and quality

OWNER Quality specialist

- Verify the manufacturer's licence and scope against the actual product and site, and record the evidence in supplier due diligence.
- Have a qualified specialist set the stability, microbiological, compatibility and claim-support plan appropriate to the formula and packaging.
- Request separate MOQ, retained-sample, lead-time and payment terms for every finished SKU and packaging component before committing cash.

EVIDENCE Supplier due diligence / Test plan / Batch-release record

RELEASE GATE Qualified reviewer approves release and labels under applicable Cosmetics Rules.

Template: Cosmetic batch card

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 01 / OPERATING SYSTEMS 05-08

Skincare + body care

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance lead

- Calculate cleanser, moisturiser and bundle contribution separately using realised price, actual units per basket and current supplier quotations.
- Keep product cost fixed in rupees when testing discounts; change COGS only when the formula, pack or basket mix changes.
- Reserve the next production deposit and packaging payment in the cash plan before increasing acquisition spend.

EVIDENCE SKU margin sheet / 13-week cash plan / PO payment schedule

RELEASE GATE The basket model includes fixed rupee COGS, delivery losses and acquisition; committed payments leave a funded reorder reserve.

Template: Routine economics

SYSTEM 06

Store and offers

OWNER Commerce lead

- Show the product's actual ingredients, identity, intended cosmetic use and reviewed guidance in readable form before checkout.
- Use consistent photography to show texture, dispense amount, pack dimensions and the difference between a single SKU and bundle.
- Place test orders through prepaid and COD paths, then verify stock deductions, refunds and batch-related support routing.

EVIDENCE PDP specification / Offer table / Transaction evidence

RELEASE GATE Prepaid, COD and refund test orders reconcile with payment records and the correct component stock deductions.

Template: PDP checklist

SYSTEM 07

Sales and marketing

OWNER Growth lead

- Test texture demonstration, routine convenience and product-explanation creative as separate hypotheses with a defined spend cap for each.
- Reconcile new retained customers separately from returning customers so paid CAC is not improved by counting repeat orders.
- Agree creator deliverables, usage duration and approved claims in advance, and include fees and sample cost in acquisition reporting.

EVIDENCE Creative test matrix / Usage-rights ledger / Weekly spend log

RELEASE GATE Approve more spend only after retained CAC, contribution and batch-complaint results have been reviewed together.

Template: Creative experiment

SYSTEM 08

Delivery and support

OWNER Operations lead

- Test the actual bottle, closure and shipping carton on intended transport routes before approving commercial packout.
- Capture the product batch against each order so a complaint can be traced to remaining stock and earlier shipments.
- Tag irritation reports, leaking packs and delayed deliveries separately, with a defined owner and escalation route for each.

EVIDENCE Packout SOP / Batch/order linkage / Care escalation tree

RELEASE GATE Filled-pack transit checks pass, and a test complaint reaches the responsible quality or delivery owner.

Template: Care incident

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 01 / OPERATING SYSTEMS 09-12

Skincare + body care

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Ask buyers about actual depletion after delivery rather than assuming every cleanser or moisturiser lasts the same number of days.
- Segment reminders by the purchased SKU and observed use, allowing customers to receive reminders at a useful time.
- Build the repeat forecast only from customers who received products early enough to plausibly need replenishment.

EVIDENCE Consumption cohorts / Reorder messages / Repeat contribution sheet

RELEASE GATE The repeat calculation identifies delivered customers old enough to replenish and records the evidence for their expected return.

Template: Routine cohort

SYSTEM 10

Roles and approvals

OWNER Programme lead

- Name the formula, artwork and financial approvers, and require a new approval when a change affects existing evidence.
- Keep website, advertising, analytics and supplier records in accounts controlled by the client with documented access permissions.
- Estimate weekly creative production, support volume and founder approvals, then budget capacity before sales volume increases.

EVIDENCE Approval matrix / Access register / Monthly capacity plan

RELEASE GATE Formula, pack and artwork changes identify the reviewer, evidence affected and required approval before use.

Template: Change request

SYSTEM 11

26-week plan

OWNER Programme lead

- During weeks 1-8, establish buyer evidence, approve the product brief and compare samples before selecting the initial commercial formula.
- During weeks 9-16, complete required product/pack evidence, build the store and launch only stock that has cleared release.
- During weeks 17-26, observe eligible repeat cohorts, prepare the next purchase order and scale only offers with acceptable retained contribution.

EVIDENCE Gate calendar / Launch-readiness pack / Final-30-day review

RELEASE GATE Move launch and campaign dates from the actual product-release approval; leave unfinished testing on the critical path.

Template: Weekly skin gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Reconcile payment settlements, discounts, refunds and indirect tax so the dashboard reports retained net product revenue consistently.
- Review batch complaints and quality exceptions beside acquisition costs before deciding that an ad or offer deserves more spend.
- Stress lower conversion, slower repeat and late replenishment in the cash model, then document the specific weekly decision.

EVIDENCE Weekly dashboard / Decision log / Stock-risk register

RELEASE GATE The next growth decision records retained contribution, cash after commitments and any unresolved batch issue.

Template: Weekly skin review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 02 / BEAUTY & WELLNESS

Haircare + scalp cosmetics

A wash-day routine for a specific hair texture or styling need; avoid building the proposition around hair-loss treatment.

BUYER Buyers with a repeat wash/styling routine who can compare sensory performance and are dissatisfied with manageability.

FIRST RANGE One shampoo and conditioner; optional trial sachets only after packaging and sampling costs are quoted.

PLANNING ENVELOPE Capital ₹35-65L. Launch: Planning assumption: 14-22+ weeks; manufacturing and evidence readiness control launch. Repeat: Planning assumption: 35-75 days; household sharing changes consumption materially.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	450	₹4.72L	₹1.37L	-₹0.78L
Base	900	₹9.45L	₹2.74L	₹0.36L
High	1,450	₹15.22L	₹4.41L	₹1.76L

COST PER RETAINED ORDER / INR

Net basket	₹1,050
Product	₹315
Packaging	₹40
Forward fulfilment	₹75
Failure / returns allowance	₹35
Payment fees	₹26
Contribution before acquisition	₹559

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹520
Other acquisition	₹0.35L
CRM	₹0.08L
Fixed operations	₹1.50L
Model result	₹0.36L

Paid share of new orders: **75%**. Repeat share of retained orders: **22%**.

ROUTE TO MARKET

- Routine educators** / Demonstrate wash-day experience
Measure: Retained customers per approved content
- Owned website** / Match texture preference to a simple routine
Measure: Routine bundle contribution
- Search** / Capture cosmetic styling and manageability intent
Measure: Qualified new CAC
- Salon sampling** / Obtain observed sensory feedback
Measure: Paid reorder after attributable sample

BASE-CASE DEMAND BURDEN

702 new retained orders; 526 paid-acquired. 198 repeats from 700 eligible customers (28.3% activation). Approximately 1,000 placed orders at 90% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Hair-texture use tests support positioning
- Bundle economics survive liquid freight
- Mature cohort supports 22% repeat-order mix
- Supplier can replenish hero SKU independently

CATEGORY RISK Hair type variation, exaggerated regrowth promises, heavy liquid freight and different shampoo/conditioner depletion rates.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: G-COS, G-LM. See source register; verify current SKU-specific applicability.

CATEGORY 02 / OPERATING SYSTEMS 01-04

Haircare + scalp cosmetics

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Define the first audience through hair texture, washing frequency and styling needs rather than an unverified hair-loss treatment promise.
- Write a clear cosmetic-claim boundary that product, content, creators and customer care must use consistently during launch.
- Reserve cash to replenish shampoo and conditioner independently because their use rates and demand may diverge.

EVIDENCE Hair brief / Claim boundaries / Capital map

RELEASE GATE Approve one cosmetic routine and the liquid-shipping budget before committing to both opening SKUs.

Template: Hair mandate

SYSTEM 03

Product and range

OWNER Product lead

- Approve the shampoo's lather, spread, rinse feel and fragrance using a repeatable sensory scorecard rather than informal feedback.
- Evaluate conditioner feel and detangling experience in the intended routine, without assuming stronger claims than the evidence supports.
- Test formula viscosity with the chosen closure and bottle so dispensing and leak performance survive normal transport and use.

EVIDENCE Sensory specification / Paired sample record / Pack compatibility report

RELEASE GATE Both shampoo and conditioner meet the agreed sensory and pack criteria under the intended wash routine.

Template: Hair sample card

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

SYSTEM 02

Customer research

OWNER Research lead

- Interview buyers about current wash-day products, spend and frustrations, using receipts or remembered repeat purchases where available.
- Record which product runs out first and whether buyers normally skip conditioner or substitute another product.
- Include water, wash frequency and styling context in trial notes so feedback from incompatible routines is not averaged together.

EVIDENCE Routine diaries / Price objections / Trial cohort

RELEASE GATE Interview notes identify a paid switch reason for the selected hair texture and wash routine.

Template: Wash-day diary

SYSTEM 04

Suppliers and quality

OWNER Quality lead

- Check that the proposed manufacturer's documented scope covers the actual haircare products and manufacturing site under consideration.
- Agree the formula-specific quality, microbial and stability evidence before setting production release dates or promising launch availability.
- Ask for separate shampoo and conditioner MOQs, plus packaging-component quantities, to avoid buying matched volumes without demand evidence.

EVIDENCE Supplier dossier / Test schedule / Release checklist

RELEASE GATE The reviewer signs the product-specific tests, label review and batch release before stock is sold.

Template: Hair PO brief

CATEGORY 02 / OPERATING SYSTEMS 05-08

Haircare + scalp cosmetics

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance lead

- Weigh the packed single SKU and routine bundle, then obtain courier costs for the lanes and weight slabs being modelled.
- Allocate trial sachets, creator samples and salon sampling costs to customer acquisition rather than hiding them in product margin.
- Stress slower conditioner demand in the stock model and calculate how much cash could remain trapped in that SKU.

EVIDENCE Weight-cost table / Sample budget / SKU cash model

RELEASE GATE The actual packed bundle contributes after quoted delivery, expected leakage and retained-customer acquisition cost.

Template: Hair unit cost

SYSTEM 06

Store and offers

OWNER Commerce lead

- Explain who the cosmetic routine is designed for using reviewed texture and usage guidance with realistic product descriptions.
- Show the quantity of each product in a bundle and clarify that shampoo and conditioner may deplete at different times.
- Complete a separate single-SKU reorder to confirm customers can replace the depleted product without buying an unnecessary bundle.

EVIDENCE Routine PDP / Usage FAQ / Checkout tests

RELEASE GATE A customer can complete and receive a single-SKU replenishment order without buying the full routine again.

Template: Routine page

SYSTEM 07

Sales and marketing

OWNER Growth lead

- Test wash-day convenience, texture feel and product demonstration as separate creative propositions with comparable audience and spend controls.
- Log the creator's hair type and actual routine so the team can judge whether their demonstration represents the intended buyer.
- Compare paid media with fully costed salon sampling using new retained customers, not impressions or distributed sachets.

EVIDENCE Creative matrix / Creator consent/rights / Channel CAC sheet

RELEASE GATE Approved demonstrations and retained-order contribution support the next media or sampling commitment.

Template: Hair creative

SYSTEM 08

Delivery and support

OWNER Operations lead

- Validate closures, secondary protection and carton orientation with packed liquid shipments before scaling the number of dispatch lanes.
- Define inspection and disposal rules for RTO and returned packs so opened or questionable stock is not resold.
- Tag leakage by cap/component lot and product batch to distinguish a closure defect from a courier handling problem.

EVIDENCE Liquid packout SOP / Returns disposition / Cap-defect log

RELEASE GATE Receiving and returns checks keep opened or questionable liquid products out of saleable stock.

Template: Liquid shipment

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 02 / OPERATING SYSTEMS 09-12

Haircare + scalp cosmetics

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Ask about household sharing and wash frequency to estimate replenishment more accurately than a single generic reminder schedule.
- Send shampoo and conditioner reminders independently when observed depletion differs, rather than treating every routine as one consumption cycle.
- Compare repeat performance across the intended hair cohorts and investigate poor fit before spending more to reacquire the same buyer.

EVIDENCE Depletion segments / SKU reminders / Cohort ledger

RELEASE GATE The reminder date follows observed wash frequency and separate shampoo/conditioner depletion.

Template: Hair replenishment

SYSTEM 10

Roles and approvals

OWNER Programme lead

- Give formulation questions and recurring product complaints named technical owners so care staff are not left to improvise answers.
- Review creator scripts against the current evidence and keep a record of the approved wording and asset version.
- Train customer care to explain cosmetic product use while referring medical questions through an appropriate qualified route.

EVIDENCE RACI / Script library / Escalation SOP

RELEASE GATE Care staff can route fit, leakage and product concerns using reviewed scripts and qualified escalation contacts.

Template: Hair approval

SYSTEM 11

26-week plan

OWNER Programme lead

- During weeks 1-8, collect wash-day diaries, approve the intended audience and compare paired product samples before buying commercial stock.
- During weeks 9-16, finish release requirements, validate liquid packaging and run a small launch with traceable feedback.
- During weeks 17-26, measure actual usage cycles, forecast each SKU separately and order against proven replenishment needs.

EVIDENCE 26-week gate plan / Wash-cycle evidence / Reorder calendar

RELEASE GATE Complete the agreed wash-use observation before using that cohort to forecast repeat; shift later work when release is delayed.

Template: Hair weekly gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Compare demand and available stock for shampoo and conditioner independently so a routine bundle cannot conceal an unbalanced inventory position.
- Review courier weight adjustments, leakage, replacement shipments and refunds as part of the weekly contribution calculation.
- Connect cohort repeat evidence to the next SKU purchase order and record the downside cash case before approval.

EVIDENCE SKU dashboard / Logistics variance / Next-PO decision

RELEASE GATE Available shampoo and conditioner components support the promoted bundle, with cash reserved for the next constrained SKU.

Template: Hair review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 03 / BEAUTY & WELLNESS

Makeup + fragrance

Choose one route: a tightly edited lip range OR a fragrance discovery-to-full-size journey. The economics below model fragrance sets/full sizes.

BUYER Buyers expressing identity through colour or scent who need credible product discovery before committing to a full-size purchase.

FIRST RANGE One discovery set and two full-size fragrances. Makeup variants need a separate shade-level inventory model.

PLANNING ENVELOPE Capital ₹45-80L. Launch: Planning assumption: 16-24+ weeks; packaging, safety documentation and carrier acceptance can extend this. Repeat: Planning assumption: 75-180+ days for full-size fragrance; discovery conversion can occur earlier and is tracked separately from replenishment.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	300	₹4.80L	₹1.95L	-₹1.91L
Base	650	₹10.40L	₹4.23L	-₹1.25L
High	1,100	₹17.60L	₹7.15L	-₹0.39L

COST PER RETAINED ORDER / INR

Net basket	₹1,600
Product	₹480
Packaging	₹95
Forward fulfilment	₹85
Failure / returns allowance	₹60
Payment fees	₹40
Contribution before acquisition	₹840

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹850
Other acquisition	₹0.60L
CRM	₹0.08L
Fixed operations	₹1.80L
Model result	-₹1.25L

Paid share of new orders: **85%**. Repeat share of retained orders: **10%**.

ROUTE TO MARKET

- Discovery set funnel** / Convert scent trial into a full-size purchase
Measure: Contribution across trial-to-full-size cohort
- Creator storytelling** / Explain occasion and scent profile
Measure: Retained new CAC
- Pop-up sampling** / Let buyers experience scent before purchase
Measure: Paid full-size conversions after all event cost
- Owned website** / Capture discovery preferences and gifting
Measure: Net AOV and purchase contribution

BASE-CASE DEMAND BURDEN

585 new retained orders; 497 paid-acquired. 65 repeats from 450 eligible customers (14.4% activation). Approximately 739 placed orders at 88% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Actual full-size/discovery mix supports AOV
- Carrier accepts the product and route
- Breakage reserve reflects real shipments
- Creator/discovery cost is fully counted

CATEGORY RISK Discovery cost, bottle leakage/breakage, slow replenishment, fragrance shipping restrictions and colour/shade inventory fragmentation.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: G-COS, G-LM. See source register; verify current SKU-specific applicability.

CATEGORY 03 / OPERATING SYSTEMS 01-04

Makeup + fragrance

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Choose either fragrance discovery or a defined makeup route at launch, because scent and shade selection create different operational requirements.
- Set a firm initial collection ceiling and assign every proposed new variant a working-capital cost before approving it.
- Budget discovery samples, event costs, bottle components and slower repeat demand before treating full-size revenue as available cash.

EVIDENCE Collection mandate / Launch boundary / Sampling allowance

RELEASE GATE The cash plan funds discovery, component MOQs and slow-moving variants before the opening collection is approved.

Template: Collection mandate

SYSTEM 02

Customer research

OWNER Research lead

- Run coded fragrance preference sessions and record both liking and willingness to buy at the proposed full-size price.
- Ask which occasion the customer is buying for and compare the intended price with their actual existing purchase behaviour.
- Offer a paid discovery journey and track whether it creates a later full-size purchase rather than merely attracting free-sample demand.

EVIDENCE Preference map / Price ladder / Trial conversion plan

RELEASE GATE Record paid discovery/full-size choices at the proposed price before treating scent preference as purchase demand.

Template: Discovery interview

SYSTEM 03

Product and range

OWNER Product lead

- Retain an approved scent master and define how production samples will be compared before a batch is accepted.
- Test the selected sprayer, crimp, bottle and formula together so the finished product can dispense and travel reliably.
- If choosing makeup instead, define shade reference and tolerance for each SKU and model inventory by shade rather than total units.

EVIDENCE Master reference / Pack specification / Variant cost matrix

RELEASE GATE Production scent or shade matches the retained master within the agreed acceptance criteria.

Template: Collection master

SYSTEM 04

Suppliers and quality

OWNER Quality + logistics

- Verify the cosmetic manufacturer's scope and obtain the evidence appropriate to the actual fragrance formulation and pack being ordered.
- Review safety documentation and carrier requirements for the actual product and intended route before publishing a delivery promise.
- Obtain separate bottle, sprayer, box and finished-goods MOQs so component minimums do not quietly multiply the launch cash requirement.

EVIDENCE Regulatory dossier / Carrier acceptance / Component MOQ sheet

RELEASE GATE Qualified reviewers clear the actual formulation, pack and carrier route before delivery is promised.

Template: Fragrance release

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 03 / OPERATING SYSTEMS 05-08

Makeup + fragrance

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance lead

- Calculate discovery-kit contribution independently from full-size contribution and include all sample, packaging and shipment costs.
- Record discovery credits as an offer liability and count their redemption once in the customer journey's realised revenue.
- Model slow demand for each fragrance or shade separately so one popular variant cannot hide stranded collection inventory.

EVIDENCE Trial cohort P&L / Redemption ledger / Variant inventory value

RELEASE GATE Full-size cohort contribution includes prior sampling expense and redeemed discovery credits without counting credits twice.

Template: Discovery economics

SYSTEM 06

Store and offers

OWNER Commerce lead

- Describe scent profile and occasion clearly while avoiding claims of universal appeal or a guaranteed personal sensory experience.
- Show actual bottle volume, dimensions and pack contents so discovery and full-size photographs cannot create quantity confusion.
- State eligibility, expiry and redemption mechanics for trial credits and test their interaction with refunds and other discounts.

EVIDENCE Scent PDP / Gift packaging options / Credit test cases

RELEASE GATE Test orders apply discovery credit, refunds and variant stock correctly under the published offer terms.

Template: Scent page

SYSTEM 07

Sales and marketing

OWNER Growth lead

- Test specific gifting or usage occasions with controlled offers so the team learns why buyers choose the fragrance.
- Track creator codes and event cohorts separately, including event space, staff, samples and other attributable acquisition expenses.
- Evaluate the combined trial-to-full-size contribution over a defined observation window before increasing discovery-kit volume.

EVIDENCE Content briefs / Attribution register / Trial funnel report

RELEASE GATE The observed trial-to-full-size cohort covers its attributable costs before discovery-kit volume is increased.

Template: Scent campaign

SYSTEM 08

Delivery and support

OWNER Operations lead

- Validate glass protection, dividers and outer cartons using the actual bottle and shipping lane rather than empty packaging samples.
- Record leakage, broken glass and sprayer failures separately with component/batch evidence so supplier recovery is possible.
- Keep opened returns and used discovery products out of saleable stock and document their approved disposition.

EVIDENCE Fragile packout / Issue evidence SOP / Disposal ledger

RELEASE GATE The filled-glass shipment passes the agreed route test and the replacement process can resolve a damaged order.

Template: Fragrance shipment

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 03 / OPERATING SYSTEMS 09-12

Makeup + fragrance

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Ask discovery customers which variant they preferred and retain only the information needed to make a relevant follow-up.
- Offer the preferred full-size product with clear terms and measure conversion independently from genuine later replenishment.
- Separate self-use, gifting and refill cohorts because seasonal gifts or discovery upgrades do not establish a stable refill cycle.

EVIDENCE Preference segments / Trial-to-full-size flow / Long-cycle cohorts

RELEASE GATE The report separates discovery conversion, gifting and true replenishment before setting a repeat-sales assumption.

Template: Scent cohort

SYSTEM 10

Roles and approvals

OWNER Programme lead

- Name the scent, shade and artwork decision owners so collection changes have one approval record linked to costs.
- Document creator usage rights and expiry dates before running paid promotion from an organic or sponsored asset.
- Monitor outstanding trial-credit liabilities and approval authority so promotional offers do not exceed their funded allowance.

EVIDENCE Approval matrix / Rights register / Credit liability report

RELEASE GATE A variant or offer change is approved only after component cash, credits and remaining stock are reviewed.

Template: Collection change

SYSTEM 11

26-week plan

OWNER Programme lead

- During weeks 1-8, select the scent/occasion, validate paid discovery interest and establish component specifications and lead times.
- During weeks 9-18, complete packaging, product release and route acceptance before offering commercial delivery to customers.
- During weeks 19-26, measure full-size conversion, review slower variants and scale only discovery journeys with credible cohort economics.

EVIDENCE Component critical path / Launch gate / Cohort review

RELEASE GATE Set sales and cohort-observation dates from actual product and carrier release; move month-six expectations when either slips.

Template: Collection weekly gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Review discovery and full-size mix against the weighted AOV assumption, especially when promotions change the mix materially.
- Age stock by individual fragrance or shade and identify how much cash is tied up in slow-moving variants.
- Reconcile credits, refunds, creator costs and media before using collection sales to justify the next production order.

EVIDENCE Collection P&L / Inventory ageing / Decision log

RELEASE GATE The revised cash plan can fund the collection when full-size conversion is slower than the base assumption.

Template: Collection review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 04 / FOOD & BEVERAGE

Nutrition + supplements

One familiar, legally classified nutrition format with transparent ingredients and verified specifications; do not launch a disease-treatment proposition.

BUYER An informed adult buyer already purchasing a defined nutrition product and comparing ingredients, quality evidence and cost per serving.

FIRST RANGE One hero formulation in one flavour/format plus a smaller trial pack if approved and economical. The model assumes a repeat nutrition product, not prescription or therapeutic goods.

PLANNING ENVELOPE Capital ₹50-90L. Launch: Planning assumption: 16-26+ weeks; classification, ingredient permissions and testing can extend beyond six months. Repeat: Planning assumption: 25-50 days for a correctly sized routine pack; usage must follow the approved product label.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	500	₹8.00L	₹2.40L	-₹1.22L
Base	1,100	₹17.60L	₹5.28L	₹0.52L
High	1,750	₹28.00L	₹8.40L	₹2.40L

COST PER RETAINED ORDER / INR

Net basket	₹1,600
Product	₹650
Packaging	₹40
Forward fulfilment	₹65
Failure / returns allowance	₹35
Payment fees	₹40
Contribution before acquisition	₹770

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹800
Other acquisition	₹0.55L
CRM	₹0.12L
Fixed operations	₹2.00L
Model result	₹0.52L

Paid share of new orders: 75%. Repeat share of retained orders: 20%.

ROUTE TO MARKET

- Evidence-led content** / Explain product composition and quality documentation
Measure: Qualified paid conversion
- Search** / Capture existing category intent
Measure: Retained new CAC
- Qualified creator education** / Demonstrate product use within approved claims
Measure: Contribution after creator cost
- Owned website** / Sell verified product and replenishment
Measure: Contribution per retained order

BASE-CASE DEMAND BURDEN

880 new retained orders; 660 paid-acquired. 220 repeats from 800 eligible customers (27.5% activation). Approximately 1,209 placed orders at 91% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Classification and ingredients cleared
- Batch tests meet qualified specifications
- Twenty-percent repeat mix supported by mature cohorts
- No unbudgeted claims or sampling expense

CATEGORY RISK Ingredient legality, misleading health claims, contamination, trust barriers, flavour rejection and high working-capital exposure.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: G-NUT, G-FOODLABEL, G-FOODCLAIM, G-LM. See source register; verify current SKU-specific applicability.

CATEGORY 04 / OPERATING SYSTEMS 01-04

Nutrition + supplements

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Choose one adult nutrition occasion with existing purchase behaviour, and exclude therapeutic or prescription-style positioning from the initial brief.
- Document which claims require supporting evidence and who can approve their use in product, advertising and care materials.
- Reserve funding for technical review, batch testing, retained samples and a product-issue response before authorising acquisition spend.

EVIDENCE Product mandate / Risk budget / Owner commitments

RELEASE GATE Fund classification, ingredient review and testing before committing to paid acquisition or commercial claims.

Template: Nutrition mandate

SYSTEM 02

Customer research

OWNER Research lead

- Interview current users about purchases, trust requirements and format preferences without eliciting unnecessary personal medical details.
- Compare the planned product with alternatives using net price, serving count and the cost of the complete purchase.
- Test the intended flavour and preparation experience with a suitable protocol before assuming nutritional specifications alone will drive repeat.

EVIDENCE Purchase evidence / Serving-cost map / Trial protocol

RELEASE GATE Purchase records and a priced trial connect demand to a real nutrition-buying habit.

Template: Nutrition interview

SYSTEM 03

Product and range

OWNER Product specialist

- Create a specification for ingredient identity, quality and traceability that a qualified product reviewer can assess.
- Have a qualified reviewer confirm product category, label and serving information before commercial or creative teams reuse it.
- Record flavour, texture and mixability consistently, then fix sensory problems before commissioning a large production batch.

EVIDENCE Formula dossier / Sensory scorecard / Claim-to-evidence map

RELEASE GATE The reviewer clears each ingredient and proposed claim, with unresolved items removed or held before production approval.

Template: Nutrition SKU brief

SYSTEM 04

Suppliers and quality

OWNER Quality lead

- Verify the relevant food-business permissions against the actual manufacturer, product category and supply arrangement being proposed.
- Agree product-specific identity, microbiological and contaminant checks with a qualified specialist, including the evidence required before release.
- Audit the link between ingredient lots, finished batches and retained samples, then rehearse how affected stock would be located.

EVIDENCE Supplier dossier / Batch COA/test record / Recall traceability drill

RELEASE GATE A qualified reviewer documents the product-specific FSSAI route and approves the actual batch release.

Template: Nutrition release

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 04 / OPERATING SYSTEMS 05-08

Nutrition + supplements

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance lead

- Separate recurring product cost from one-time formulation, quality and technical-review work so the operating model is not misleading.
- Include affiliate commissions, creator fees and trial product costs in acquisition reporting rather than presenting media CAC as total CAC.
- Place the next production deposit, packaging balance and expiry exposure in the cash forecast before scaling advertising.

EVIDENCE Serving-cost sheet / Channel contribution / Cash schedule

RELEASE GATE The cash forecast includes required testing, sampling, acquisition and the next production deposit before spend approval.

Template: Nutrition economics

SYSTEM 06

Store and offers

OWNER Commerce lead

- Show the actual ingredients and required product information and warnings in readable form consistent with approved label artwork.
- Explain pack size and serving count using approved information, avoiding an implied treatment plan or guaranteed health result.
- Provide a clear support and batch-query route so buyers can request relevant quality information without a confusing sales conversation.

EVIDENCE Product page / Evidence index / Transaction tests

RELEASE GATE Compare the signed label, live page and advertising scripts; correct every difference in product use, warnings or claims.

Template: Nutrition PDP

SYSTEM 07

Sales and marketing

OWNER Growth lead

- Test transparent composition, quality documentation and practical convenience messages separately rather than relying on dramatic outcome promises.
- Approve creator scripts and claims before publication, and retain the evidence and version used for each asset.
- Measure paid acquired customers after delivery and adjust contribution for affiliate commissions, refunds and sampling costs.

EVIDENCE Approved scripts / Creative test log / Commission ledger

RELEASE GATE Creative review and retained-customer contribution are complete before the next campaign budget is released.

Template: Nutrition creative

SYSTEM 08

Delivery and support

OWNER Operations + quality

- Link every dispatched order to its finished batch so product issues can be investigated quickly and precisely.
- Apply the agreed storage and shipping conditions, inspecting seals and moisture exposure before stock becomes saleable.
- Give suspected adverse reactions and recurring complaints a qualified escalation route, with documented handling of implicated inventory.

EVIDENCE Storage SOP / Incident register / Batch investigation route

RELEASE GATE A test incident can be traced from order to batch and remaining stock with a named quality owner.

Template: Nutrition incident

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 04 / OPERATING SYSTEMS 09-12

Nutrition + supplements

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Use only label-consistent product guidance in reminders, and make the buyer's communication preferences easy to change.
- Ask about taste, pack remaining and practical use friction rather than claiming or diagnosing health improvement.
- Track returning purchases from mature delivered cohorts, distinguishing planned replenishment from subscription orders that are subsequently cancelled.

EVIDENCE Consent-based flows / Usage feedback / Eligible cohort report

RELEASE GATE The replenishment forecast lists delivered cohorts, approved pack size and evidence that customers are eligible to return.

Template: Nutrition cohort

SYSTEM 10

Roles and approvals

OWNER Programme lead

- Assign a qualified nutrition/regulatory reviewer authority over formula, label and claim decisions before commercial launch.
- Define who may approve spending and supplier changes, including the technical review required when ingredients or processes change.
- Train customer care to answer product questions within reviewed material and route medical questions to an appropriate qualified professional.

EVIDENCE Approval matrix / Care scripts / Evidence version log

RELEASE GATE Product remains on hold while a quality exception is unresolved, regardless of the commercial launch deadline.

Template: Nutrition approval

SYSTEM 11

26-week plan

OWNER Programme lead

- During weeks 1-8, confirm the product route, buyer evidence, ingredient specification and qualified-review requirements before committing production cash.
- During weeks 9-18, complete formulation, tests and label readiness, changing the commercial schedule if evidence remains incomplete.
- During weeks 19-26, sell only released product, observe repeat behaviour and fund replenishment from realistic cohort economics.

EVIDENCE Gate plan / Technical release pack / Cohort report

RELEASE GATE Required evidence sets the sale date; record the delayed milestone and revise spend and revenue assumptions.

Template: Nutrition weekly gate

SYSTEM 12

Weekly review

OWNER Founder + quality + finance

- Reconcile retained revenue with refunds, discounts, tax and settlements so commercial growth is measured consistently.
- Review incidents and batch-release exceptions with quality leadership before increasing spend on a high-converting product or claim.
- Stress slower repeat, higher CAC and shorter usable shelf life before approving a purchase order or media increase.

EVIDENCE Combined dashboard / Expiry plan / Scale decision log

RELEASE GATE Quality leadership clears open product issues and finance confirms available cash before additional stock or media is approved.

Template: Nutrition review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 05 / FOOD & BEVERAGE

Packaged snacks + foods

One recognisable eating occasion, two flavours and a replenishment bundle that ships economically.

BUYER Households or working adults with a recurring snack occasion who already buy alternatives and can judge taste at a real price.

FIRST RANGE Two flavours in a common pack size, a trial variety pack and a multi-pack. Avoid launching a broad pantry.

PLANNING ENVELOPE Capital ₹30-55L. Launch: Planning assumption: 12-20+ weeks for a proven manufacturing route; validated shelf life determines shipping radius. Repeat: Planning assumption: 15-40 days for the bundle; establish by households' actual consumption.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	650	₹5.53L	₹1.11L	-₹0.76L
Base	1,200	₹10.20L	₹2.05L	₹0.20L
High	2,000	₹17.00L	₹3.42L	₹1.58L

COST PER RETAINED ORDER / INR

Net basket	₹850
Product	₹340
Packaging	₹35
Forward fulfilment	₹75
Failure / returns allowance	₹35
Payment fees	₹21
Contribution before acquisition	₹344

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹380
Other acquisition	₹0.40L
CRM	₹0.08L
Fixed operations	₹1.40L
Model result	₹0.20L

Paid share of new orders: **60%**. Repeat share of retained orders: **25%**.

ROUTE TO MARKET

- Taste sampling** / Convert the eating occasion into a paid bundle
Measure: Paid reorder per fully costed sample
- Owned website** / Sell multi-packs and replenishment
Measure: Contribution by basket weight
- Office/community trial** / Concentrate trial within dense audiences
Measure: Repeat household conversion
- Selective marketplace/quick commerce** / Later local availability after proven velocity
Measure: Contribution after actual listing, trade, promotion and fulfilment fees
- BASE-CASE DEMAND BURDEN**
900 new retained orders; 540 paid-acquired. 300 repeats from 1,000 eligible customers (30.0% activation). Approximately 1,291 placed orders at 93% retention.
- CONDITIONS BEFORE FUNDING THE BASE CASE**
 - Blind taste test supports paid preference
 - Shelf life and minimum remaining life are validated
 - Bundle packed weight matches shipping quote
 - Sampling cost and expired stock are included

CATEGORY RISK Taste-led churn, short shelf life, stale inventory, allergen cross-contact, crush damage and freight exceeding small-order margin.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: G-FOODLABEL, G-FOODCLAIM, G-LM. See source register; verify current SKU-specific applicability.

CATEGORY 05 / OPERATING SYSTEMS 01-04

Packaged snacks + foods

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Choose one recurring eating occasion and identify the existing snack alternatives customers already pay for.
- Limit the opening range to two flavours unless paid taste evidence justifies additional inventory and packaging complexity.
- Budget sampling, expired stock, transport damage and replacements before deciding how much money is available for advertising.

EVIDENCE Occasion brief / Range boundary / Launch cash map

RELEASE GATE The proposed snack bundle has paid taste evidence and positive contribution after its quoted packed-weight freight.

Template: Snack mandate

SYSTEM 02

Customer research

OWNER Research lead

- Compare coded samples with a relevant alternative and record taste preference without revealing the intended brand story first.
- Ask who consumes the product, portion frequency and household size so the trial bundle reflects actual use.
- After sampling, present the paid bundle at its intended price and distinguish purchases from polite positive feedback.

EVIDENCE Taste scorecard / Household diary / Paid trial report

RELEASE GATE Buyers select the snack at the planned price without relying on an ongoing trial discount.

Template: Taste test

SYSTEM 03

Product and range

OWNER Food technologist

- Freeze recipe, portion and preparation specifications so the factory can reproduce the approved product at commercial scale.
- Evaluate texture and sensory change across the agreed shelf-life study rather than extrapolating from a freshly made sample.
- Specify the barrier, seal and carton requirements needed for freshness and transport, including how acceptance will be checked.

EVIDENCE Recipe specification / Shelf-life protocol / Pack specification

RELEASE GATE The released recipe and pack meet the agreed sensory, safety and shelf-life acceptance criteria.

Template: Snack specification

SYSTEM 04

Suppliers and quality

OWNER Quality lead

- Verify the applicable food-business permissions for the actual manufacturer and product route before approving a commercial purchase.
- Review allergen segregation, cleaning and production controls with a qualified food specialist appropriate to the recipe.
- Agree lot-level release evidence and first-expiry dispatch rules, including minimum remaining life required when stock is received.

EVIDENCE Supplier dossier / Batch release / Traceability drill

RELEASE GATE The qualified reviewer signs the product-specific food, label and lot-release records before sale.

Template: Food receipt card

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 05 / OPERATING SYSTEMS 05-08

Packaged snacks + foods

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance lead

- Weigh the actual trial and multi-pack shipments and obtain courier rates for the geographic areas being modelled.
- Allocate sample costs, expired goods and breakage to the relevant channel or cohort rather than excluding them from margin.
- Reconcile marketplace or quick-commerce deductions against written terms before treating those channel sales as economically comparable to owned-site orders.

EVIDENCE Basket contribution / Wastage ledger / Channel fee sheet

RELEASE GATE Channel approval uses settled revenue after commissions, promotions, fulfilment and expiry losses, with a funded cash plan.

Template: Snack economics

SYSTEM 06

Store and offers

OWNER Commerce lead

- Display the actual ingredients, allergens and required food information consistently between artwork and the online product page.
- Show the precise pack count and net quantity supplied so photography does not imply a larger bundle.
- State reviewed storage instructions and delivery expectations, then test bundle pricing and stock behaviour through checkout.

EVIDENCE Food PDP / Bundle comparison / Checkout tests

RELEASE GATE Pack count, net quantity, required food information, price and inventory match across artwork, page and test order.

Template: Snack PDP

SYSTEM 07

Sales and marketing

OWNER Growth lead

- Test a clear eating occasion with a specific paid bundle rather than optimising only for broad snack-content views.
- Record where samples were distributed and their full costs so subsequent household purchases can be evaluated honestly.
- Follow up only through permitted communication channels, measuring paid repeat rather than counting sample recipients as acquired customers.

EVIDENCE Sampling calendar / Creative matrix / Attribution report

RELEASE GATE Measured paid repeat is compared with the full tasting cost before another sampling programme is funded.

Template: Snack experiment

SYSTEM 08

Delivery and support

OWNER Operations lead

- Test carton compression and handling using actual filled packs to identify crush damage before dispatch volume increases.
- Pick stock by first expiry and maintain lot visibility so slow flavour inventory is identified before it becomes unsaleable.
- Link complaints about stale taste, damage or delay to the relevant lot and lane before deciding corrective action.

EVIDENCE Packout guide / FEFO register / Issue ledger

RELEASE GATE The filled carton passes agreed route and compression checks without unacceptable product damage.

Template: Food shipment

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 05 / OPERATING SYSTEMS 09-12

Packaged snacks + foods

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Ask customers how quickly the bundle was consumed and compare that with the assumed repeat-purchase window.
- Separate single-person and family consumption so the reminder schedule does not push premature replenishment.
- Offer a relevant flavour or pack-size repeat purchase and calculate its contribution after discount and communication cost.

EVIDENCE Consumption cohorts / Reorder flows / Flavour feedback

RELEASE GATE Repeat demand is observed after realistic household depletion and separated from event-day sampling purchases.

Template: Snack cohort

SYSTEM 10

Roles and approvals

OWNER Programme lead

- Name the food-safety reviewer and require approval when recipe, process, ingredient or allergen information changes.
- Require a documented check before accepting supplier substitutions that may change taste, safety controls or label declarations.
- Give sampling and event spending clear owners and limits so activation volume cannot silently consume working capital.

EVIDENCE Change log / Approval limits / Care FAQ

RELEASE GATE Recipe substitutions receive food, allergen, sensory and label review before the changed batch is released.

Template: Recipe change

SYSTEM 11

26-week plan

OWNER Programme lead

- During weeks 1-8, validate paid taste preference, freeze the recipe and begin the product-specific shelf-life and packaging work.
- During weeks 9-16, complete release requirements and launch within a controlled geography using traceable stock and realistic freshness promises.
- During weeks 17-26, observe household consumption and repeat, reducing batch size if sell-through is slower than planned.

EVIDENCE Gate calendar / Shelf-life evidence / Region rollout plan

RELEASE GATE Launch quantity is supported by shelf life, paid demand and expected sell-through; delay buying if any remains unproven.

Template: Food weekly gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Reconcile consumer refunds and channel deductions before comparing reported sales with the contribution model.
- Review remaining shelf life by flavour and plan appropriate actions before stock requires deep clearance discounts.
- Compare fully costed sampling cohorts and full-price repeat demand before approving a larger production batch.

EVIDENCE Weekly P&L / Ageing report / Next-batch decision

RELEASE GATE The next purchase order fits remaining shelf life, observed flavour demand and cash after committed payments.

Template: Snack review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 06 / FOOD & BEVERAGE

Beverages + drink formats

Start with shelf-stable tea, coffee, concentrate or powder. The model uses a light multi-pack; chilled national distribution requires a separate cold-chain plan.

BUYER A household or office buyer replacing a recurring drink occasion and willing to try a convenient premium format.
FIRST RANGE One hero flavour/roast and one alternative, sold as trial and multi-serve packs. Do not mix chilled, glass and powder economics.

PLANNING ENVELOPE Capital ₹35-70L. Launch: Planning assumption: 12-22+ weeks for the selected stable format; chilled or novel processes can take longer. Repeat: Planning assumption: 20-45 days; calculate from servings per pack and household consumption.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	400	₹3.80L	₹0.78L	-₹0.93L
Base	900	₹8.55L	₹1.75L	₹0.33L
High	1,500	₹14.25L	₹2.92L	₹1.83L

COST PER RETAINED ORDER / INR

Net basket	₹950
Product	₹320
Packaging	₹45
Forward fulfilment	₹85
Failure / returns allowance	₹30
Payment fees	₹24
Contribution before acquisition	₹446

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹400
Other acquisition	₹0.35L
CRM	₹0.08L
Fixed operations	₹1.50L
Model result	₹0.33L

Paid share of new orders: **65%**. Repeat share of retained orders: **25%**.

ROUTE TO MARKET

- Routine demonstrations** / Show preparation and serving experience
Measure: Qualified paid conversion
- Office/café trials** / Collect repeated taste feedback
Measure: Household reorder after sample cost
- Owned website** / Sell multi-serve replenishment
Measure: Contribution per serving bundle
- Selective local distribution** / Test convenience with small inventory
Measure: Net margin and expiry-adjusted sell-through

BASE-CASE DEMAND BURDEN

675 new retained orders; 439 paid-acquired. 225 repeats from 750 eligible customers (30.0% activation). Approximately 968 placed orders at 93% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Actual format matches weight and storage assumptions
- Serving-level taste acceptance is repeatable
- Shelf life and packaging are validated
- Channel discounts and sampling remain within budget

CATEGORY RISK Heavy-liquid freight, breakage, taste inconsistency, packaging integrity, water activity/process risk and unsupported functional claims.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.
Release references: G-FOODLABEL, G-FOODCLAIM, G-LM. See source register; verify current SKU-specific applicability.

CATEGORY 06 / OPERATING SYSTEMS 01-04

Beverages + drink formats

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Choose a single powder, concentrate, tea or coffee route and document why its storage and freight requirements fit the launch.
- Define one recurring drinking occasion with an existing buyer habit, rather than creating a broad lifestyle beverage range.
- Exclude chilled distribution unless a separate funded plan covers cold-chain storage, delivery, spoilage and route validation.

EVIDENCE Format mandate / Serving economics hypothesis / Capital map

RELEASE GATE Approve one beverage format only after its storage requirements and packed-weight delivery costs fit the funded plan.

Template: Drink mandate

SYSTEM 02

Customer research

OWNER Research lead

- Observe buyers preparing the product in realistic conditions and record where directions, tools or preparation time create friction.
- Test sweetness or strength preferences using a consistent method so different preparation ratios do not distort the results.
- Ask buyers to purchase the proposed multi-serve pack at its intended price before inferring repeat demand.

EVIDENCE Preparation diary / Taste matrix / Paid trial cohort

RELEASE GATE Buyers prepare the product successfully under the reviewed instructions and accept the actual multi-serve price.

Template: Drink trial

SYSTEM 03

Product and range

OWNER Food specialist

- Freeze the recipe or roast specification and retain a reference for comparing later production batches.
- Test opening, dispensing and resealing with the intended product so the pack protects quality throughout normal household use.
- Have a qualified specialist define the shelf-life and storage evidence appropriate to the actual beverage format.

EVIDENCE Product master / Pack standard / Shelf-life protocol

RELEASE GATE The batch meets the agreed sensory and technical specification in the selected pack and storage conditions.

Template: Drink specification

SYSTEM 04

Suppliers and quality

OWNER Quality lead

- Verify food-business permissions against the manufacturer, production process and specific beverage route being selected.
- Review water and processing controls where relevant, together with the technical records needed to approve each batch.
- Agree product-specific packaging, seal and migration evidence with a qualified reviewer before ordering large component volumes.

EVIDENCE Supplier file / Test/release plan / Component MOQ terms

RELEASE GATE The qualified reviewer signs the product-specific label, evidence and batch release before first sales.

Template: Beverage release

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 06 / OPERATING SYSTEMS 05-08

Beverages + drink formats

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance lead

- Calculate revenue and product cost for the actual multi-serve basket, including the effect of trial/full-size mix.
- Allocate samples, leaking packs, breakage and replacement shipments to the relevant channel economics rather than hiding them.
- Quote courier weight slabs before expanding delivery areas, especially when comparing lightweight powders with liquid formats.

EVIDENCE Serving-cost model / Shipping matrix / Channel settlement model

RELEASE GATE Contribution is calculated from the actual packed format and shipping quote, including damage and sampling costs.

Template: Drink economics

SYSTEM 06

Store and offers

OWNER Commerce lead

- Show the product format, pack weight and reviewed serving count so customers can judge what they are buying.
- Demonstrate preparation using approved instructions and make concentrate or powder status clear before the purchase button.
- State storage requirements and delivery coverage accurately, including any constraints that affect usability on arrival.

EVIDENCE Product page / Preparation video / Offer comparison

RELEASE GATE The page clearly identifies format, quantity, approved serving count and the resulting price per serving.

Template: Drink page

SYSTEM 07

Sales and marketing

OWNER Growth lead

- Test morning, workday or household drinking occasions separately to identify the context that produces paid purchase.
- Track office or café sampling costs and link later consumer purchases without counting every trial cup as an acquired customer.
- Separate wholesale and D2C customer cohorts because their basket values, costs and repeat behaviour are different.

EVIDENCE Creative calendar / Sampling ledger / Channel cohort report

RELEASE GATE The channel report links actual retained customers to all attributable acquisition costs before more spend is approved.

Template: Drink campaign

SYSTEM 08

Delivery and support

OWNER Operations lead

- Validate the actual pouch, jar or bottle packout on intended routes before increasing shipment volume.
- Use first-expiry picking with lot records so sell-through and remaining shelf life can be reviewed by format.
- Tag leakage, clumping, flavour deviation and preparation complaints separately so quality issues are not mistaken for delivery issues.

EVIDENCE Packout SOP / FEFO stock map / Issue taxonomy

RELEASE GATE Filled-pack shipment tests pass each selected lane before that lane appears as serviceable.

Template: Drink incident

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 06 / OPERATING SYSTEMS 09-12

Beverages + drink formats

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Ask buyers about typical servings per week and use observed consumption to refine the expected depletion window.
- Separate household and office purchases so a high-volume workplace does not inflate expected consumer repeat.
- Offer a relevant replenishment pack at the appropriate time and evaluate repeat contribution after incentives.

EVIDENCE Usage segments / Refill flows / Repeat contribution

RELEASE GATE The replenishment forecast uses observed servings consumed and distinguishes office orders from household demand.

Template: Drink cohort

SYSTEM 10

Roles and approvals

OWNER Programme lead

- Assign owners for recipe, roast and claims decisions so all product changes receive a consistent technical review.
- Log raw-material substitutions and require review of their effect on flavour, label, evidence and cost.
- Control sample inventory separately from saleable stock and assign responsibility for replenishing trial events.

EVIDENCE Approval matrix / Version log / Sampling stock ledger

RELEASE GATE A recipe or roast change receives product, label and content review before the revised version ships.

Template: Drink change

SYSTEM 11

26-week plan

OWNER Programme lead

- During weeks 1-8, confirm format economics, taste acceptance and packaging requirements before committing to a commercial recipe.
- During weeks 9-16, complete release work and validate selected shipping lanes through a controlled geographic launch.
- During weeks 17-26, measure consumption cohorts and expand only formats and routes that retain acceptable contribution.

EVIDENCE 26-week plan / Route validation / Serving cohort report

RELEASE GATE Add geography only after route tests, delivery costs and release readiness are documented for that format.

Template: Drink weekly gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Review format and bundle mix against the weighted AOV assumption, especially after introducing a lower-price trial offer.
- Reconcile trade discounts, damage, shipping adjustments and expired stock before comparing channels or approving promotions.
- Stress higher freight and slower replenishment in the cash model, then document which product and route can scale.

EVIDENCE Format P&L / Loss report / Scale decision

RELEASE GATE Expand only a format whose observed contribution and quality results meet the approved operating plan.

Template: Drink review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 07 / FOOD & BEVERAGE

Staples + condiments

A focused regional cooking routine with three complementary pantry products. The model assumes a ₹1,100 multi-product basket, not single low-price commodity packs.

BUYER A household cook purchasing the category repeatedly and willing to switch for a specific taste, provenance or convenience advantage.

FIRST RANGE Three compatible spices/condiments in one cooking bundle; quote heavy grains or oils separately because freight and margins differ.

PLANNING ENVELOPE Capital ₹30-55L. Launch: Planning assumption: 12-20+ weeks; sourcing verification and shelf-life work govern readiness. Repeat: Planning assumption: 30-65 days depending on pack size and household cooking frequency.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	500	₹5.50L	₹0.69L	-₹0.49L
Base	1,000	₹11.00L	₹1.39L	₹0.75L
High	1,700	₹18.70L	₹2.36L	₹2.49L

COST PER RETAINED ORDER / INR

Net basket	₹1,100
Product	₹495
Packaging	₹55
Forward fulfilment	₹100
Failure / returns allowance	₹35
Payment fees	₹28
Contribution before acquisition	₹387

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹360
Other acquisition	₹0.30L
CRM	₹0.08L
Fixed operations	₹1.35L
Model result	₹0.75L

Paid share of new orders: **55%**. Repeat share of retained orders: **30%**.

ROUTE TO MARKET

Recipe content / Create a clear use occasion for the bundle
Measure: Paid bundle conversion

Community sampling / Demonstrate flavour in familiar cooking
Measure: Repeat households per sampling rupee

Owned website / Sell pantry baskets and refills
Measure: Contribution by basket weight

Selective marketplace / Capture product-intent demand
Measure: Net settled margin after fees and discounts

BASE-CASE DEMAND BURDEN

700 new retained orders; 385 paid-acquired. 300 repeats from 1,000 eligible customers (30.0% activation). Approximately 1,064 placed orders at 94% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Basket weight and packaging quote are verified
- Supplier authenticity and test plan accepted
- Thirty-percent repeat mix supported by mature households
- Raw-material price changes fit contribution floor

CATEGORY RISK Commodity price volatility, adulteration/authenticity concerns, heavy-basket freight, glass leakage and slow-moving regional variants.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: G-FOODLABEL, G-FOODCLAIM, G-LM. See source register; verify current SKU-specific applicability.

CATEGORY 07 / OPERATING SYSTEMS 01-04

Staples + condiments

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Choose one regional cooking routine and describe how the proposed products fit meals the target household already prepares.
- Limit the opening range to three complementary items so demand can be measured without spreading cash across an entire pantry.
- Reserve a downside allowance for raw-material price changes before determining the opening purchase order and media budget.

EVIDENCE Pantry mandate / Assortment boundary / Capital plan

RELEASE GATE The founder approves a recurring cooking use, the three-product basket and its first-buy cash exposure.

Template: Pantry mandate

SYSTEM 03

Product and range

OWNER Food specialist

- Define the raw-material grade and evidence required to support identity or provenance statements before negotiating supply.
- Freeze the grind, blend or recipe against a retained reference so commercial batches can be evaluated consistently.
- Approve sealing and dosing usability using actual filled packs, including any product-specific leakage or moisture risks.

EVIDENCE Raw-material spec / Sensory master / Pack specification

RELEASE GATE Incoming ingredients and finished flavour match the approved grade, recipe and retained sensory reference.

Template: Pantry product card

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

SYSTEM 02

Customer research

OWNER Research lead

- Interview the primary household cook about current brands, pack sizes, buying frequency and reasons they would switch.
- Compare the product in actual cooked dishes, because raw tasting or origin storytelling alone may not establish preference.
- Record current purchase prices and refill intervals, then test the proposed bundle with a real paid offer.

EVIDENCE Cooking notes / Price/pack map / Paid trial list

RELEASE GATE Paid household trials demonstrate a taste or use benefit at the intended bundle price.

Template: Pantry interview

SYSTEM 04

Suppliers and quality

OWNER Quality lead

- Verify the relevant food-business permissions for the manufacturer, packer and specific products in the proposed route.
- Agree authenticity, adulteration and contaminant testing with a qualified reviewer according to the actual ingredient and sourcing risk.
- Record incoming lots and storage conditions so the team can trace finished packs back to approved supply.

EVIDENCE Supplier approval / Test schedule / Receipt/lot record

RELEASE GATE Technical review clears the actual products, labels, traceability and batch-release evidence before selling.

Template: Pantry receipt

CATEGORY 07 / OPERATING SYSTEMS 05-08

Staples + condiments

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance lead

- Calculate cost and contribution for each component and the combined basket using the actual planned mix.
- Stress higher raw-material prices and identify the point where pricing or pack architecture needs to change.
- Compare packed weight, courier slabs and marketplace deductions before deciding which channel or geography deserves investment.

EVIDENCE Basket P&L / Sensitivity sheet / Reorder cash plan

RELEASE GATE The basket remains within the approved contribution floor under the documented raw-material cost downside.

Template: Pantry economics

SYSTEM 06

Store and offers

OWNER Commerce lead

- Show the actual product identity and ingredients alongside required food information in a readable product page.
- Explain pack counts and practical cooking uses without relying on undocumented purity, origin or health claims.
- Make storage instructions and quantity clear, then test basket pricing, stock deduction and checkout behaviour.

EVIDENCE Recipe-led PDP / Bundle details / Checkout evidence

RELEASE GATE Every provenance claim has a supporting record, and product quantity matches the pack, page and order.

Template: Pantry PDP

SYSTEM 07

Sales and marketing

OWNER Growth lead

- Test recipe demonstrations connected to a specific purchasable basket rather than treating recipe views as demand.
- Attribute community tasting costs and later household orders so the acquisition route can be compared with paid media.
- Compare search, creator and community activity using retained customers and channel contribution after all attributable expenses.

EVIDENCE Recipe calendar / Sampling ledger / Channel contribution

RELEASE GATE Additional spend follows paid household contribution after recipe production, sampling and channel costs.

Template: Recipe experiment

SYSTEM 08

Delivery and support

OWNER Operations lead

- Validate packed weight and internal protection for each basket so heavy or fragile components do not damage neighbouring items.
- Pick by expiry with visible lot records and separate any stock that fails receiving or storage checks.
- Record oil leakage, glass breakage and courier weight disputes separately to identify the actual cost driver.

EVIDENCE Packout matrix / FEFO stock ledger / Claims log

RELEASE GATE The actual heavy basket passes the agreed route test, with leakage and breakage recorded separately.

Template: Pantry dispatch

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 07 / OPERATING SYSTEMS 09-12

Staples + condiments

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Ask about household cooking frequency and component usage to estimate replenishment more accurately than a generic monthly reminder.
- Separate fast-moving spices or condiments from slower components when building the next-purchase forecast.
- Offer flexible component refills so customers do not need to buy an unnecessary complete bundle.

EVIDENCE Depletion model / Refill flows / Repeat household report

RELEASE GATE The refill plan forecasts individual components from observed household use instead of assuming simultaneous depletion.

Template: Pantry cohort

SYSTEM 10

Roles and approvals

OWNER Programme lead

- Assign sourcing and quality approvers who can reject inputs that differ from the approved grade or specification.
- Review provenance and food-related claims against retained supporting evidence before those claims appear in new content.
- Set purchase-order and substitution limits so procurement savings cannot bypass a necessary technical or sensory review.

EVIDENCE RACI / Supplier change log / Claims register

RELEASE GATE A source or grade change is held until technical, sensory and label consequences are reviewed.

Template: Pantry change

SYSTEM 11

26-week plan

OWNER Programme lead

- During weeks 1-8, validate household use, compare paid preferences and qualify the ingredient sources for the limited opening range.
- During weeks 9-16, complete release and shelf-life work, validate basket packaging and launch with controlled stock.
- During weeks 17-26, measure component depletion and test channels without buying inventory ahead of evidenced consumption.

EVIDENCE 26-week plan / Supply gate / Household cohort report

RELEASE GATE Supplier release evidence and priced cooking demand are both available before stock and campaign dates are committed.

Template: Pantry weekly gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Reconcile the basket and individual-SKU mix so revenue changes can be connected to product margin and freight.
- Review ingredient-price movements and remaining shelf life before deciding to accept a supplier discount or larger MOQ.
- Approve replenishment from component demand and available cash, including slower sell-through and higher-cost downside cases.

EVIDENCE Basket dashboard / Price-risk log / Next-PO decision

RELEASE GATE Review contribution by packed basket and lane so profitable lightweight orders cannot conceal heavy-order losses.

Template: Pantry review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 08 / HOME & LIVING

Home cleaning + hygiene

One demonstrable cleaning task with a compact concentrate/refill system; avoid broad disinfection or environmental promises without evidence.

BUYER Households with a recurring cleaning job who judge performance, convenience, fragrance and cost per use.
FIRST RANGE One hero cleaner, a starter pack and a refill multi-pack. Model assumes an everyday household cleaner, not a regulated medicinal disinfectant.

PLANNING ENVELOPE Capital ₹35-60L. Launch: Planning assumption: 14-22+ weeks; chemical classification, compatibility and transport review can extend this. Repeat: Planning assumption: 25-60 days; test actual dilution/use and household size.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	400	₹3.80L	₹0.85L	-₹0.83L
Base	850	₹8.07L	₹1.81L	₹0.24L
High	1,400	₹13.30L	₹2.98L	₹1.55L

COST PER RETAINED ORDER / INR

Net basket	₹950
Product	₹285
Packaging	₹50
Forward fulfilment	₹105
Failure / returns allowance	₹35
Payment fees	₹24
Contribution before acquisition	₹451

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹420
Other acquisition	₹0.30L
CRM	₹0.08L
Fixed operations	₹1.40L
Model result	₹0.24L

Paid share of new orders: **65%**. Repeat share of retained orders: **22%**.

ROUTE TO MARKET

- Demonstration content** / Show a defined cleaning job under fair conditions
Measure: Retained new CAC
- Community trials** / Learn actual use and refill behaviour
Measure: Paid refill conversion
- Owned website** / Sell starter/refill journeys
Measure: Contribution across starter and refill
- Selective retail partners** / Offer local refill availability later
Measure: Net channel contribution after terms

BASE-CASE DEMAND BURDEN

663 new retained orders; 431 paid-acquired. 187 repeats from 650 eligible customers (28.8% activation). Approximately 924 placed orders at 92% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Claims and instructions reviewed for the exact product
- Surface/pack compatibility evidence is complete
- Refill economics use real freight and leakage
- Eligible households support the repeat assumption

CATEGORY RISK Unsafe use instructions, surface damage, child exposure, unsupported germ-kill claims, leakage and shipping expensive water.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: G-LM, G-BIS. See source register; verify current SKU-specific applicability.

CATEGORY 08 / OPERATING SYSTEMS 01-04

Home cleaning + hygiene

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Define the exact cleaning task and compatible surface boundary so the product is not sold as universally suitable.
- Choose a starter and refill architecture that the household can understand and that can ship at acceptable contribution.
- Fund technical, compatibility and claim review before committing to strong performance promises or a commercial production quantity.

EVIDENCE Cleaning mandate / Claims boundary / Capital map

RELEASE GATE Approve one cleaning task, compatible surfaces and starter/refill range with funded technical and delivery work.

Template: Cleaner mandate

SYSTEM 02

Customer research

OWNER Research lead

- Observe how households use their current cleaner, including tools, time, quantity and surfaces, to understand practical switching barriers.
- Record dosing and surface mistakes during research so packaging and instructions can address predictable misuse.
- Offer the planned starter at its actual price and test whether users value the claimed convenience enough to buy.

EVIDENCE Home-use notes / Cost/use comparison / Trial protocol

RELEASE GATE Household trials support the claimed use advantage under representative conditions at the intended price.

Template: Cleaning interview

SYSTEM 03

Product and range

OWNER Technical lead

- Specify compatible surfaces and excluded uses with a qualified technical owner before designing demonstrations or packaging copy.
- Validate the formulation, concentration and dispensing pack together so normal use reproduces the approved product experience.
- Have technical review approve use, storage and warning information, with clear version control across pack and digital materials.

EVIDENCE Product specification / Compatibility record / Label-use instructions

RELEASE GATE Technical review signs the intended surfaces, use instructions, warnings and supported performance wording.

Template: Cleaner SKU brief

SYSTEM 04

Suppliers and quality

OWNER Quality + logistics

- Review the supplier's technical and safety documentation for the actual formulation rather than accepting a generic company brochure.
- Check the exact product's legal classification and any applicable standard or certification requirements with a qualified reviewer.
- Test closure compatibility and obtain carrier acceptance for the proposed formulation and route before promising delivery.

EVIDENCE Supplier dossier / Compliance applicability note / Pack/transport approval

RELEASE GATE Qualified reviewers clear the exact formulation, claims, pack and carrier route before release.

Template: Cleaner release

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 08 / OPERATING SYSTEMS 05-08

Home cleaning + hygiene

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance lead

- Calculate starter and refill contribution separately, including product, packaging, shipping and acquisition expenses appropriate to each purchase.
- Compare actual and volumetric shipping weights so an attractive-looking refill does not carry an uneconomic freight cost.
- Reserve for leakage, damage and replacements from observed shipment experience and revise the model when performance changes.

EVIDENCE Starter/refill P&L / Freight table / PO cash plan

RELEASE GATE The refill offer provides customer value while covering its own product, pack, shipping and acquisition costs.

Template: Cleaner economics

SYSTEM 06

Store and offers

OWNER Commerce lead

- Show the intended cleaning task, compatible surfaces and approved use method clearly before checkout.
- Explain whether the product is concentrated or ready-to-use and show the actual contents of the starter/refill bundle.
- Display reviewed warnings and refill terms consistently with the pack so the buyer can make an informed choice.

EVIDENCE Task-led PDP / Use demonstration / Checkout tests

RELEASE GATE A buyer can identify concentrate versus ready-to-use format and follow the same reviewed instructions shown on the pack.

Template: Cleaner PDP

SYSTEM 07

Sales and marketing

OWNER Growth lead

- Test demonstrations for specific cleaning tasks with documented conditions and a clear connection to the product being sold.
- Retain the conditions behind performance demonstrations so creative editing does not imply an untested result.
- Count samples, creator fees and other acquisition work alongside media when comparing customer acquisition routes.

EVIDENCE Demo protocols / Creative matrix / All-in CAC report

RELEASE GATE The demonstration matches retained evidence and its acquired orders support the stated delivery and loss costs.

Template: Cleaning creative

SYSTEM 08

Delivery and support

OWNER Operations lead

- Validate seals, secondary protection and orientation using actual filled packs on the intended courier routes.
- Apply appropriate storage segregation and handling instructions from the approved technical documentation for the product.
- Escalate reported surface damage or exposure through a qualified incident process instead of improvising treatment or technical advice.

EVIDENCE Packout SOP / Storage controls / Incident escalation

RELEASE GATE A practice incident reaches the technical owner; care uses reviewed escalation guidance without improvising treatment advice.

Template: Cleaner incident

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 08 / OPERATING SYSTEMS 09-12

Home cleaning + hygiene

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Ask how frequently the household uses the product and compare reported depletion with the assumed refill window.
- Time refill reminders around actual use and customer preferences instead of assuming every starter creates a monthly subscription.
- Track starter-to-refill conversion and contribution separately so cheap starter sales cannot disguise a weak repeat business.

EVIDENCE Consumption segments / Refill reminders / Cohort P&L

RELEASE GATE The refill forecast uses observed household depletion and starter-to-refill orders, with slow users accounted for.

Template: Cleaner cohort

SYSTEM 10

Roles and approvals

OWNER Programme lead

- Assign a named claims and safety approver who must review changes to formulation, demonstration or use instructions.
- Keep the same approved instruction version on packaging, the product page, creator briefs and customer-care material.
- Require documented review of supplier substitutions that could change concentration, pack compatibility, performance or warnings.

EVIDENCE Approval matrix / Instruction register / Change-control form

RELEASE GATE Pack, product page, creator brief and support script use the same approved formulation and instruction version.

Template: Cleaner change

SYSTEM 11

26-week plan

OWNER Programme lead

- During weeks 1-8, establish the cleaning job, observe household use and agree the technical product specification.
- During weeks 9-16, complete compatibility and packaging work, then run a controlled pilot with traceable product feedback.
- During weeks 17-26, resolve misuse/leakage issues and measure refill behaviour before expanding acquisition or delivery coverage.

EVIDENCE Gate plan / Home-use findings / Refill evidence

RELEASE GATE Resolve recurring misuse and leakage findings before increasing shipments; move the launch date if technical release is pending.

Template: Cleaner weekly gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Review starter and refill margin separately, including discounts and shipping, before deciding where further promotion is justified.
- Look for complaint clusters by batch, pack component and demonstration so recurring quality or expectation problems are addressed.
- Stress higher freight and slower depletion before approving the next production order or an increase in media spend.

EVIDENCE Cohort dashboard / Incident review / Cash decision log

RELEASE GATE Additional spend requires cleared product issues, measured refill demand and cash to fulfil the promised offer.

Template: Cleaner review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 09 / BEAUTY & WELLNESS

Intimate + menstrual care

Choose one product route. The model uses disposable sanitary-pad multi-packs; cups, period underwear and intimate cosmetics require different testing, classification and repeat economics.

BUYER Menstruating customers seeking a clear comfort, fit or convenience improvement and discreet, reliable replenishment.
FIRST RANGE One primary pad format and one flow/size alternative in trial and multi-cycle bundles. Do not launch across all menstrual formats together.

PLANNING ENVELOPE Capital ₹40-75L. Launch: Planning assumption: 16-26+ weeks; product-specific certification and qualification can extend the timeline. Repeat: Planning assumption: 25-65 days depending on pack and use; never assume all customers have identical cycles.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	450	₹3.60L	₹0.74L	-₹0.95L
Base	950	₹7.60L	₹1.56L	₹0.04L
High	1,600	₹12.80L	₹2.62L	₹1.34L

COST PER RETAINED ORDER / INR

Net basket	₹800
Product	₹300
Packaging	₹30
Forward fulfilment	₹65
Failure / returns allowance	₹22
Payment fees	₹20
Contribution before acquisition	₹363

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹350
Other acquisition	₹0.30L
CRM	₹0.10L
Fixed operations	₹1.45L
Model result	₹0.04L

Paid share of new orders: **65%**. Repeat share of retained orders: **28%**.

ROUTE TO MARKET

- Education-led content** / Explain product construction, fit and options respectfully
Measure: Qualified retained conversion
- Opt-in community trials** / Collect private comfort and fit feedback
Measure: Paid repeat after fully costed trials
- Owned website** / Sell discreet multi-cycle packs
Measure: Retained-order contribution
- Selective retail/marketplace** / Offer convenient replenishment after product proof
Measure: Net margin after actual channel terms

BASE-CASE DEMAND BURDEN

684 new retained orders; 445 paid-acquired. 266 repeats from 900 eligible customers (29.6% activation). Approximately 1,011 placed orders at 94% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Exact pad product and manufacturer meet applicable requirements
- Comfort/fit findings support the selected sizes
- Discreet delivery and issue care are proven
- Repeat mix reflects pack depletion rather than assumed cycle dates

CATEGORY RISK Sensitive customer trust, fit/leakage complaints, certification scope, unsupported health claims, privacy handling and low-value shipment economics.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: G-BIS, G-LM, G-COS. See source register; verify current SKU-specific applicability.

CATEGORY 09 / OPERATING SYSTEMS 01-04

Intimate + menstrual care

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Select one route such as disposable pads, reusable products, cups or intimate cosmetics, because requirements and repeat economics differ.
- Document a respectful claim and data-collection boundary so research and marketing request only information needed for the product.
- Budget product qualification, customer care and working capital before using projected replenishment revenue to justify expansion.

EVIDENCE Route mandate / Capital map / Customer-care principles

RELEASE GATE Approve one product format and fund its specific qualification, first stock and customer-care obligations.

Template: Menstrual mandate

SYSTEM 02

Customer research

OWNER Research lead

- Use voluntary product interviews and give participants a comfortable way to decline questions or discontinue the trial.
- Record fit, comfort and leakage concerns respectfully, without collecting unnecessary sensitive details unrelated to product development.
- Present the actual planned size, pack and price so purchase preference is tested against a clear offer.

EVIDENCE Consent/notes protocol / Fit matrix / Paid trial design

RELEASE GATE Voluntary fit/comfort feedback and paid pack choices support the selected format without unnecessary personal-data collection.

Template: Fit interview

SYSTEM 03

Product and range

OWNER Technical lead

- Freeze the product's dimensions, construction and material specification so supplier samples can be compared with future commercial batches.
- Have a qualified specialist define the appropriate absorbency, leakage, skin-contact and other product-specific evidence needed for release.
- Test pack opening and provide reviewed use and disposal information suitable for the actual product format.

EVIDENCE Product specification / Test plan / Size/use guide

RELEASE GATE The qualified reviewer accepts product tests and fit evidence supporting the exact customer-facing claims.

Template: Pad specification

SYSTEM 04

Suppliers and quality

OWNER Quality lead

- Check the current applicable QCO, standard version, effective dates and exemptions for the exact product before purchase.
- Verify that the manufacturer's valid certification or licence covers the actual SKU and production site being considered.
- Agree batch records and material-change controls so an approved specification is not altered without renewed review.

EVIDENCE Applicability memo / Licence verification / Batch release checklist

RELEASE GATE The actual SKU and manufacturing site meet applicable requirements, with current scope evidence recorded before sale.

Template: Pad release

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 09 / OPERATING SYSTEMS 05-08

Intimate + menstrual care

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance lead

- Calculate trial-pack and multi-cycle-pack economics separately because bigger packs improve freight but can delay the next purchase.
- Include the cost of opened or unsuitable returned products that cannot re-enter saleable stock.
- Stress slower replenishment after larger pack purchases rather than assuming a high bundle AOV and rapid repeat simultaneously.

EVIDENCE Pack contribution / Trial acquisition cost / Cash/stock plan

RELEASE GATE The offered pack has verified customer value and contribution after realistic delivery, trial and non-resalable-return costs.

Template: Menstrual economics

SYSTEM 06

Store and offers

OWNER Commerce lead

- Show product dimensions, construction and materials using reviewed information that helps a buyer choose the appropriate format.
- State the exact pack count and relevant use/disposal information so bundle photographs cannot create quantity confusion.
- Explain discreet delivery and accessible support so customers know how the order and any product concern will be handled.

EVIDENCE Fit-led PDP / Bundle comparison / Privacy/support journey

RELEASE GATE Customers can choose the reviewed format and size, see exact pack contents and reach discreet support.

Template: Menstrual PDP

SYSTEM 07

Sales and marketing

OWNER Growth lead

- Test comfort, fit and convenience propositions using supported product information rather than exploiting fear or discomfort.
- Review health-related wording and require appropriate evidence before it appears in creator scripts or advertisements.
- Record community samples and organiser costs as acquisition expense and evaluate later retained purchases separately.

EVIDENCE Approved creative / Trial ledger / Channel P&L

RELEASE GATE Approved wording and all-in retained-customer acquisition costs support the next community or media commitment.

Template: Menstrual creative

SYSTEM 08

Delivery and support

OWNER Operations lead

- Use a discreet outer package and ensure dispatch labels or support processes do not unnecessarily expose product details.
- Keep opened returned products out of saleable stock and document the agreed replacement, refund and disposition process.
- Give reported rash, leakage or recurring product issues a respectful escalation route with lot traceability and qualified review.

EVIDENCE Packout SOP / Returns disposition / Private care protocol

RELEASE GATE A test issue is handled privately, linked to its lot and assigned to the responsible technical or care owner.

Template: Menstrual incident

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 09 / OPERATING SYSTEMS 09-12

Intimate + menstrual care

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Let customers choose reminder timing without requiring the business to infer or collect a menstrual-cycle schedule.
- Forecast replenishment from purchased pack quantity and observed depletion, allowing for substantial differences between customers.
- Make pause and stop options easy to use, and measure repeat contribution after incentives and communication expense.

EVIDENCE Preference-led flows / Pack cohorts / Repeat margin report

RELEASE GATE Customers choose reminder timing; forecasts use pack depletion without requiring an inferred menstrual-cycle schedule.

Template: Menstrual cohort

SYSTEM 10

Roles and approvals

OWNER Programme lead

- Name the technical and claims approvers so commercial teams cannot release new wording without an accountable review.
- Train customer care to handle sensitive feedback respectfully, use reviewed product guidance and escalate medical questions appropriately.
- Limit access to research and care notes according to the information needed for each person's role.

EVIDENCE RACI / Care scripts / Access register

RELEASE GATE Sensitive care, quality and claim decisions have named owners and restricted access to necessary information.

Template: Menstrual approval

SYSTEM 11

26-week plan

OWNER Programme lead

- During weeks 1-8, select the product route, gather voluntary buyer evidence and establish supplier qualification requirements.
- During weeks 9-18, complete applicable technical/certification work and run the fit pilot only through an appropriate approved process.
- During weeks 19-26, launch cleared product, observe pack depletion and revise growth expectations if qualification or repeat evidence is delayed.

EVIDENCE 26-week gates / Technical dossier / Mature cohort review

RELEASE GATE Qualification completion sets the first-sale date; unfinished evidence moves the launch and revenue review.

Template: Menstrual weekly gate

SYSTEM 12

Weekly review

OWNER Founder + finance + quality

- Review complaints by product size and lot so growth does not hide a concentration of unresolved product issues.
- Reconcile pack mix, discounts and refunds against the contribution model before interpreting a rise in gross sales.
- Stress slightly higher acquisition cost and slower repeat because the illustrative base case has a narrow operating cushion.

EVIDENCE Trust/finance dashboard / Size stock map / Growth decision

RELEASE GATE The contribution review funds acquisition and remedies, with unresolved product issues cleared before volume increases.

Template: Menstrual review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 10 / FASHION & ACCESSORIES

Apparel

Two reliable silhouettes with honest measurements; prove fit before range breadth.

BUYER A fit/opportunity cohort, e.g. women seeking reliable office basics.
FIRST RANGE 2 styles x 3 colours x 5 sizes = 30 variants. Buy by observed size curve, not equal quantities.

PLANNING ENVELOPE Capital ₹30-55L. Launch: 10-14 weeks after fit and production approval. Repeat: 60-120 days for another colour or wardrobe refresh.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	400	₹7.20L	₹1.90L	-₹0.70L
Base	800	₹14.40L	₹3.81L	₹0.59L
High	1,200	₹21.60L	₹5.71L	₹1.89L

COST PER RETAINED ORDER / INR

Net basket	₹1,800
Product	₹630
Packaging	₹55
Forward fulfilment	₹90
Failure / returns allowance	₹180
Payment fees	₹45
Contribution before acquisition	₹800

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹700
Other acquisition	₹0.40L
CRM	₹0.10L
Fixed operations	₹1.50L
Model result	₹0.59L

Paid share of new orders: 80%. Repeat share of retained orders: 15%.

CATEGORY RISK Fit returns, fragmented sizes, dead colours and discount dependence.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.
Release references: L1, L2. See source register; verify current SKU-specific applicability.

ROUTE TO MARKET

Meta + creator try-ons / Show fit across body types
Measure: Retained CAC by silhouette
Search + shopping / Capture garment intent
Measure: Contribution after media
CRM / Second colour and restocks
Measure: Incremental repeat contribution

BASE-CASE DEMAND BURDEN

680 new retained orders; 544 paid-acquired. 120 repeats from 600 eligible customers (20.0% activation). Approximately 1,026 placed orders at 78% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Hero sizes stocked through lead time
- Fit-return provision funded
- Media CAC within ₹700 assumption
- Earlier cohorts support 120 repeat orders

CATEGORY 10 / OPERATING SYSTEMS 01-04

Apparel

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Define one buyer, wearing occasion and fit frustration; record why existing garments fail her.
- Freeze two silhouettes and list every colour-size variant before approving photography or fabric purchases.
- Build an initial size curve from measured buyers; record quantities, cash exposure and the replenishment decision date.

EVIDENCE Wedge brief / Capital gate / Range plan

RELEASE GATE Founder approves one buyer/occasion brief, a costed variant plan and an explicit first-buy ceiling before fabric commitments.

Template: Range charter

SYSTEM 02

Customer research

OWNER Research

- Interview twenty relevant buyers about their last paid garment purchase, including the exact reason for any return.
- Measure their favourite garments alongside body measurements; separate preference for ease from inconsistent brand sizing.
- Show priced silhouette samples and record purchase objections, avoiding unpriced mood-board approval as demand evidence.

EVIDENCE Fit vocabulary / Measurement evidence / Price objections

RELEASE GATE Research names a repeated fit problem, a plausible price and specific garment measurements that buyers can evaluate.

Template: Fit interview

SYSTEM 03

Product and range

OWNER Technical designer

- Create a graded technical pack covering measurement points, fabric composition, seam construction and signed tolerances.
- Fit physical samples across every offered size; log deviations and changes against a single version number.
- Wash and wear approved samples using stated care instructions; update shrinkage allowance before authorising bulk cutting.

EVIDENCE Tech pack / Size chart / Sealed sample

RELEASE GATE The technical designer signs every offered size and the factory holds an identical sealed production reference.

Template: Garment spec

SYSTEM 04

Suppliers and quality

OWNER Production

- Reserve fabric by dye lot and record how shade continuity will be maintained across replenishment orders.
- Inspect seams, labels and finished measurements against the sealed sample before accepting the production lot.
- Put defect remedies, inspection access, delivery milestones and payment releases into the purchase order.

EVIDENCE Fabric standard / QC sheet / Purchase order

RELEASE GATE Bulk release requires documented measurement/finish acceptance; rejected units remain quarantined until rework or replacement is agreed.

Template: Lot card

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 10 / OPERATING SYSTEMS 05-08

Apparel

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance

- Cost each style at actual landed unit cost and the net selling price after discounts.
- Allocate exchange freight, failed delivery, damaged returns and markdown losses to retained orders rather than gross shipments.
- Forecast thirteen weeks of cash with fabric advances, balance payments and size-specific reorders on their real dates.

EVIDENCE Style margin / Ageing report / Cash forecast

RELEASE GATE Finance approves the first buy only when the downside return case and next replenishment payment remain fundable.

Template: Style P&L

SYSTEM 06

Store and offers

OWNER E-commerce

- Publish garment measurements with a clear measurement diagram, model dimensions and the exact size worn.
- Show fabric texture, transparency and drape in normal light; disclose lining and styling items excluded from purchase.
- Test mobile checkout, size selection, exchange requests and refunds using actual variant inventory before launch.

EVIDENCE Fit page / Try-on video / Checkout tests

RELEASE GATE A new tester can choose a size, understand the contents and complete the stated exchange route without assistance.

Template: PDP audit

SYSTEM 07

Sales and marketing

OWNER Growth

- Brief creators across three relevant body profiles; require the actual size worn and honest fit observations.
- Test one occasion or fit objection per creative, keeping spend and landing-page changes traceable by experiment.
- Scale only after delivered cohorts mature enough to include fit returns and required replacement inventory.

EVIDENCE Creative matrix / Cohort report / Restock plan

RELEASE GATE Two reviewed cohorts meet the founder-approved contribution floor and promoted sizes have enough cover for the next buying cycle.

Template: Creative card

SYSTEM 08

Delivery and support

OWNER Operations

- Scan style, colour and size during picking; verify the garment against the order before sealing.
- Inspect returned garments for condition, assign a reason code and separate resaleable stock from losses.
- Reserve replacement sizes when an exchange is accepted and communicate alternatives before promising unavailable stock.

EVIDENCE Pick checklist / Return codes / Exchange ledger

RELEASE GATE Every exchange has an owner, stock reservation and recorded cost; refunds follow the published policy and applicable obligations.

Template: Exchange case

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 10 / OPERATING SYSTEMS 09-12

Apparel

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM

- Ask delivered buyers about fit and use; resolve service problems before offering another garment.
- Trigger second-colour or complementary-style offers only for customers whose first garment worked and relevant sizes are available.
- Compare repeat contribution against a non-promoted cohort where feasible, including offer discounts, messages and return costs.

EVIDENCE Fit cohort / Restock flow / Repeat report

RELEASE GATE Repeat forecasts use eligible delivered buyers and observed outcomes; the programme does not assume monthly replenishment.

Template: Cohort card

SYSTEM 10

Roles and approvals

OWNER Studio lead

- Assign one fit approver and one factory contact; specify which changes require the founder's decision.
- Freeze collection versions before purchase orders and maintain a dated record of sample, photograph and size-chart changes.
- Review team workload against upcoming fittings, inspection dates, launches and customer-service volume every week.

EVIDENCE RACI / Approval log / Capacity plan

RELEASE GATE Every style has a signed technical version, accountable release owner and unresolved changes visible before production.

Template: Approval card

SYSTEM 11

26-week plan

OWNER Programme lead

- Use weeks one to six for priced research, grading and wash trials; reserve subsequent production dates conditionally.
- Use weeks seven to twelve for approved bulk, receiving inspection, product content and complete exchange-flow testing.
- Use weeks thirteen to twenty-six for cohort reviews and size-led replenishment; move launch when fit approval slips.

EVIDENCE Gate calendar / Drop plan / Reorder dates

RELEASE GATE The calendar releases capital by fit, stock and retained-contribution gates; a seasonal deadline cannot override failed product approval.

Template: Drop gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Reconcile retained orders, refunds, exchange costs and bank settlements before judging weekly sales performance.
- Rank contribution and stock cover by style-size-colour; distinguish a strong silhouette from loss-making variants.
- Approve the next purchase order using the revised size curve, cash forecast and explicit markdown decisions.

EVIDENCE Scorecard / Buy list / Stop list

RELEASE GATE Reorder decisions reconcile order, stock and cash records and name actions for weak variants rather than averaging them away.

Template: Weekly review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 11 / FASHION & ACCESSORIES

Activewear + innerwear

One tested activity promise; substantiate performance claims and explain hygiene policies.

BUYER A movement/fit cohort, e.g. women seeking comfortable daily activity wear.
FIRST RANGE 2 styles x 2 colours x 5 sizes = 20 variants. Bra cup/band sizing needs a separate fit architecture.

PLANNING ENVELOPE Capital ₹35-60L. Launch: 12-16 weeks, dependent on wear trials. Repeat: 60-120 days for second sets; underwear packs differ.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	400	₹6.00L	₹1.57L	-₹0.61L
Base	850	₹12.75L	₹3.35L	₹0.96L
High	1,300	₹19.50L	₹5.12L	₹2.53L

COST PER RETAINED ORDER / INR

Net basket	₹1,500
Product	₹480
Packaging	₹45
Forward fulfilment	₹85
Failure / returns allowance	₹110
Payment fees	₹38
Contribution before acquisition	₹742

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹600
Other acquisition	₹0.40L
CRM	₹0.10L
Fixed operations	₹1.50L
Model result	₹0.96L

Paid share of new orders: 80%. Repeat share of retained orders: 18%.

CATEGORY RISK Opacity, chafing, elastic recovery, grading and hygiene disputes.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.
Release references: L1, L2. See source register; verify current SKU-specific applicability.

ROUTE TO MARKET

- Fitness educators** / Demonstrate actual movement
Measure: Retained customers/creator
- Meta video** / Test activity problems
Measure: CAC after fit returns
- Community + CRM** / Second set/referrals
Measure: Contribution/eligible buyer

BASE-CASE DEMAND BURDEN

697 new retained orders; 558 paid-acquired. 153 repeats from 600 eligible customers (25.5% activation). Approximately 1,012 placed orders at 84% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Wear tests cover offered sizes
- 20 variants supported without chronic gaps
- CAC within ₹600 assumption
- Eligible cohorts support 153 repeat orders

CATEGORY 11 / OPERATING SYSTEMS 01-04

Activewear + innerwear

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Choose one activity and body-fit cohort; define the discomfort the first two styles must solve.
- Separate activewear, underwear and bra sizing requirements instead of launching several incompatible fit systems together.
- Write the performance promise in testable language and reserve time and money for evidence before advertising.

EVIDENCE Activity brief / Evidence boundary / Range cap

RELEASE GATE Founder approves a narrow activity brief, range ceiling and evidence plan; unsupported performance or health claims remain excluded.

Template: Launch brief

SYSTEM 02

Customer research

OWNER Research

- Recruit wearers who regularly perform the chosen activity and record problems with their current paid alternatives.
- Observe movement, slipping, chafing and pressure points during realistic sessions rather than relying on static fitting photos.
- Compare willingness to buy the sample at its proposed price with the reasons participants would reject it.

EVIDENCE Wear diary / Friction map / Price test

RELEASE GATE Repeated usage problems and a priced buying rationale are documented before fabric quantities or a broad size range are committed.

Template: Wear diary

SYSTEM 03

Product and range

OWNER Product

- Specify fabric composition, stretch, recovery, opacity and seam placement in a versioned performance brief.
- Run movement and wash trials across the offered size range, recording conditions and the approved reviewer.
- Translate tested results into precise use and care language; remove claims the testing does not support.

EVIDENCE Test report / Grading spec / Care card

RELEASE GATE Each offered size and advertised performance claim has approved evidence, including behaviour after the stated care process.

Template: Fabric brief

SYSTEM 04

Suppliers and quality

OWNER QA

- Track fabric and elastic lots separately so a recurring complaint can be traced to the affected garments.
- Compare seam construction, elastic recovery and colour with the sealed sample before releasing any bulk lot.
- Require written approval for material substitutions and define rework, retesting and payment consequences in the purchase order.

EVIDENCE Lot tracker / Seam standard / Release sheet

RELEASE GATE QA releases only lots matching the approved construction and material evidence; changed elastic or fabric triggers a fresh review.

Template: Bulk card

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 11 / OPERATING SYSTEMS 05-08

Activewear + innerwear

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance

- Calculate bundles from their actual component costs and size mix rather than a headline pack discount.
- Separate fit exchanges, product defects and nonresaleable returns; allocate their freight, handling and write-offs to retained orders.
- Maintain a cash forecast covering elastic/fabric commitments, replacement stock, acquisition spend and the next production run.

EVIDENCE Pack margin / Loss provision / Cash plan

RELEASE GATE Finance signs a pack margin and downside loss case that leave sufficient cash for service and replenishment.

Template: Pack P&L

SYSTEM 06

Store and offers

OWNER E-commerce

- Show garment dimensions, relevant body measurements and movement demonstrations for each offered fit block.
- Explain intended support level, care instructions and hygiene-related return terms before the customer reaches payment.
- Test purchase, defective-product complaints, sizing help and refunds so policy language matches the support team's actual process.

EVIDENCE Size guide / Policy review / PDP tests

RELEASE GATE An unfamiliar buyer understands the use case and return terms, and a genuine defect can reach a named resolution owner.

Template: PDP check

SYSTEM 07

Sales and marketing

OWNER Growth

- Give creators a specific activity, sample size and evidence-approved claims; prohibit improvised performance promises.
- Compare fit-objection creatives with actual movement demonstrations while recording fees, seeding, usage rights and media separately.
- Review retained new-customer contribution by creative after fit and quality complaints have emerged from the cohort.

EVIDENCE Creator brief / Ad matrix / CAC report

RELEASE GATE Spend increases only when approved claims, sufficient size stock and observed return-adjusted contribution all support the decision.

Template: Trial creative

SYSTEM 08

Delivery and support

OWNER Operations

- Barcode every style-colour-size variant and check the garment and seal state before dispatch.
- Inspect complaints fairly, distinguishing fit preference, hygiene condition and manufacturing defects with clear reason codes.
- Escalate suspected seam, elastic or fabric defects to QA and preserve batch evidence before deciding the remedy.

EVIDENCE Pick sheet / Condition policy / Issue log

RELEASE GATE Every complaint has a documented assessment and resolution route; hygiene wording does not automatically dismiss genuine product defects.

Template: Return review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 11 / OPERATING SYSTEMS 09-12

Activewear + innerwear

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM

- Collect fit and activity feedback after delivery; pause selling to customers with unresolved discomfort or quality issues.
- Offer a complementary second set only when the first garment worked and the required sizes are stocked.
- Measure repeat contribution after discounts and CRM costs using customers who have had a realistic opportunity to repurchase.

EVIDENCE Fit tags / Set flow / Cohort report

RELEASE GATE The repeat plan is supported by eligible delivered cohorts and positive contribution rather than an assumed monthly replacement habit.

Template: Set offer

SYSTEM 10

Roles and approvals

OWNER Studio lead

- Assign separate owners for fit approval, material performance and advertising claims, with explicit escalation to the founder.
- Record every fabric, elastic, grading and copy change against the approved sample version and supporting evidence.
- Schedule fitting, testing, production and service work so the same specialist is not overcommitted at launch.

EVIDENCE Approval matrix / Sample register / Workload

RELEASE GATE No material or claim change reaches production or advertising without the relevant owner reopening and closing its approval.

Template: Release card

SYSTEM 11

26-week plan

OWNER Programme lead

- Use weeks one to six for fit, movement and wash trials before authorising production of the first range.
- Use weeks seven to fourteen for approved material procurement, bulk inspection and store/support readiness.
- Use weeks fifteen to twenty-six for controlled cohorts, second-set experiments and replenishment of validated fit blocks.

EVIDENCE Trial calendar / Bulk gate / Cohort plan

RELEASE GATE Failed wear trials move the launch date; scale follows retained contribution and does not bypass material or fit approval.

Template: Wear gate

SYSTEM 12

Weekly review

OWNER Founder + QA

- Join complaint data to fabric and elastic lots before judging whether a problem is isolated or recurring.
- Review set-level contribution, returns, service costs and size availability alongside the next production commitments.
- Assign a corrective owner and deadline for each issue before approving more units from the same material lot.

EVIDENCE Lot dashboard / Cash view / Action log

RELEASE GATE Replenishment pauses when an unresolved lot-level defect threatens buyers; the weekly record links the remedy to affected orders.

Template: Lot review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 12 / FASHION & ACCESSORIES

Footwear

One last platform; prove fit, sole integrity and exact QCO applicability.

BUYER One comfort/use-case cohort, e.g. everyday urban walking.

FIRST RANGE 2 silhouettes x 2 colours x 7 sizes = 28 variants. Quote mould/tooling separately and buy realistic size depth.

PLANNING ENVELOPE Capital ₹45-80L. Launch: 14-20 weeks; custom tooling/certification may exceed six months. Repeat: 120-240 days; model little early repeat.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	250	₹5.50L	₹1.56L	-₹1.38L
Base	550	₹12.10L	₹3.44L	-₹0.63L
High	900	₹19.80L	₹5.63L	₹0.24L

COST PER RETAINED ORDER / INR

Net basket	₹2,200
Product	₹850
Packaging	₹75
Forward fulfilment	₹135
Failure / returns allowance	₹210
Payment fees	₹55
Contribution before acquisition	₹875

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹800
Other acquisition	₹0.50L
CRM	₹0.10L
Fixed operations	₹1.40L
Model result	-₹0.63L

Paid share of new orders: **85%**. Repeat share of retained orders: **8%**.

CATEGORY RISK Exchanges, sole failures, size tails, tooling and certification scope.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: L1, L2, L3, L5. See source register; verify current SKU-specific applicability.

ROUTE TO MARKET

Search + shopping / Capture use-case/size intent
Measure: Contribution by size

Meta + wear trials / Show use-context
Measure: Retained CAC

Try-on events / Resolve fit uncertainty
Measure: Contribution after event cost

BASE-CASE DEMAND BURDEN

506 new retained orders; 430 paid-acquired. 44 repeats from 500 eligible customers (8.8% activation). Approximately 724 placed orders at 76% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Exact product/standard scope checked
- Fit and sole tests approved
- Exchange losses funded
- Tooling/reorders leave operating cash

CATEGORY 12 / OPERATING SYSTEMS 01-04

Footwear

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Define one walking or wearing use case and the foot profile the first last must serve.
- Quote last, mould and tooling costs separately; compare stock platforms before committing to custom engineering.
- Limit silhouettes and colour-size combinations to a costed first range with explicit reserves for exchanges and reorders.

EVIDENCE Wedge brief / Tooling cap / Capital gate

RELEASE GATE Founder approves one last platform, funded tooling exposure and a serviceable size curve before development commitments expand.

Template: Last charter

SYSTEM 02

Customer research

OWNER Research

- Measure relevant buyers' foot length and width using one documented method and record their current shoe fit.
- Run walking trials long enough to observe pressure, heel slip and flex rather than judging appearance alone.
- Review recent returns and paid alternatives to identify whether the opportunity is fit, durability or styling.

EVIDENCE Foot profile / Fit complaints / Price evidence

RELEASE GATE Research separates width and length needs and documents a priced use case that the selected last can realistically serve.

Template: Fit trial

SYSTEM 03

Product and range

OWNER Product

- Specify upper materials, sole construction, bonding and size tolerances in the technical pack for the chosen use.
- Agree relevant durability and wear tests with qualified technical reviewers and retain the method and results.
- Fit the complete offered size run and resolve last or grading changes before approving the production sample.

EVIDENCE BOM / Size chart / Test plan

RELEASE GATE The complete size run and relevant construction tests are approved; a failed bond or fit cannot be waived for launch timing.

Template: Shoe spec

SYSTEM 04

Suppliers and quality

OWNER Sourcing + QA

- Check the exact footwear product and current applicable standard, order dates and exemptions before selecting the factory.
- Verify supplier certification documents against the actual factory and product scope rather than accepting a logo alone.
- Inspect bulk size runs, materials and bonding against the sealed sample and document rejected or reworked pairs.

EVIDENCE Scope note / Supplier file / Batch QC

RELEASE GATE Purchase and release decisions have an exact applicability record, verified supplier scope and a signed batch inspection.

Template: Supplier card

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 12 / OPERATING SYSTEMS 05-08

Footwear

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance

- Model reverse freight, replacement shipping, unsaleable pairs and slow size tails as separate footwear cash exposures.
- Build contribution by retained pair and size, including creator/event acquisition costs outside media CAC.
- Forecast tooling payments, factory balances and replenishment cash without treating booked orders as available cash.

EVIDENCE Size P&L / Cash bridge / Loss case

RELEASE GATE Finance explicitly accepts or corrects the downside burn; the loss-making base case cannot justify automatic advertising expansion.

Template: Shoe P&L

SYSTEM 06

Store and offers

OWNER E-commerce

- Publish a foot-measurement guide, width guidance and last-feel description linked to the actual offered sizes.
- Show upper flexibility, sole profile and intended use honestly, avoiding unsupported comfort or performance promises.
- Test size selection, serviceability and exchange requests on mobile with the real stock and support team.

EVIDENCE Fit guide / Width notes / Checkout test

RELEASE GATE A buyer can map measured feet to the offer and understand the exchange route before payment is accepted.

Template: PDP card

SYSTEM 07

Sales and marketing

OWNER Growth

- Test use-case creatives such as commuting or everyday walking with the exact sizes and colours available.
- Record creator fees, demonstration costs and try-on events separately from paid-media spend when judging acquisition.
- Review retained contribution by creative and fit cohort before expanding spend or opening new channels.

EVIDENCE Creative pack / CAC sheet / Stock view

RELEASE GATE Promoted sizes remain stocked and return-adjusted marginal contribution passes the chosen floor before the next spend release.

Template: Ad card

SYSTEM 08

Delivery and support

OWNER Operations

- Reserve replacement sizes when exchanges are approved and record the first pair's condition and reason code.
- Inspect soles, uppers and packaging on return so resaleable pairs are separated from damaged or worn losses.
- If a replacement also fails, route the case to fitting support and offer a clear policy-compliant resolution.

EVIDENCE Exchange stock / Condition codes / Carrier review

RELEASE GATE Each exchange has a stock reservation, recorded full cost and named owner; repeated fit failures trigger product review.

Template: Fit case

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 12 / OPERATING SYSTEMS 09-12

Footwear

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM

- Send care guidance appropriate to the upper and sole, then collect wear feedback after meaningful use.
- Ask satisfied buyers for relevant referrals while resolving durability issues before making another sales request.
- Forecast core-product repeats conservatively from eligible cohorts and finance new acquisition when the repeat pool is insufficient.

EVIDENCE Care flow / Wear log / Referral ledger

RELEASE GATE Early revenue does not depend on implausibly rapid shoe replacement; every repeat assumption has a documented cohort basis.

Template: Wear check

SYSTEM 11

26-week plan

OWNER Programme lead

- Use weeks one to eight for foot research, last trials, construction testing and exact compliance-scope review.
- Use weeks nine to sixteen for approved production, size-run inspection and exchange stock preparation.
- Use weeks seventeen to twenty-six for controlled selling, fit corrections and cash-funded replenishment of proven sizes.

EVIDENCE Tooling plan / Release gate / Cash calendar

RELEASE GATE Testing and applicable requirements control launch; a delayed approval moves the revenue window rather than compressing validation.

Template: Launch gate

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

SYSTEM 10

Roles and approvals

OWNER Studio lead

- Name the owner of the last, construction specification and supplier approvals, with one controlled sample archive.
- Require approval and retesting decisions when the factory changes sole compound, adhesive, upper or size grading.
- Track open engineering changes separately from styling requests so launch dates cannot hide unresolved technical decisions.

EVIDENCE Change log / Sample vault / RACI

RELEASE GATE Every production pair traces to an approved construction version; silent material substitution blocks release until reviewed.

Template: Engineering change

SYSTEM 12

Weekly review

OWNER Founder + finance

- Reconcile exchanges and refunds to the originating style, size, ad cohort and actual bank settlement.
- Compare contribution, ageing and lost demand across the size curve rather than judging only the bestselling silhouette.
- Approve replenishment only after funding exchange reserves, tooling balances and corrective work on recurring fit problems.

EVIDENCE Size dashboard / Burn report / PO decision

RELEASE GATE The weekly review names a remedy for negative contribution and does not use total sales to conceal return losses.

Template: Weekly card

CATEGORY 13 / FASHION & ACCESSORIES

Bags, luggage + accessories

A tested work-bag platform with useful compartments and repairable hardware.

BUYER A defined carry problem, e.g. office commuters carrying laptop and daily essentials.

FIRST RANGE 2 bag formats x 3 colours plus 2 organisers = 8 stocked variants. Luggage requires a separate bulky-freight and wheel-test model.

PLANNING ENVELOPE Capital ₹35-65L. Launch: 12-18 weeks, longer for custom moulds/hardware. Repeat: 180-365 days for core bags; earlier repeat comes from organisers/gifts.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	250	₹7.00L	₹1.71L	-₹0.86L
Base	500	₹14.00L	₹3.42L	₹0.58L
High	800	₹22.40L	₹5.47L	₹2.31L

COST PER RETAINED ORDER / INR

Net basket	₹2,800
Product	₹1,050
Packaging	₹90
Forward fulfilment	₹160
Failure / returns allowance	₹170
Payment fees	₹70
Contribution before acquisition	₹1,260

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹900
Other acquisition	₹0.50L
CRM	₹0.10L
Fixed operations	₹1.70L
Model result	₹0.58L

Paid share of new orders: 80%. Repeat share of retained orders: 5%.

ROUTE TO MARKET

Meta + carry demonstrations / Show organisation/use
Measure: Retained CAC

Search + shopping / Laptop/work-bag intent
Measure: Contribution/order

Creator/affiliate partners / Reach relevant commuters
Measure: Net contribution after commissions

BASE-CASE DEMAND BURDEN

475 new retained orders; 380 paid-acquired. 25 repeats from 350 eligible customers (7.1% activation). Approximately 569 placed orders at 88% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Hardware tests accepted
- Shipping quoted on packed dimensions
- Repair spare stock funded
- Repeat pool supports only 25 base orders

CATEGORY RISK Zipper/strap failures, volumetric freight, shade mismatch and exaggerated load claims.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: L1, L2, L3. See source register; verify current SKU-specific applicability.

CATEGORY 13 / OPERATING SYSTEMS 01-04

Bags, luggage + accessories

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Select one commute or travel loadout and document the devices, essentials and journey it must support.
- Cap the first range at two formats and approved colours, with organisers treated as distinct stocked components.
- Define the repair promise, spare-part budget and service limits before purchasing custom zippers, moulds or hardware.

EVIDENCE Carry brief / Range cap / Service scope

RELEASE GATE The founder signs a specific loadout, costed variant list and funded service promise before supplier development begins.

Template: Carry charter

SYSTEM 02

Customer research

OWNER Research

- Observe customers packing their existing bags and record what they remove, cannot reach or cannot protect.
- Measure devices and bottles physically; compare usable compartment dimensions rather than relying on nominal laptop sizes.
- Test priced prototypes with realistic loaded journeys and record reasons for rejection after use.

EVIDENCE Loadout map / Device dimensions / Pain ranking

RELEASE GATE Buyer evidence identifies a recurring carry problem and confirms that the prototype solves it at the proposed price.

Template: Loadout card

SYSTEM 03

Product and range

OWNER Product

- Specify usable internal dimensions, fabric, lining, reinforcements, zippers and strap anchors in the production brief.
- Agree load, zipper-cycle and wear tests appropriate to the claimed use and retain the results.
- Test packed comfort and access with real loadouts before approving external styling or bulk materials.

EVIDENCE Tech pack / Test results / Hardware spec

RELEASE GATE The production sample supports the advertised loadout and claims, with no unresolved critical strap or closure failure.

Template: Bag spec

SYSTEM 04

Suppliers and quality

OWNER QA

- Approve fabric, lining and hardware lots separately and retain physical references for colour and finish.
- Inspect stitching, zipper function and strap attachment against the sealed sample before accepting bulk units.
- Require written approval for substitutions and include defect remedies, parts supply and payment milestones in the order.

EVIDENCE BOM / QC sheet / Sealed sample

RELEASE GATE QA releases only documented lots matching approved materials and hardware, with replacement-part availability confirmed.

Template: Hardware card

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 13 / OPERATING SYSTEMS 05-08

Bags, luggage + accessories

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance

- Obtain freight quotes using final packed dimensions, billable weight and the actual destination-zone mix.
- Allocate repairs, replacements, failed deliveries and creator commissions to retained-order contribution before selecting bundle prices.
- Forecast hardware advances, finished-stock payments and spare-parts purchases alongside the first six months of operating cash.

EVIDENCE Delivered margin / Warranty reserve / Cash plan

RELEASE GATE The offer remains viable after packed freight and service allowances; working cash covers the next bag and spare-part order.

Template: Freight P&L

SYSTEM 06

Store and offers

OWNER E-commerce

- Publish usable compartment measurements and tested device examples, including laptop thickness and sleeve limitations.
- Show the loaded bag on a person with dimensions, empty weight and included accessories clearly stated.
- Test warranty registration, repair enquiries and returns so the website promise matches actual service capacity.

EVIDENCE Dimension page / Loadout video / Policy tests

RELEASE GATE A buyer can verify device fit and understand included contents, delivery terms and repair support before paying.

Template: PDP check

SYSTEM 07

Sales and marketing

OWNER Growth

- Film repeatable packing demonstrations around one commute problem, showing exactly the bag and accessories being sold.
- Track creator fees, gifted stock, usage rights and affiliate commissions separately from paid-media spend.
- Scale creatives only after retained cohorts confirm device-fit expectations, service costs and available colour stock.

EVIDENCE Demo library / Ad matrix / Channel P&L

RELEASE GATE New spend follows retained contribution and credible demonstrations; unavailable variants and unsupported load claims are removed from promotion.

Template: Demo brief

SYSTEM 08

Delivery and support

OWNER Operations

- Link dispatched bags to hardware lots so repeated zipper or anchor failures can be investigated.
- Stock approved replacement parts and define who inspects, repairs, replaces or refunds each type of complaint.
- Record transit damage by carton design and carrier lane, then change packing or routing when patterns appear.

EVIDENCE Repair kit / Ticket codes / Carrier log

RELEASE GATE Every service ticket has a traceable product, owner and resolution plan; advertised repairs have parts and capacity available.

Template: Service ticket

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 13 / OPERATING SYSTEMS 09-12

Bags, luggage + accessories

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM

- Collect usage feedback after customers have carried the bag, and resolve product problems before requesting referrals.
- Offer organisers or gifting options matched to the purchased format, avoiding an assumed rapid second-bag purchase.
- Measure incremental accessory and referral contribution after discounts, product seeding and service costs.

EVIDENCE Usage cohort / Accessory flow / Referral ledger

RELEASE GATE Repeat targets are supported by eligible buyers and relevant complements; core-bag replacement frequency is not artificially accelerated.

Template: Carry cohort

SYSTEM 10

Roles and approvals

OWNER Studio lead

- Assign owners for construction, hardware, photography and service promises, with one final release decision record.
- Freeze material and hardware versions before production; route colour and warranty changes through the relevant approver.
- Match service workload and spare stock against incoming orders before approving new campaigns or expanded coverage.

EVIDENCE RACI / Change register / Service budget

RELEASE GATE Product and service owners jointly sign release, and no campaign promises repairs that the operating team cannot provide.

Template: Release card

SYSTEM 11

26-week plan

OWNER Programme lead

- Use weeks one to six for loadout research, prototype trials and hardware validation before committing bulk materials.
- Use weeks seven to fourteen for approved production, packing tests, store content and repair-kit preparation.
- Use weeks fifteen to twenty-six for controlled acquisition, field-service feedback and colour-led replenishment decisions.

EVIDENCE Test calendar / Stock plan / Repair plan

RELEASE GATE Durability and service gates precede scale; delayed hardware or failed testing moves the launch rather than weakening the promise.

Template: Gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Reconcile repairs and replacements to retained cohorts instead of treating low return rates as proof of low service cost.
- Review contribution and ageing by format and colour, including billable freight and accessory stock availability.
- Release replenishment only when the cash forecast funds inventory, spare parts and unresolved customer remedies.

EVIDENCE Margin review / Colour ageing / Reserve ledger

RELEASE GATE The weekly report includes service cost and names corrective actions for weak colours, faulty hardware and expensive lanes.

Template: Review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 14 / FASHION & ACCESSORIES

Jewellery

The financial example is fashion jewellery only. Precious metals need separate gold/silver value, hallmarking and capital models.

BUYER Style/occasion buyers seeking clear material quality and wearable everyday pieces.
FIRST RANGE 12 designs across earrings, necklaces and adjustable rings; cap plating/colour variants. Do not model all subcategories with one AOV.

PLANNING ENVELOPE Capital ₹30-50L. Launch: 10-14 weeks for a documented fashion-jewellery supply chain. Repeat: 60-150 days for gifting and fresh styles.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	350	₹5.95L	₹1.29L	₹0.05L
Base	750	₹12.75L	₹2.77L	₹2.16L
High	1,200	₹20.40L	₹4.43L	₹4.54L

COST PER RETAINED ORDER / INR

Net basket	₹1,700
Product	₹510
Packaging	₹80
Forward fulfilment	₹70
Failure / returns allowance	₹100
Payment fees	₹43
Contribution before acquisition	₹897

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹600
Other acquisition	₹0.40L
CRM	₹0.10L
Fixed operations	₹1.30L
Model result	₹2.16L

Paid share of new orders: **75%**. Repeat share of retained orders: **18%**.

CATEGORY RISK Plating wear, metal claims, skin reactions, tiny-item loss and precious-metal capital exposure.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.
Release references: L1, L2, L4. See source register; verify current SKU-specific applicability.

ROUTE TO MARKET

Creator styling / Show real scale and combinations
Measure: Contribution after fee/gifting
Meta catalogue + video / Acquire occasion/style intent
Measure: Retained CAC
CRM gifting / Relevant occasions and new styles
Measure: Incremental repeat margin

BASE-CASE DEMAND BURDEN

615 new retained orders; 461 paid-acquired. 135 repeats from 650 eligible customers (20.8% activation). Approximately 853 placed orders at 88% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Material/plating claims documented
- Fashion-jewellery wedge retained
- Creator costs included outside media
- Delivered cohorts support 135 repeat orders

CATEGORY 14 / OPERATING SYSTEMS 01-04

Jewellery

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Choose fashion, demi-fine or precious-metal scope explicitly; keep this example's fashion-jewellery economics separate from gold.
- Select one wearer and occasion, then cap the initial designs and finish variants to a funded range.
- Define material-truth and service commitments before approving brand language, packaging or supplier deposits.

EVIDENCE Tier brief / Range cap / Capital gate

RELEASE GATE The founder approves one material tier and costed range; precious-metal expansion requires its own capital, security and compliance model.

Template: Tier charter

SYSTEM 02

Customer research

OWNER Research

- Show physical pieces to relevant buyers so scale, weight and finish are assessed beyond edited photographs.
- Ask about their last jewellery purchase, wear frequency, irritation concerns and reasons for abandoning or returning it.
- Test the proposed price for self-purchase and gifting separately, recording actual objections rather than general style approval.

EVIDENCE Style map / Scale feedback / Price evidence

RELEASE GATE Research identifies a wearable, priced style preference and the material assurances buyers require before purchasing.

Template: Style interview

SYSTEM 03

Product and range

OWNER Product

- Document base metal, plating specification, stones, dimensions and closure construction for each design and supplier.
- Agree appropriate finish, closure and wear checks, preserving evidence before using durability or skin-related language.
- Write care instructions and claim wording that reflect the actual material and tested limitations.

EVIDENCE Material file / Finish standard / Care card

RELEASE GATE Each design has a material file and approved claims; unsubstantiated anti-tarnish or sensitive-skin promises remain excluded.

Template: Piece spec

SYSTEM 04

Suppliers and quality

OWNER QA

- Trace plating and component lots so complaints can be connected to the affected designs and deliveries.
- Inspect clasp function, loose stones, sharp edges and finish consistency against the approved sample before release.
- Review precious-metal requirements separately when relevant and verify documents against the actual material and product scope.

EVIDENCE Lot file / QC record / Applicability note

RELEASE GATE No lot is released with unexplained composition or finish differences; applicable precious-metal scope is documented before sale.

Template: Lot card

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 14 / OPERATING SYSTEMS 05-08

Jewellery

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance

- Cost each design using landed piece cost, gift packaging, replacement losses and the actual discounted selling price.
- Include creator fees, gifted products, shipping and affiliate commissions when assessing acquisition contribution.
- Forecast style-ageing, replenishment and service cash; create a separate value and security model before precious-metal expansion.

EVIDENCE Design P&L / Loss reserve / Cash plan

RELEASE GATE The design margin survives realistic replacement and packaging costs, and cash commitments match the selected material tier.

Template: Piece P&L

SYSTEM 06

Store and offers

OWNER E-commerce

- Show each piece worn at accurate scale and state dimensions, weight, composition and included quantities clearly.
- Distinguish plating from solid precious metal in titles, descriptions and images so the offer cannot create confusion.
- Test checkout, gifting, return requests and warranty enquiries with the actual support process before launch.

EVIDENCE Scale photos / Material page / Policy test

RELEASE GATE A buyer can identify the material and size without inference, and the published service route works end to end.

Template: PDP card

SYSTEM 07

Sales and marketing

OWNER Growth

- Brief creators to show worn scale, fastening and styling combinations using only approved material claims.
- Record all seeding, fees and content rights; track attributed retained sales without treating gifted stock as free.
- Compare occasion and self-purchase creatives after returns and finish complaints are included in cohort contribution.

EVIDENCE Styling library / Creator ledger / Cohort P&L

RELEASE GATE Creator and media spend expands only when the full acquisition cost and retained design margin support it.

Template: Creator card

SYSTEM 08

Delivery and support

OWNER Operations

- Count and scan each piece or pair during packing and record the final parcel contents and weight.
- Use protective and tamper-evident packing suitable for the item while avoiding packaging that hides incorrect quantities.
- Resolve missing-item, damaged-clasp and finish complaints using dispatch evidence and fair inspection, with costs recorded by lot.

EVIDENCE Pack checklist / Dispatch record / Issue log

RELEASE GATE Every parcel has a verified content record and every complaint reaches a named owner with a documented remedy.

Template: Parcel case

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 14 / OPERATING SYSTEMS 09-12

Jewellery

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM

- Capture whether a purchase was for self-use or gifting without assuming permission for unrelated recipient marketing.
- Offer matching pieces or relevant occasions only after service issues are closed and compatible designs are available.
- Compare repeat contribution after discounts and messaging costs using earlier delivered customers with a plausible repurchase opportunity.

EVIDENCE Occasion tags / Cross-sell flow / Repeat report

RELEASE GATE The repeat plan uses eligible customers and relevant occasions; a large broadcast list is not treated as repeat demand.

Template: Occasion card

SYSTEM 10

Roles and approvals

OWNER Studio lead

- Assign a material-claim reviewer and require approval of product titles, creator briefs and packaging copy.
- Maintain one design archive linking approved samples, photographs, component specifications and permitted material descriptions.
- Review fulfilment and support capacity before gifting peaks so delivery and warranty promises remain achievable.

EVIDENCE Claims register / Design archive / RACI

RELEASE GATE Every published material claim traces to evidence and a signer; unsupported copy changes are corrected before promotion.

Template: Claim approval

SYSTEM 11

26-week plan

OWNER Programme lead

- Use weeks one to six for wearer research, material evidence and physical design trials before approving the range.
- Use weeks seven to twelve for controlled production, finish inspection, accurate photography and secure packing readiness.
- Use weeks thirteen to twenty-six for design-level acquisition, gifting experiments and replenishment based on retained contribution.

EVIDENCE Range calendar / QC gate / Gifting calendar

RELEASE GATE Festival timing cannot override material or finish approval; range and launch date change when evidence or stock slips.

Template: Range gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Reconcile piece inventory, replacements, missing-item resolutions and refunds against retained revenue and bank settlements.
- Rank designs by contribution and finish-complaint rate, separating a popular style from a faulty production lot.
- Approve reorders only after resolving recurring wear issues and funding ageing stock, replacements and next-order commitments.

EVIDENCE Style dashboard / Claim log / Cash review

RELEASE GATE The review can trace stock and claims by design and lot, with explicit stop decisions for unresolved quality problems.

Template: Review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 15 / FASHION & ACCESSORIES

Eyewear

Example economics use stocked non-prescription sunglasses/frames. Prescription lens dispensing needs separate clinical, measurement and remake workflow.

BUYER A face-fit cohort wanting clear dimensions and dependable after-sales adjustment.
FIRST RANGE 6 frame shapes x 2 colours = 12 variants. Specify lens material and documented protection claims; avoid unsupported medical promises.

PLANNING ENVELOPE Capital ₹35-65L. Launch: 12-18 weeks for tested stocked frames; prescription service may take longer. Repeat: 180-365 days; accessories/referrals precede core replacement.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	200	₹5.00L	₹1.44L	-₹1.13L
Base	450	₹11.25L	₹3.25L	₹0.21L
High	750	₹18.75L	₹5.42L	₹1.81L

COST PER RETAINED ORDER / INR

Net basket	₹2,500
Product	₹800
Packaging	₹100
Forward fulfilment	₹100
Failure / returns allowance	₹180
Payment fees	₹63
Contribution before acquisition	₹1,257

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹950
Other acquisition	₹0.50L
CRM	₹0.10L
Fixed operations	₹1.60L
Model result	₹0.21L

Paid share of new orders: 80%. Repeat share of retained orders: 5%.

ROUTE TO MARKET

- Search + shopping** / Shape/use-intent demand
Measure: Retained contribution
- Meta face-fit demos** / Show bridge/temple fit
Measure: CAC after fit returns
- Try-on partners** / Resolve fit with appointments
Measure: Retained orders per appointment
- BASE-CASE DEMAND BURDEN**
428 new retained orders; 342 paid-acquired. 22 repeats from 350 eligible customers (6.4% activation). Approximately 536 placed orders at 84% retention.
- CONDITIONS BEFORE FUNDING THE BASE CASE**
 - Protection claims evidenced
 - Dimensions/fit guide validated
 - Replacement parts and support ready
 - At most 22.5 planning repeat orders unless cohorts prove more

CATEGORY RISK Face-fit returns, optical claim evidence, scratched lenses, fragile packaging and remake costs.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.
Release references: L1, L2, L3. See source register; verify current SKU-specific applicability.

CATEGORY 15 / OPERATING SYSTEMS 01-04

Eyewear

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Choose stocked non-prescription frames or sunglasses as the initial operating model and define the intended wearer.
- Separate prescription dispensing, measurements and remakes into an independently designed workflow with appropriately qualified personnel.
- Cap frame shapes and colours, and cost the fitting, adjustment and replacement service before committing inventory.

EVIDENCE Scope brief / Service map / Capital gate

RELEASE GATE Founder signs a clear product/lens scope and funded service plan; prescription orders cannot inherit the stocked-frame workflow.

Template: Scope charter

SYSTEM 02

Customer research

OWNER Research

- Measure the fit of current frames on relevant wearers, recording bridge pressure, temple length and slipping.
- Let participants wear physical samples for realistic periods and compare comfort with appearance preferences.
- Test the proposed price and identify which dimensions, lens information or service assurances prevent a purchase.

EVIDENCE Fit map / Shape preferences / Price evidence

RELEASE GATE Buyer evidence identifies a specific face-fit cohort and priced purchase rationale, not simply the most fashionable frame shape.

Template: Fit card

SYSTEM 03

Product and range

OWNER Product + QA

- Specify frame material, lens material, dimensions, hinge construction and every proposed protection claim in one file.
- Obtain appropriate technical evidence for lens claims and inspect hinge, surface and assembly quality before approval.
- Define care, use limitations and product information without adding unsupported medical or optical-benefit promises.

EVIDENCE Lens file / Frame spec / Test report

RELEASE GATE Each advertised lens claim and offered frame version has approved supporting evidence; unresolved technical faults block release.

Template: Frame spec

SYSTEM 04

Suppliers and quality

OWNER Sourcing

- Verify supplier documents against the actual frame and lens specifications and check any applicable product requirements.
- Keep frame and lens batch identifiers together so specification errors or surface complaints can be traced.
- Inspect incoming optical appearance, assembly, dimensions and protective packing against the sealed reference sample.

EVIDENCE Supplier file / Batch check / Scope note

RELEASE GATE QA releases only correctly specified batches with supporting documents; mixed lens specifications are quarantined until resolved.

Template: Batch card

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 15 / OPERATING SYSTEMS 05-08

Eyewear

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance

- Cost retained frame orders with fit returns, transit damage, adjustments and replacement parts explicitly included.
- Keep prescription remakes, qualified dispensing labour and customised lens costs outside this stocked-frame example.
- Forecast supplier balances, spare stock, media and assisted-fitting costs to test the next quarter's cash needs.

EVIDENCE Frame P&L / Service reserve / Cash forecast

RELEASE GATE Finance approves the model only when service losses and parts are funded; prescription expansion receives separate economics.

Template: Optical P&L

SYSTEM 06

Store and offers

OWNER E-commerce

- Publish millimetre measurements with a comparison guide and photographs showing the frame on relevant face sizes.
- State whether the customer receives sunglasses, frames only or a specified lens product in the title and checkout.
- Test fitting help, damage complaints, returns and adjustment requests against the service promise before opening sales.

EVIDENCE Fit guide / Scale imagery / Policy test

RELEASE GATE An unfamiliar buyer can identify included lenses and assess dimensions, and the stated assistance route reaches an accountable owner.

Template: PDP check

SYSTEM 07

Sales and marketing

OWNER Growth

- Test face-fit and use-case demonstrations using the exact frame dimensions and approved lens claims.
- Track appointment demonstrations, creator fees and sample costs separately from paid-media acquisition spend.
- Review returns by shape and face-fit cohort before increasing spend or ordering more of a popular frame.

EVIDENCE Creative matrix / Shape report / CAC file

RELEASE GATE Acquisition scales only when fit-adjusted contribution and available shape stock support the additional customers.

Template: Ad card

SYSTEM 08

Delivery and support

OWNER Operations

- Inspect lenses and frames for surface or assembly defects before placing them in the approved protective case.
- Record transit damage, slipping, pressure and adjustment requests separately so packing issues do not hide fit problems.
- Route technical or prescription-related questions to the qualified service owner and document the agreed resolution.

EVIDENCE Pack standard / Damage log / Service tickets

RELEASE GATE Every service case identifies the product and issue, with suitable technical escalation and a recorded replacement or remedy.

Template: Service case

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 15 / OPERATING SYSTEMS 09-12

Eyewear

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM

- Follow up on fit after delivery and resolve pressure, slipping or lens complaints before requesting referrals.
- Send relevant care guidance and offer accessories only when they suit the purchased frame and customer need.
- Forecast core-frame repeat conservatively using eligible cohorts instead of assuming a frequent replacement cycle.

EVIDENCE Care flow / Fit feedback / Referral ledger

RELEASE GATE Retention planning is supported by service outcomes and realistic repurchase timing; short-term growth still funds new-customer acquisition.

Template: Care record

SYSTEM 10

Roles and approvals

OWNER Studio lead

- Assign owners for lens evidence, dimension accuracy, customer support and any qualified prescription-related decisions.
- Require approval of product claims and frame changes before photography, creator briefs or store updates are published.
- Keep sales scripts within the service team's competence and record escalation routes for technical questions.

EVIDENCE RACI / Claim file / Escalation SOP

RELEASE GATE Technical claims and advice have a named qualified owner; sales staff do not improvise unsupported optical or health guidance.

Template: Approval

SYSTEM 11

26-week plan

OWNER Programme lead

- Use weeks one to six for face-fit research, frame trials and verification of lens claims.
- Use weeks seven to fourteen for approved stock, protective-pack checks and functioning fitting/support processes.
- Use weeks fifteen to twenty-six for controlled acquisition, fit corrections and replenishment of consistently retained shapes.

EVIDENCE Validation calendar / Stock gate / Service plan

RELEASE GATE Stock, claim evidence and support readiness control launch; delayed technical validation moves the revenue window.

Template: Launch gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Join returns and service tickets to frame shapes, lens batches and acquisition sources before reviewing performance.
- Include adjustment, replacement and damage costs in contribution rather than reporting revenue from dispatched frames alone.
- Approve reorders using retained shape demand, spare-part needs and a cash forecast that includes unresolved service cases.

EVIDENCE Shape dashboard / Cash view / Reorder list

RELEASE GATE The weekly review identifies weak-fit shapes and their remedy; popular advertising cannot override poor retention or unresolved lens issues.

Template: Review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 16 / HOME & LIVING

Home furnishing + décor

Coordinate one room through measured, colour-consistent soft furnishings; avoid mixing fragile décor into textile economics.

BUYER A room/use-case cohort, e.g. urban renters improving one bedroom within a defined budget.
FIRST RANGE 2 bedding designs x 2 sizes x 2 colours plus 4 matching cushions = 12 variants. Curtains and made-to-measure products require distinct fulfilment.

PLANNING ENVELOPE Capital ₹35-60L. Launch: 10-16 weeks for stocked textiles; custom dimensions extend lead time.
Repeat: 90-180 days for another room, seasonal update or gifting.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	300	₹7.20L	₹1.84L	-₹1.11L
Base	650	₹15.60L	₹3.98L	₹0.29L
High	1,000	₹24.00L	₹6.12L	₹1.68L

COST PER RETAINED ORDER / INR

Net basket	₹2,400
Product	₹900
Packaging	₹110
Forward fulfilment	₹160
Failure / returns allowance	₹160
Payment fees	₹60
Contribution before acquisition	₹1,010

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹850
Other acquisition	₹0.50L
CRM	₹0.10L
Fixed operations	₹1.70L
Model result	₹0.29L

Paid share of new orders: 80%. Repeat share of retained orders: 10%.

CATEGORY RISK Dimension/colour mismatch, shrinkage, bulky parcels, coordinated-set stock gaps and breakage in décor.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.
Release references: L1, L2, L3. See source register; verify current SKU-specific applicability.

ROUTE TO MARKET

- Meta + room transformations** / Show scale, texture and coordination
Measure: Retained contribution
- Search + shopping** / Capture size/material demand
Measure: CAC by product family
- CRM + design partners** / Second-room bundles
Measure: Bundle margin after partner fees
- BASE-CASE DEMAND BURDEN**
585 new retained orders; 468 paid-acquired. 65 repeats from 500 eligible customers (13.0% activation). Approximately 765 placed orders at 85% retention.
- CONDITIONS BEFORE FUNDING THE BASE CASE**
- Dimensions and wash performance approved
 - Room-set stock components available
 - Packed freight verified
 - Earlier cohorts support 65 repeat orders

CATEGORY 16 / OPERATING SYSTEMS 01-04

Home furnishing + décor

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Choose one room and household situation, then define the improvement the first coordinated range should deliver.
- Set a complete room budget and list every size, colour and component needed to fulfil the offer.
- Separate stocked textiles from custom curtains and fragile objects so their lead times and costs remain visible.

EVIDENCE Room brief / Range architecture / Capital gate

RELEASE GATE The founder approves one room proposition and costed assortment; custom or fragile products require their own fulfilment assumptions.

Template: Room charter

SYSTEM 02

Customer research

OWNER Research

- Measure buyers' actual mattresses, windows and storage rather than assuming one standard household dimension.
- Review disappointing purchases for colour, texture, shrinkage, fit and incomplete-set complaints to prioritise product requirements.
- Show physical colour/material samples and priced room bundles, recording objections separately from saved inspiration images.

EVIDENCE Size map / Colour objections / Price evidence

RELEASE GATE Research produces actual dimensions and priced demand for the proposed room set, with clear colour and material expectations.

Template: Home interview

SYSTEM 03

Product and range

OWNER Product

- Specify fibre composition, weave, finished dimensions, stitching and care instructions for every textile component.
- Test shrinkage and colour behaviour using the intended care method; record signed tolerances with the production reference.
- Check that coordinated pieces still fit and match after care, not only when new in the studio.

EVIDENCE Textile spec / Wash report / Sealed sample

RELEASE GATE Approved samples meet the signed dimensional and finish criteria after care, and claims reflect the documented material evidence.

Template: Textile card

SYSTEM 04

Suppliers and quality

OWNER QA

- Reserve and record dye lots across matching bedding, cushions or curtains to control visible shade differences.
- Inspect stitching, measurements and pack contents against the approved set before accepting each production batch.
- Review relevant product requirements and put rework, replacement, delivery and payment terms into the purchase order.

EVIDENCE Lot reference / QC sheet / Applicability note

RELEASE GATE The full set passes dimensional and shade review, and any product-specific applicability questions are resolved before release.

Template: Set lot

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 16 / OPERATING SYSTEMS 05-08

Home furnishing + décor

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance

- Build bundle costs from individual stocked components, including inserts or accessories only when the offer includes them.
- Quote final packed parcels by billable dimensions and delivery zone; model fragile décor separately from textiles.
- Forecast returns, markdowns and uneven component replenishment so a bestselling set does not create unfunded leftover stock.

EVIDENCE Bundle P&L / Freight matrix / Cash plan

RELEASE GATE The complete bundle survives realistic freight and return costs, with cash available for all components needed for replenishment.

Template: Bundle P&L

SYSTEM 06

Store and offers

OWNER E-commerce

- Show measurement diagrams, exact pack contents and photographs with real room scale and consistent colour references.
- State whether cushions include inserts, bedding includes pillowcases and styled accessories are excluded from the sale.
- Test variant selection, serviceability, care questions and returns with customers unfamiliar with the room collection.

EVIDENCE Size diagrams / Colour imagery / Policy tests

RELEASE GATE A buyer can identify sizes and included pieces without guessing, and the sold set matches the photographs and checkout.

Template: PDP card

SYSTEM 07

Sales and marketing

OWNER Growth

- Film achievable room transformations using the actual products, sizes and colours available for purchase.
- Label styling props clearly and brief creators to avoid implying that excluded furniture or accessories are included.
- Review retained bundle contribution by creative after size, colour and content-mismatch returns have emerged.

EVIDENCE Room creative / Hook matrix / Channel report

RELEASE GATE Promotional sets are buyable and contribution-positive under the chosen floor; missing components or misleading styling stop the creative.

Template: Room creative

SYSTEM 08

Delivery and support

OWNER Operations

- Scan each component when packing a set and verify colour-lot compatibility before sealing the parcel.
- Inspect returned textiles for condition and dimension complaints, separating resaleable units from cleaning or write-off losses.
- Resolve missing components promptly and track damage by carton and carrier so recurring failures change the packing standard.

EVIDENCE Bundle checklist / Lot record / Return codes

RELEASE GATE Every delivered set has a verified content record, and complaints have an owner, stock plan and recorded resolution cost.

Template: Set case

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 16 / OPERATING SYSTEMS 09-12

Home furnishing + décor

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM

- Record the room, dimensions and colour family purchased, then provide relevant care guidance after delivery.
- Offer a matching second room or complementary piece only when compatibility and stock continuity are confirmed.
- Measure incremental repeat contribution after discounts, design-partner fees and messaging costs using eligible customers.

EVIDENCE Room tags / Care flow / Cross-sell report

RELEASE GATE Cross-sell forecasts reflect actual room needs and compatible stock; discontinued shades are not presented as exact matches.

Template: Room cohort

SYSTEM 10

Roles and approvals

OWNER Studio lead

- Assign one colour/material approver and reconcile the stylist's room board with the actual sellable component list.
- Freeze product and photograph versions before launch; log changes to sizes, included pieces and care copy.
- Review buying, styling and fulfilment capacity together so coordinated sets remain available and accurately represented.

EVIDENCE RACI / Sample board / Change log

RELEASE GATE Creative, product and operations owners sign the same component list, colour standard and launch availability before publication.

Template: Room approval

SYSTEM 11

26-week plan

OWNER Programme lead

- Use weeks one to six for household measurements, physical colour samples and wash/size validation.
- Use weeks seven to twelve for approved production, coordinated-lot inspection, packing tests and accurate product pages.
- Use weeks thirteen to twenty-six for retained bundle learning and replenishment of components that actually limit sales.

EVIDENCE Room calendar / Lot gate / Cash plan

RELEASE GATE Size, wash and component-readiness gates govern launch; a delayed item is removed transparently or the bundle is postponed.

Template: Launch gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Reconcile bundle sales, returned components and refunds so stock records reflect what actually remains sellable.
- Review contribution alongside stock gaps, colour ageing and freight exceptions instead of relying on room-set revenue alone.
- Approve component-specific purchase orders using the next full-set demand forecast and available working cash.

EVIDENCE Bundle dashboard / Ageing view / Reorder list

RELEASE GATE Reorder decisions preserve complete-set availability and document actions for mismatched, aged or loss-making components.

Template: Weekly review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 17 / HOME & LIVING

Furniture + mattresses

One-city compact-furniture launch with installation support. Mattress comfort trials require a separate return/resale provision; use this model only for the defined furniture wedge.

BUYER A local space/use-case cohort with measurable room dimensions and delivery access.
FIRST RANGE 3 compact products x 2 finishes = 6 variants. Keep one demonstrable hero; avoid custom sizes and pan-India promises at launch.

PLANNING ENVELOPE Capital ₹60-100L. Launch: 16-22 weeks; testing, service partners and product-specific compliance can extend it. Repeat: 180-540 days; early sales rely on new buyers and referrals.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	60	₹10.80L	₹1.32L	-₹0.44L
Base	100	₹18.00L	₹2.21L	₹1.40L
High	160	₹28.80L	₹3.53L	₹4.15L

COST PER RETAINED ORDER / INR

Net basket	₹18,000
Product	₹7,500
Packaging	₹550
Forward fulfilment	₹1,600
Failure / returns allowance	₹1,100
Payment fees	₹450
Contribution before acquisition	₹6,800

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹3,000
Other acquisition	₹0.80L
CRM	₹0.10L
Fixed operations	₹2.30L
Model result	₹1.40L

Paid share of new orders: **75%**. Repeat share of retained orders: **2%**.

CATEGORY RISK Delivery/assembly failures, transit damage, bulky returns, installation capacity and slow inventory.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: L1, L2, L3. See source register; verify current SKU-specific applicability.

ROUTE TO MARKET

Search + local intent / Capture purchase-ready room needs
Measure: Cost per retained installed order
Appointment demos / Resolve quality/size doubts
Measure: Show-to-retained-sale rate
Design/referral partners / Qualified room projects
Measure: Contribution after referral fee

BASE-CASE DEMAND BURDEN

98 new retained orders; 74 paid-acquired. 2 repeats from 100 eligible customers (2.0% activation). Approximately 112 placed orders at 90% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Current product/standard scope reviewed
- City delivery and assembly capacity proven
- Damage/warranty reserve funded
- Access checks and inventory promise verified

CATEGORY 17 / OPERATING SYSTEMS 01-04

Furniture + mattresses

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Choose one city and compact-furniture use case, with explicit delivery PIN codes and access limits.
- Restrict the first range to six variants and define what installation, assembly and after-sales support include.
- Cost local crews, bulky storage and damage reserves before considering custom products or additional cities.

EVIDENCE City map / Range cap / Capital gate

RELEASE GATE Founder approves a serviceable local range and funded installation promise; national coverage cannot be inferred from website availability.

Template: City charter

SYSTEM 02

Customer research

OWNER Research

- Measure customers' rooms, doorways, stairways and lifts so product fit and delivery access are assessed together.
- Ask about previous furniture purchases, failed deliveries, assembly problems and the evidence needed to trust a new brand.
- Test the proposed price through a sample appointment or detailed quotation with actual delivery and installation terms.

EVIDENCE Room map / Access risks / Price evidence

RELEASE GATE Research confirms a priced room need and practical access constraints for the proposed local service model.

Template: Room survey

SYSTEM 03

Product and range

OWNER Product

- Produce controlled drawings covering materials, joinery, hardware, dimensions and the intended loading/use conditions.
- Agree relevant stability, durability and safety checks with qualified reviewers, then record results for the production version.
- Rehearse assembly and servicing from the instructions, recording tools, crew requirements, time and likely mistakes.

EVIDENCE Drawings / Test file / Assembly guide

RELEASE GATE The approved version passes relevant technical and assembly criteria; unresolved instability or safety concerns block production release.

Template: Furniture spec

SYSTEM 04

Suppliers and quality

OWNER Sourcing + QA

- Check the exact furniture product against current applicable requirements, dates and exemptions before approving the supplier.
- Inspect joinery, finish, materials and hardware against the signed drawings and sealed production sample.
- Test the final packed product and document factory defect remedies, spare-parts supply and milestone payments.

EVIDENCE Scope note / Factory QC / Pack standard

RELEASE GATE Supplier scope, relevant technical evidence and packed-product inspection are approved before stock is offered for customer installation.

Template: Supplier file

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 17 / OPERATING SYSTEMS 05-08

Furniture + mattresses

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance

- Calculate contribution per delivered, installed and retained order, including assembly, bulky freight and expected service losses.
- Model deposits, factory balances, delivery receipts and refunds on their actual dates rather than treating bookings as cash revenue.
- Reserve funds for damaged parts, warranty visits and cancelled bulky orders before releasing expansion or inventory payments.

EVIDENCE Installed P&L / Reserve ledger / Cash bridge

RELEASE GATE Finance approves installed-order economics and the downside cash case, including unresolved customer service and next supplier commitments.

Template: Order P&L

SYSTEM 06

Store and offers

OWNER E-commerce

- Require PIN-code serviceability and an access checklist before promising a delivery or installation date.
- Publish assembled and packed dimensions, materials, included assembly and the actual cancellation/return process clearly.
- Test booking, payment, scheduling, installation confirmation and complaint escalation using the local delivery team.

EVIDENCE Access form / Delivery terms / Checkout test

RELEASE GATE The store accepts only serviceable promises, and a buyer understands access requirements, installation scope and realistic completion dates.

Template: Order brief

SYSTEM 07

Sales and marketing

OWNER Sales lead

- Qualify each enquiry for room need, budget, access, decision date and serviceable location before booking a demonstration.
- Track appointments, quotations and follow-ups in defined stages with a next action and named sales owner.
- Measure acquisition against retained installed orders, including salesperson time, demonstration expense and referral commissions.

EVIDENCE Lead stages / Demo calendar / Deal P&L

RELEASE GATE Sales expansion requires a reliable conversion path and available installation capacity, not merely cheap enquiries or booked GMV.

Template: Sales lead

SYSTEM 08

Delivery and support

OWNER Operations

- Confirm customer access details and installation space before dispatch, then allocate trained crew and required parts.
- Inspect the product at handover and document condition, assembly completion and any customer-reported issue.
- Resolve damage with an accountable repair/replacement plan and track repeated faults back to packaging, carrier or factory.

EVIDENCE Route plan / Install checklist / Damage log

RELEASE GATE Delivery is not treated as complete until installation status and outstanding issues are recorded with a named resolution owner.

Template: Install ticket

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 17 / OPERATING SYSTEMS 09-12

Furniture + mattresses

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM

- Check that the furniture is installed correctly and the customer can use and care for it.
- Resolve assembly and warranty problems before asking for referrals or offering another room product.
- Forecast repeat purchases conservatively and track qualified referrals separately from core-product replacement assumptions.

EVIDENCE Service follow-up / Care guide / Referral ledger

RELEASE GATE The retention plan is service-led and uses realistic ownership periods; short-term sales remain supported by funded new-customer acquisition.

Template: Ownership record

SYSTEM 10

Roles and approvals

OWNER Studio lead

- Give the installation lead authority to reject unrealistic delivery promises or bookings beyond crew capacity.
- Assign owners for technical approval, sales qualification, scheduling and warranty decisions, with an escalation timetable.
- Review open repairs and upcoming installations before approving promotions, new PIN codes or additional product types.

EVIDENCE RACI / Capacity board / Escalation SOP

RELEASE GATE Sales and operations jointly approve capacity; no campaign creates commitments that existing crews and reserves cannot fulfil.

Template: Capacity approval

SYSTEM 11

26-week plan

OWNER Programme lead

- Use weeks one to eight for room/access research, engineering, product tests and exact requirement review.
- Use weeks nine to sixteen for approved stock, transit packing, installer training and service rehearsal.
- Use weeks seventeen to twenty-six for local sales, installation learning and expansion only within proven service capacity.

EVIDENCE Validation plan / City gate / Capacity ramp

RELEASE GATE Product, applicable requirements and service readiness govern launch; missed gates move the revenue window and preserve the reserve.

Template: City gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Reconcile booked, dispatched, installed, cancelled and retained orders before calculating recognised sales and acquisition economics.
- Review damage, warranty reserve, installation backlog and cash commitments together, including unresolved customer remedies.
- Release inventory or territory expansion only after contribution and crew capacity remain acceptable under the downside case.

EVIDENCE Installed dashboard / Cash ledger / Action list

RELEASE GATE The weekly review separates bookings from retained installed revenue and assigns concrete actions to service or cash bottlenecks.

Template: Weekly review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 18 / HOME & LIVING

Kitchenware + tableware

Two practical non-electric kitchen tasks with proven material suitability. Electrical appliances need their own warranty/compliance model.

BUYER A specific cooking/serving household, e.g. small homes needing durable everyday cookware.
FIRST RANGE 2 hero products + 2 complementary tools + 2 bundles = 6 offers; bundle component stock remains separate. Pressure cookers/covered utensils need exact scope review.

PLANNING ENVELOPE Capital ₹35-60L. Launch: 12-18 weeks depending on material/testing and supplier scope. Repeat: 120-240 days; early repeat from complementary tools and gifts.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	450	₹8.10L	₹2.06L	-₹0.53L
Base	900	₹16.20L	₹4.12L	₹0.95L
High	1,400	₹25.20L	₹6.41L	₹2.58L

COST PER RETAINED ORDER / INR

Net basket	₹1,800
Product	₹650
Packaging	₹100
Forward fulfilment	₹120
Failure / returns allowance	₹100
Payment fees	₹45
Contribution before acquisition	₹785

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹650
Other acquisition	₹0.40L
CRM	₹0.10L
Fixed operations	₹1.50L
Model result	₹0.95L

Paid share of new orders: **80%**. Repeat share of retained orders: **12%**.

CATEGORY RISK Coating/material claims, heat misuse, breakage, heavy freight and bundle margin dilution.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.
Release references: L1, L2, L3. See source register; verify current SKU-specific applicability.

ROUTE TO MARKET

Recipe demonstrations / Show actual cooking benefit
Measure: Retained CAC
Search + shopping / Capture material/size intent
Measure: Contribution after media
CRM + gifting / Complementary tools/bundles
Measure: Incremental bundle margin

BASE-CASE DEMAND BURDEN

792 new retained orders; 634 paid-acquired. 108 repeats from 650 eligible customers (16.6% activation). Approximately 1,023 placed orders at 88% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Material/heat claims supported
- Packed drop tests and freight quotes approved
- Applicable product-specific rules checked
- Earlier cohorts support 108 repeat orders

CATEGORY 18 / OPERATING SYSTEMS 01-04

Kitchenware + tableware

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Founder

- Select one household cooking or serving problem and define the two hero products that solve it.
- Limit materials and offer combinations, recording each bundle's component stock instead of treating bundles as independent inventory.
- Keep electrical appliances and materially different product requirements outside the initial non-electric model until separately evaluated.

EVIDENCE Task brief / Range map / Capital gate

RELEASE GATE Founder approves a narrow task, costed component range and explicit scope before supplier or advertising commitments expand.

Template: Kitchen charter

SYSTEM 02

Customer research

OWNER Research

- Observe customers performing the task with their current tools and record time, effort, cleaning and storage problems.
- Measure cupboards, stove surfaces and usual serving quantities so size and compatibility requirements are grounded in use.
- Run repeated priced sample trials, checking whether usefulness persists after the first attractive demonstration.

EVIDENCE Task diary / Space map / Price evidence

RELEASE GATE Research demonstrates a recurring paid problem and suitable dimensions; novelty alone is insufficient to approve the range.

Template: Kitchen diary

SYSTEM 03

Product and range

OWNER Product + QA

- Document composition, coatings, dimensions, capacities and intended heat or food-contact conditions for each product.
- Obtain suitable technical evidence for the intended use and claims, with qualified review of test methods.
- Translate evidence into compatibility, care and misuse guidance without adding unsupported health or safety promises.

EVIDENCE Material file / Test report / Care instructions

RELEASE GATE Product claims and instructions match approved evidence; unresolved material or intended-use concerns block release.

Template: Product spec

SYSTEM 04

Suppliers and quality

OWNER Sourcing

- Check the exact product and current applicable requirement, including any covered utensil or pressure-cooker classification.
- Verify supplier documents against the actual factory, material, model and product scope before issuing the purchase order.
- Inspect incoming batches for finish, edges, handles, coatings and dimensions against the approved sample.

EVIDENCE Scope note / Supplier file / Lot QC

RELEASE GATE Applicable scope and supplier evidence are resolved, and QA signs the actual batch before it becomes sellable inventory.

Template: Supplier card

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 18 / OPERATING SYSTEMS 05-08

Kitchenware + tableware

Every action has an owner; every dependent release waits for evidence.

SYSTEM 05

Costs and cash

OWNER Finance

- Cost every offer from actual component quantities, final packed weight, freight zone and expected return/damage losses.
- Recalculate contribution when bundles change parcel size, discount level or the likelihood of expensive breakage.
- Forecast stock payments, claims reserves, creator spend and the next component reorder on a rolling cash calendar.

EVIDENCE Offer P&L / Loss reserve / Cash plan

RELEASE GATE Each promoted offer remains viable after full fulfilment and acquisition costs, with enough cash to replenish its components.

Template: Bundle P&L

SYSTEM 06

Store and offers

OWNER E-commerce

- Publish usable capacity and dimensions, compatible cooking surfaces and all included accessories with product-specific care guidance.
- Explain heat, dishwasher, microwave or other compatibility only where evidence supports the stated use.
- Test mobile purchase, compatibility questions, damage complaints and warranty requests with the support team before launch.

EVIDENCE Compatibility page / Capacity diagrams / Checkout test

RELEASE GATE Buyers understand included contents and use limitations before paying, and the service route matches the published policy.

Template: PDP check

SYSTEM 07

Sales and marketing

OWNER Growth

- Film repeatable kitchen demonstrations using realistic portions and the exact product and method being sold.
- Give creators approved claims and record recipe-production, sample, fee, rights and affiliate costs outside media spend.
- Review retained cohort contribution by offer after compatibility returns, breakage and discount costs are included.

EVIDENCE Demo library / Hook matrix / CAC report

RELEASE GATE Demonstrations are reproducible and evidence-aligned; acquisition expands only for offers that satisfy the contribution gate.

Template: Recipe brief

SYSTEM 08

Delivery and support

OWNER Operations

- Inspect surfaces, edges, handles and coatings before packing, then verify each bundle's component count.
- Validate the final parcel under an appropriate packing test and record damage by carrier lane and carton version.
- Route recurring breakage or material complaints to QA, protecting traceability before deciding replacement, refund or batch action.

EVIDENCE Pack standard / QC sheet / Issue codes

RELEASE GATE The parcel and product pass their approved checks, and every complaint has a traceable batch and accountable remedy owner.

Template: Parcel case

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 18 / OPERATING SYSTEMS 09-12

Kitchenware + tableware

Every action has an owner; every dependent release waits for evidence.

SYSTEM 09

Repeat purchases

OWNER CRM

- Ask buyers whether the product fits their cooking task and send care guidance relevant to the material.
- Offer a complementary tool only when it solves a different useful task and the initial purchase succeeded.
- Measure retained repeat contribution after bundle discounts and CRM costs using customers with realistic repurchase timing.

EVIDENCE Use tags / Care flow / Cross-sell report

RELEASE GATE Cross-sells add contribution and practical usefulness; discount-driven revenue does not substitute for an eligible repeat pool.

Template: Kitchen cohort

SYSTEM 10

Roles and approvals

OWNER Studio lead

- Assign reviewers for material claims, use instructions and warranty language before approving storefront or creator content.
- Keep an escalation route for safety or coating concerns, including traceable batches and qualified technical review.
- Log product, supplier and copy changes so a new material or claim cannot bypass its approval owner.

EVIDENCE Claims register / RACI / Escalation SOP

RELEASE GATE All public claims have evidence and an accountable signer; serious product concerns reach the technical owner promptly.

Template: Claim card

SYSTEM 11

26-week plan

OWNER Programme lead

- Use weeks one to six for household trials, material evidence and applicable-product review before committing bulk stock.
- Use weeks seven to fourteen for approved supply, component planning, final pack tests and accurate store guidance.
- Use weeks fifteen to twenty-six for retained-cohort learning, margin correction and replenishment of proven profitable offers.

EVIDENCE Test calendar / Supply gate / Offer plan

RELEASE GATE Materials, claims, packaging and supplier scope must pass before launch; delayed evidence moves the schedule rather than weakening checks.

Template: Launch gate

SYSTEM 12

Weekly review

OWNER Founder + finance

- Reconcile refunds, breakage replacements and recovered products to the originating offer before calculating weekly retained contribution.
- Compare bundle mix, freight, media CAC and stock coverage, including the cost of components stranded by uneven demand.
- Release more acquisition or purchasing only after pricing, COGS and loss assumptions support the required operating balance.

EVIDENCE Offer dashboard / Reserve ledger / PO list

RELEASE GATE Revenue growth must survive actual freight, damage and acquisition costs; loss-making offers receive a named correction before scale.

Template: Weekly review

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 19 / TECHNOLOGY & MOBILITY

Electronics and mobile accessories

Start with compatible, independently reviewed charging essentials; avoid a catalogue of unverified imports.

BUYER A buyer with a known device and a specific charging or usage problem.
FIRST RANGE Two charger variants and two cable lengths; device stands as a low-complexity add-on.

PLANNING ENVELOPE Capital ₹40-80L. Launch: 12-20+ weeks; certification and factory readiness can extend this. Repeat: Replacement and cross-sell over 90-365 days; not monthly replenishment.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	400	₹7.20L	₹1.79L	-₹1.33L
Base	850	₹15.30L	₹3.81L	₹0.20L
High	1,300	₹23.40L	₹5.83L	₹1.74L

COST PER RETAINED ORDER / INR

Net basket	₹1,800
Product	₹750
Packaging	₹45
Forward fulfilment	₹85
Failure / returns allowance	₹90
Payment fees	₹40
Contribution before acquisition	₹790

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹650
Other acquisition	₹0.60L
CRM	₹0.10L
Fixed operations	₹2.00L
Model result	₹0.20L

Paid share of new orders: **75%**. Repeat share of retained orders: **8%**.

ROUTE TO MARKET

Search / Shopping / Capture exact device and charging-protocol intent.
Measure: Retained CAC by compatible device

Marketplaces / Reach comparison shoppers; model fees separately.
Measure: Contribution after fees and warranty

Device creators / Show tested real-device demonstrations and compatibility.
Measure: Qualified product-page visits and retained sales

BASE-CASE DEMAND BURDEN

782 new retained orders; 586 paid-acquired. 68 repeats from 600 eligible customers (11.3% activation). Approximately 945 placed orders at 90% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Base assortment is released and in stock; no unresolved safety or quality hold.
- New-customer CAC and returns allowances are validated with mature retained orders.
- Eligible repeat buyers and non-media acquisition are evidenced, not assumed free.
- A funded 13-week cash forecast covers stock, customer service and the next test.

CATEGORY RISK Compatibility returns, electrical safety, warranty exposure and price comparison.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.
Release references: R-BIS, R-CRS, R-EWASTE, R-BATTERY. See source register; verify current SKU-specific applicability.

CATEGORY 19 / OPERATING SYSTEMS 01-06

Electronics and mobile accessories

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Rishi + founder

- Agree whether the founder owns a brand or is only reselling a catalogue
- Define domestic sourcing versus import responsibilities
- Budget for certification, replacements and service stock

EVIDENCE Launch route brief / Importer/manufacturer responsibility map / Warranty reserve

RELEASE GATE Exact product route and the party responsible for compliance are identified.

Template: Launch route brief

SYSTEM 02

Customer research

OWNER Research lead

- Interview buyers about the device they actually charge
- Log connector, protocol, wattage and portability needs
- Record reasons they returned their last accessory

EVIDENCE Compatibility research / Device sample list / Return-reason ledger

RELEASE GATE The selected use case works for a defined set of devices.

Template: Compatibility research

SYSTEM 03

Product and range

OWNER Product lead

- Freeze rated output, cable specification and supported protocols
- Test the whole charger-cable-device combination
- Write limits without suggesting every device supports maximum charging

EVIDENCE Compatibility matrix / Engineering validation record / Versioned specification

RELEASE GATE The engineering reviewer signs the exact device/protocol matrix and performance statements supported by the validation record.

Template: Compatibility matrix

SYSTEM 04

Suppliers and quality

OWNER Sourcing + quality lead

- Verify applicable BIS/CRS scope against the exact model and factory
- Review e-waste and battery producer duties where applicable
- Keep batch and serial traceability for incoming inspection

EVIDENCE Model approval register / Supplier evidence pack / Incoming test record

RELEASE GATE Required product approvals and release checks are complete before sale.

Template: Model approval register

SYSTEM 05

Costs and cash

OWNER Finance lead

- Cost landed product including duty and inspection where relevant
- Reserve for dead-on-arrival replacements and warranty claims
- Reconcile marketplace fees separately from owned-store CAC

EVIDENCE Warranty cost model / SKU/channel contribution sheet / 13-week cash forecast

RELEASE GATE Service reserve and replacement inventory remain funded after the PO.

Template: Warranty cost model

SYSTEM 06

Store and offers

OWNER Ecommerce lead

- Put device compatibility above the first purchase button
- Publish supported protocol, included items and warranty route
- Test wrong-variant selections and support escalation

EVIDENCE Compatibility product page / Variant order test / Warranty FAQ

RELEASE GATE A buyer can determine fit without assuming a connector alone guarantees compatibility.

Template: Compatibility product page

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 19 / OPERATING SYSTEMS 07-12

Electronics and mobile accessories

Every action has an owner; every dependent release waits for evidence.

SYSTEM 07

Sales and marketing

OWNER Growth + creative lead

- Separate search campaigns by device family and intent
- Brief creators to demonstrate tested setups
- Pilot one marketplace after fee and service-cost review

EVIDENCE Device-intent campaign map / Approved demonstration script / Channel P&L

RELEASE GATE Scale only cohorts whose retained sales cover tested acquisition and service costs.

Template: Device-intent campaign map

SYSTEM 08

Delivery and support

OWNER Operations + support

- Record serial and lot against every dispatched order
- Triage compatibility, damage and genuine failure separately
- Hold a documented replacement pool and repair/escalation route

EVIDENCE Serial-to-order log / Failure triage script / Replacement stock ledger

RELEASE GATE Support can resolve a known failure path before volume increases.

Template: Serial-to-order log

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Send setup help before cross-selling another accessory
- Trigger compatible add-ons from purchased-device information
- Request verified usage reviews after successful setup

EVIDENCE Setup message sequence / Compatible add-on map / Warranty feedback report

RELEASE GATE No irrelevant refill reminders; cross-sell requires a compatible product.

Template: Setup message sequence

SYSTEM 10

Roles and approvals

OWNER Project lead + founder

- Name an engineering reviewer and customer-service owner
- Require approval for model or component substitution
- Review supplier changes with finance and compliance

EVIDENCE Component change card / Owner roster / Service escalation map

RELEASE GATE Factory substitutions stay on hold until the engineering reviewer signs their effect on approvals, compatibility and service stock.

Template: Component change card

SYSTEM 11

26-week plan

OWNER Project lead

- Weeks 1-8: evidence, route and certified model selection
- Weeks 9-16: release checks, store and limited device-family tests
- Weeks 17-26: expand only compatible winners with service capacity

EVIDENCE Device-family runway / Release-gate record / Expansion decision

RELEASE GATE Unresolved safety, approval or warranty issues stop the schedule.

Template: Device-family runway

SYSTEM 12

Weekly review

OWNER Founder + workstream leads

- Review contribution by SKU, device and channel
- Watch compatibility returns, failure age and replacement turnaround
- Connect repeat defects to the originating batch

EVIDENCE Electronics scorecard / Batch failure report / Weekly decision log

RELEASE GATE A defect cluster triggers containment before additional ad spend.

Template: Electronics scorecard

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 20 / TECHNOLOGY & MOBILITY

Small home appliances

One demonstrable appliance with a serviceable spare-parts path; no broad white-goods launch.

BUYER A household seeking one repeatable task improvement with service available in its city.

FIRST RANGE One hero appliance, two approved variants and consumable/spare add-ons where relevant.

PLANNING ENVELOPE Capital ₹60-100L. Launch: 14-24+ weeks; product certification and service setup may take longer. Repeat: Hero replacement usually long-cycle; accessories/consumables depend on use.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	180	₹8.64L	₹1.82L	-₹1.67L
Base	450	₹21.60L	₹4.54L	₹0.34L
High	700	₹33.60L	₹7.06L	₹2.19L

COST PER RETAINED ORDER / INR

Net basket	₹4,800
Product	₹2,400
Packaging	₹130
Forward fulfilment	₹220
Failure / returns allowance	₹200
Payment fees	₹100
Contribution before acquisition	₹1,750

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹1,600
Other acquisition	₹0.75L
CRM	₹0.10L
Fixed operations	₹2.15L
Model result	₹0.34L

Paid share of new orders: **65%**. Repeat share of retained orders: **3%**.

ROUTE TO MARKET

Search / Shopping / Capture a defined appliance task or replacement intent.
Measure: CAC after cancellations

Demonstration creators / Show setup, noise, capacity and cleanup honestly.
Measure: Retained contribution per creative

Marketplace pilot / Test demand after modelling fees and service costs.
Measure: Channel contribution and claim rate

BASE-CASE DEMAND BURDEN

436 new retained orders; 284 paid-acquired. 14 repeats from 250 eligible customers (5.4% activation). Approximately 500 placed orders at 90% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Base assortment is released and in stock; no unresolved safety or quality hold.
- New-customer CAC and returns allowances are validated with mature retained orders.
- Eligible repeat buyers and non-media acquisition are evidenced, not assumed free.
- A funded 13-week cash forecast covers stock, customer service and the next test.

CATEGORY RISK Warranty, service geography, reverse logistics, electrical approvals and working capital.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: R-BIS, R-EWASTE, R-BATTERY. See source register; verify current SKU-specific applicability.

CATEGORY 20 / OPERATING SYSTEMS 01-06

Small home appliances

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Rishi + founder

- Define launch cities and who provides service
- Select a hero appliance within founder capital and capability
- Include spare parts, demo units and warranty reserve in scope

EVIDENCE Serviceable-market brief / Capital and obligations map / City rollout plan

RELEASE GATE The founder can fund product approval and after-sales care, not only ads.

Template: Serviceable-market brief

SYSTEM 02

Customer research

OWNER Research lead

- Observe the household task being performed today
- Measure space, power, cleaning and setup objections
- Separate feature interest from willingness to buy at the actual price

EVIDENCE Task-observation notes / Household constraint map / Purchase objection list

RELEASE GATE A narrow customer and task justify the appliance and basket price.

Template: Task-observation notes

SYSTEM 03

Product and range

OWNER Product lead

- Freeze capacity and performance claims against test conditions
- Check usability, maintenance and replaceable components
- Document included accessories and consumable life assumptions

EVIDENCE Product performance brief / Usability test record / Spare-parts bill

RELEASE GATE Claims and usage limits are signed by the product reviewer.

Template: Product performance brief

SYSTEM 04

Suppliers and quality

OWNER Sourcing + quality lead

- Check current product-specific certification requirements
- Approve factory quality checks and serial traceability
- Contract spares, failure support and change notification

EVIDENCE Factory release dossier / Certification review / Service-parts agreement

RELEASE GATE No released model relies on an unrelated component certificate.

Template: Factory release dossier

SYSTEM 05

Costs and cash

OWNER Finance lead

- Model appliance margin after bulky shipping and reverse pickup
- Estimate service provision using claim scenarios
- Separate sale contribution from cash locked in spare stock

EVIDENCE Service-adjusted P&L / Spare-parts reserve / Cash commitment register

RELEASE GATE The downside cash forecast pays for promised repairs, reverse pickups and replacement parts after the opening purchase order.

Template: Service-adjusted P&L

SYSTEM 06

Store and offers

OWNER Ecommerce lead

- Show dimensions, usage limits, included items and service pin codes
- Demonstrate setup and maintenance before checkout
- Test damaged-delivery and installation booking paths

EVIDENCE Appliance product page / Service-area checker brief / Transaction test record

RELEASE GATE Purchase promises match the supported service geography.

Template: Appliance product page

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 20 / OPERATING SYSTEMS 07-12

Small home appliances

Every action has an owner; every dependent release waits for evidence.

SYSTEM 07

Sales and marketing

OWNER Growth + creative lead

- Lead with one task demonstration and measured proof
- Use high-intent search for consideration-stage demand
- Expand channels only after returns and claims mature

EVIDENCE Demonstration asset bank / Intent keyword plan / Mature-cohort channel review

RELEASE GATE Platform ROAS alone cannot approve scale before service claims emerge.

Template: Demonstration asset bank

SYSTEM 08

Delivery and support

OWNER Operations + support

- Inspect units and record serials before dispatch
- Agree packaging and reverse-logistics responsibilities
- Provide troubleshooting, technician escalation and parts tracking

EVIDENCE Serial dispatch record / Troubleshooting tree / Service ticket register

RELEASE GATE Known faults have an executable service route and clear customer updates.

Template: Serial dispatch record

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Send setup and care guidance first
- Offer relevant consumables only when ownership supports them
- Measure referrals and reviews rather than inventing frequent repurchase

EVIDENCE Onboarding sequence / Consumable eligibility rule / Referral evidence ledger

RELEASE GATE Retention economics use actual product lifecycle and eligible owners.

Template: Onboarding sequence

SYSTEM 10

Roles and approvals

OWNER Project lead + founder

- Name a service lead alongside ecommerce and growth
- Approve every performance or warranty-policy change
- Review unresolved claims in the weekly founder meeting

EVIDENCE Warranty approval card / Service ownership map / Weekly claim review

RELEASE GATE Sales cannot promise installation or coverage that operations cannot fulfil.

Template: Warranty approval card

SYSTEM 11

26-week plan

OWNER Project lead

- Weeks 1-10: task evidence, factory route and product approvals
- Weeks 11-18: one-city launch, serial control and service learning
- Weeks 19-26: add cities only after service and cash gates

EVIDENCE City launch calendar / Service-readiness gate / Expansion checklist

RELEASE GATE Record completed model approvals and a rehearsed service route before setting the sale date; move it when either remains open.

Template: City launch calendar

SYSTEM 12

Weekly review

OWNER Founder + workstream leads

- Track unit failure, repair turnaround and contribution by city
- Reserve cash for open claims and due supplier balances
- Pause a model if repeated failures challenge its approved performance

EVIDENCE Appliance operating board / Claim provision review / Model pause record

RELEASE GATE A volume increase requires service capacity, safe product evidence and cash.

Template: Appliance operating board

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 21 / FAMILY & INTERESTS

Baby and child care

Launch soft nursery accessories; feeding, cosmetics and safety equipment need separate product routes.

BUYER Parents buying a clearly age-suitable practical product with trustworthy material and use information.
FIRST RANGE Two muslin/bib formats, controlled colours and one gift bundle; no unsupported sleep-safety claims.

PLANNING ENVELOPE Capital ₹35-70L. Launch: 10-16+ weeks for a narrow textile-led assortment. Repeat: Age-stage gifting and cross-sell over 45-180 days; consumables require a separate model.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	450	₹6.30L	₹1.47L	-₹1.00L
Base	1,000	₹14.00L	₹3.27L	₹0.83L
High	1,500	₹21.00L	₹4.91L	₹2.49L

COST PER RETAINED ORDER / INR

Net basket	₹1,400
Product	₹480
Packaging	₹55
Forward fulfilment	₹90
Failure / returns allowance	₹80
Payment fees	₹35
Contribution before acquisition	₹660

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹550
Other acquisition	₹0.55L
CRM	₹0.10L
Fixed operations	₹1.85L
Model result	₹0.83L

Paid share of new orders: 70%. Repeat share of retained orders: 15%.

ROUTE TO MARKET

- Parent educators / creators** / Show product use without medical or safety promises.
Measure: Retained CAC and issue themes
- Search** / Capture size, age and material questions.
Measure: Qualified conversion
- Gifting partners** / Reach buyers around a real gifting occasion.
Measure: Net contribution per bundle
- BASE-CASE DEMAND BURDEN**
- 850 new retained orders; 595 paid-acquired. 150 repeats from 700 eligible customers (21.4% activation). Approximately 1,112 placed orders at 90% retention.
- CONDITIONS BEFORE FUNDING THE BASE CASE**
- Base assortment is released and in stock; no unresolved safety or quality hold.
 - New-customer CAC and returns allowances are validated with mature retained orders.
 - Eligible repeat buyers and non-media acquisition are evidenced, not assumed free.
 - A funded 13-week cash forecast covers stock, customer service and the next test.

CATEGORY RISK Age suitability, materials, unsafe usage claims, hygiene returns and trust.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: R-BIS. See source register; verify current SKU-specific applicability.

CATEGORY 21 / OPERATING SYSTEMS 01-06

Baby and child care

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Rishi + founder

- Choose the exact child age and product type
- Separate soft textiles from feeding, cosmetics and safety devices
- Agree who signs material and use instructions

EVIDENCE Age-and-use scope / Product classification note / Founder approval map

RELEASE GATE The launch scope avoids mixing unrelated regulatory and safety routes.

Template: Age-and-use scope

SYSTEM 02

Customer research

OWNER Research lead

- Interview parents and gift buyers separately
- Capture washing, staining, sizing and gifting complaints
- Review the actual products and price they used last

EVIDENCE Parent evidence ledger / Gift-buyer notes / Observed care routine

RELEASE GATE One use occasion and buyer are supported by observed behaviour.

Template: Parent evidence ledger

SYSTEM 03

Product and range

OWNER Product lead

- Specify fabric, dimensions, trims and approved age guidance
- Test washing, colour transfer and attachment durability appropriately
- Exclude ambiguous sleep-positioning or medical benefit claims

EVIDENCE Age-suitability brief / Material test plan / Use-and-care sheet

RELEASE GATE Qualified reviewers sign the material/design evidence and the exact age/use instructions for each offered SKU.

Template: Age-suitability brief

SYSTEM 04

Suppliers and quality

OWNER Sourcing + quality lead

- Check SKU-specific requirements and supplier traceability
- Approve stitching, trim attachment and batch inspection criteria
- Keep packaging and hygiene handling records

EVIDENCE Material and batch dossier / Inspection checklist / Supplier change log

RELEASE GATE Unapproved material or trim substitutions block release.

Template: Material and batch dossier

SYSTEM 05

Costs and cash

OWNER Finance lead

- Cost gift packaging and non-resalable returns
- Keep consumable assumptions separate from accessory repeat
- Reserve for replacement, support and quality investigation

EVIDENCE Accessory economics / Hygiene-return allowance / Cash forecast

RELEASE GATE Returns and gifting costs are included before pricing the bundle.

Template: Accessory economics

SYSTEM 06

Store and offers

OWNER Ecommerce lead

- Show actual dimensions, age guidance and care instructions
- Explain what is included in gift sets
- Test variant, gift-message and return-policy communication

EVIDENCE Parent product page / Gift bundle inventory map / Checkout test

RELEASE GATE Page wording cannot imply a safety outcome absent from the approved evidence.

Template: Parent product page

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 21 / OPERATING SYSTEMS 07-12

Baby and child care

Every action has an owner; every dependent release waits for evidence.

SYSTEM 07

Sales and marketing

OWNER Growth + creative lead

- Create parent-use demonstrations and washing proof
- Run gift-buyer and parent-buyer creative separately
- Measure retained orders and complaint quality by asset

EVIDENCE Parent/gifting campaign map / Approved use scripts / Creative evidence record

RELEASE GATE A creator cannot add stronger medical or safety claims.

Template: Parent/gifting campaign map

SYSTEM 08

Delivery and support

OWNER Operations + support

- Keep clean packing and lot-level order records
- Define hygiene inspection and return disposition
- Escalate safety concerns immediately to the product lead

EVIDENCE Clean-pack SOP / Issue escalation record / Return disposition log

RELEASE GATE Suspected safety issues stop affected stock while reviewed.

Template: Clean-pack SOP

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Use consented child age/stage only when necessary
- Offer relevant next-stage accessories without overmessaging
- Request feedback after actual washing/use

EVIDENCE Stage-based CRM plan / Usage feedback card / Gift referral prompt

RELEASE GATE Customer data and lifecycle messages match the purpose and product.

Template: Stage-based CRM plan

SYSTEM 10

Roles and approvals

OWNER Project lead + founder

- Name a quality reviewer and trained support lead
- Approve age guidance and claims in one source record
- Require founder sign-off for range expansion

EVIDENCE Baby product truth sheet / Support training record / Range-change card

RELEASE GATE The same approved usage guidance appears on pack, store and support.

Template: Baby product truth sheet

SYSTEM 11

26-week plan

OWNER Project lead

- Weeks 1-6: buyer evidence and material/design validation
- Weeks 7-14: approved batch and controlled parent/gifting launch
- Weeks 15-26: expand only proven sizes and occasions

EVIDENCE Age-stage runway / Batch release gate / Range decision

RELEASE GATE Batch release waits for material, design and use questions to be resolved; update the first-sale date and later cohort reviews.

Template: Age-stage runway

SYSTEM 12

Weekly review

OWNER Founder + workstream leads

- Monitor complaints by lot, age use and acquisition asset
- Track bundle contribution and unsaleable returns
- Review new-stage demand before committing another variant

EVIDENCE Baby category scorecard / Complaint cluster log / Variant PO decision

RELEASE GATE Any serious product concern is escalated before additional promotion.

Template: Baby category scorecard

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 22 / FAMILY & INTERESTS

Toys, games and hobbies

Begin with age-appropriate non-electric games/puzzles; separate adult hobby products by actual intended use.

BUYER A parent or adult hobby buyer with a specific age, play context and attention span.

FIRST RANGE Two games/puzzles, one difficulty variant and a gift bundle.

PLANNING ENVELOPE Capital ₹35-65L. Launch: 12-20+ weeks; certification and manufacturing readiness decide release. Repeat: New difficulty levels and gifting over 60-180 days.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	350	₹5.25L	₹1.40L	-₹1.28L
Base	800	₹12.00L	₹3.20L	₹0.23L
High	1,300	₹19.50L	₹5.21L	₹1.90L

COST PER RETAINED ORDER / INR

Net basket	₹1,500
Product	₹500
Packaging	₹65
Forward fulfilment	₹100
Failure / returns allowance	₹65
Payment fees	₹35
Contribution before acquisition	₹735

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹650
Other acquisition	₹0.55L
CRM	₹0.10L
Fixed operations	₹1.80L
Model result	₹0.23L

Paid share of new orders: **70%**. Repeat share of retained orders: **12%**.

ROUTE TO MARKET

Play demonstrations / Show what the child/adult actually does.

Measure: Retained orders per creative

Search / marketplaces / Capture age and game-type intent.

Measure: Contribution after channel fees

School / club partnerships / Test genuine supervised use and referral demand.

Measure: Activated buyers and feedback

BASE-CASE DEMAND BURDEN

704 new retained orders; 493 paid-acquired. 96 repeats from 600 eligible customers (16.0% activation). Approximately 889 placed orders at 90% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Base assortment is released and in stock; no unresolved safety or quality hold.
- New-customer CAC and returns allowances are validated with mature retained orders.
- Eligible repeat buyers and non-media acquisition are evidenced, not assumed free.
- A funded 13-week cash forecast covers stock, customer service and the next test.

CATEGORY RISK Age grading, small parts, product safety, missing components and seasonal inventory.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: R-TOY, R-BIS. See source register; verify current SKU-specific applicability.

CATEGORY 22 / OPERATING SYSTEMS 01-06

Toys, games and hobbies

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Rishi + founder

- Specify age, play purpose and adult versus child audience
- Choose manufacturing route and licence responsibility
- Allow for sample testing and peak-season stock risk

EVIDENCE Age and play brief / Manufacturer responsibility map / Seasonality budget

RELEASE GATE A label alone does not redefine the actual intended use.

Template: Age and play brief

SYSTEM 02

Customer research

OWNER Research lead

- Observe supervised play with relevant buyers
- Record comprehension, engagement and missing-instruction problems
- Interview gift buyers about price and packaging expectations

EVIDENCE Play observation record / Parent/hobby buyer notes / Gift criteria

RELEASE GATE Demand is linked to an actual play occasion rather than broad educational claims.

Template: Play observation record

SYSTEM 03

Product and range

OWNER Product lead

- Freeze components, age grade, instructions and packaging
- Assess small parts, edges and foreseeable misuse with qualified reviewers
- Test rules and difficulty with the intended user group

EVIDENCE Component specification / Age/use assessment / Instruction test

RELEASE GATE Design and age statements are reviewed before production tooling.

Template: Component specification

SYSTEM 04

Suppliers and quality

OWNER Sourcing + quality lead

- Verify applicable toy certification and factory scope
- Count components and inspect print, material and finish
- Keep batch evidence and replacement-parts stock

EVIDENCE Toy release dossier / Component count sheet / Replacement-parts ledger

RELEASE GATE The release dossier records applicable certification, factory scope, component checks and reviewer approval for the actual toy.

Template: Toy release dossier

SYSTEM 05

Costs and cash

OWNER Finance lead

- Include tooling allocation, gift box and replacement parts
- Model seasonal sell-through and discount downside
- Keep school/bulk orders separate from D2C retained-order CAC

EVIDENCE Seasonal SKU model / Tooling and inventory cash plan / Channel contribution

RELEASE GATE The planned PO survives a lower sell-through case.

Template: Seasonal SKU model

SYSTEM 06

Store and offers

OWNER Ecommerce lead

- Show age, contents, playtime assumptions and supervision needs
- Demonstrate a real round or completed activity
- Test gift bundle, component list and return messaging

EVIDENCE Play-led product page / Contents photograph / Gift checkout test

RELEASE GATE Buyers can understand actual play without exaggerated learning outcomes.

Template: Play-led product page

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 22 / OPERATING SYSTEMS 07-12

Toys, games and hobbies

Every action has an owner; every dependent release waits for evidence.

SYSTEM 07

Sales and marketing

OWNER Growth + creative lead

- Test play footage against static packaging creatives
- Separate parent, gift and adult-hobby audiences
- Pilot partners with disclosed incentives and recorded feedback

EVIDENCE Play creative matrix / Audience/channel plan / Partner test record

RELEASE GATE Keep only tests producing retained purchases and useful play feedback.

Template: Play creative matrix

SYSTEM 08

Delivery and support

OWNER Operations + support

- Use component checklists before dispatch
- Resolve missing pieces without needless full-kit replacement
- Quarantine any batch linked to a safety concern

EVIDENCE Pack-count SOP / Missing-piece service record / Batch hold log

RELEASE GATE Support can identify the exact component and lot.

Template: Pack-count SOP

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Offer next-level products based on purchased game
- Time gifting campaigns to actual occasions
- Use replacement parts and play guides to sustain satisfaction

EVIDENCE Difficulty ladder / Play-support sequence / Gifting calendar

RELEASE GATE No monthly repurchase assumption for durable games.

Template: Difficulty ladder

SYSTEM 10

Roles and approvals

OWNER Project lead + founder

- Name product safety and instruction owners
- Approve artwork/age changes before print
- Link production changes to component and claim review

EVIDENCE Toy change request / Instruction master / Owner and escalation map

RELEASE GATE Every changed component has a reviewed effect on the released product.

Template: Toy change request

SYSTEM 11

26-week plan

OWNER Project lead

- Weeks 1-8: play evidence and compliant product/factory route
- Weeks 9-16: batch release and small audience tests
- Weeks 17-26: gift season or difficulty expansion if justified

EVIDENCE Toy launch runway / Play/readiness gate / Seasonal purchase decision

RELEASE GATE The actual toy/factory certification and component-release evidence determine the first-sale date and subsequent play-observation window.

Template: Toy launch runway

SYSTEM 12

Weekly review

OWNER Founder + workstream leads

- Review contribution after component replacements
- Track missing parts, age mismatch and gift-season dependence
- Forecast stock by specific game and difficulty

EVIDENCE Toy operating board / Component issue analysis / Seasonality forecast

RELEASE GATE Do not extrapolate a festival week into a permanent sales run rate.

Template: Toy operating board

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 23 / FAMILY & INTERESTS

Pet care and accessories

Accessory-led launch for one pet segment; nutrition and animal-origin imports need separate specialist review.

BUYER A pet parent buying for a defined species, size and everyday care task.
FIRST RANGE A grooming/cleaning accessory set, size-controlled harness and practical bundle.

PLANNING ENVELOPE Capital ₹35-75L. Launch: 10-16+ weeks for domestic accessories. Repeat: Hygiene add-ons and replacement/cross-sell over 45-180 days; food is a different model.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	500	₹6.50L	₹1.54L	-₹1.14L
Base	1,100	₹14.30L	₹3.39L	₹0.67L
High	1,700	₹22.10L	₹5.24L	₹2.48L

COST PER RETAINED ORDER / INR

Net basket	₹1,300
Product	₹450
Packaging	₹60
Forward fulfilment	₹95
Failure / returns allowance	₹55
Payment fees	₹30
Contribution before acquisition	₹610

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹550
Other acquisition	₹0.60L
CRM	₹0.15L
Fixed operations	₹1.90L
Model result	₹0.67L

Paid share of new orders: 70%. Repeat share of retained orders: 20%.

ROUTE TO MARKET

Pet communities / creators / Demonstrate correct size and use with real pet handling.
Measure: Retained CAC by size/species

Search / marketplaces / Capture a specific care or fit need.
Measure: Net channel contribution

Groomer partnerships / Get relevant trial and owner feedback.
Measure: Qualified referrals and repeat use

BASE-CASE DEMAND BURDEN

880 new retained orders; 616 paid-acquired. 220 repeats from 850 eligible customers (25.9% activation). Approximately 1,209 placed orders at 91% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Base assortment is released and in stock; no unresolved safety or quality hold.
- New-customer CAC and returns allowances are validated with mature retained orders.
- Eligible repeat buyers and non-media acquisition are evidenced, not assumed free.
- A funded 13-week cash forecast covers stock, customer service and the next test.

CATEGORY RISK Size fit, animal comfort, chew damage, hygiene returns and unsupported health claims.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: R-PET, R-BIS. See source register; verify current SKU-specific applicability.

CATEGORY 23 / OPERATING SYSTEMS 01-06

Pet care and accessories

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Rishi + founder

- Choose species, size and accessory versus ingestible route
- Identify a product reviewer familiar with animal use
- Budget for fit exchanges and hygiene disposition

EVIDENCE Pet-segment scope / Product route record / Fit-return budget

RELEASE GATE Accessory pricing is not reused for food, treatment or supplements.

Template: Pet-segment scope

SYSTEM 02

Customer research

OWNER Research lead

- Interview pet parents about actual care routines
- Record pet size, behaviour and failed purchases
- Observe fit/use with appropriate handling and owner permission

EVIDENCE Pet routine research / Size and fit ledger / Failure-use notes

RELEASE GATE Owner interviews and priced trials identify one species/size group, a recurring care job and a reason to switch.

Template: Pet routine research

SYSTEM 03

Product and range

OWNER Product lead

- Specify material, fit range and attachment strength
- Review chewing, entanglement and foreseeable misuse
- Keep claims to the approved accessory purpose

EVIDENCE Fit and use specification / Material evidence / Care instructions

RELEASE GATE The product and warnings match the actual species and size.

Template: Fit and use specification

SYSTEM 04

Suppliers and quality

OWNER Sourcing + quality lead

- Inspect dimensions, seams, closures and finish
- Agree lot traceability and material change control
- Review a separate current route before adding pet food or imports

EVIDENCE Pet accessory release file / Supplier inspection record / Range-regulatory review

RELEASE GATE No ingestible item enters through an accessory approval.

Template: Pet accessory release file

SYSTEM 05

Costs and cash

OWNER Finance lead

- Model size exchanges and non-resalable hygiene returns
- Price bundles using component costs and shipping weight
- Link reorder cash to size-level sell-through

EVIDENCE Pet bundle cost model / Size exchange allowance / Reorder cash sheet

RELEASE GATE The best-selling size can be replenished without buying excess slow sizes.

Template: Pet bundle cost model

SYSTEM 06

Store and offers

OWNER Ecommerce lead

- Show measurement instructions and actual fit photographs
- State species, size, material and care limits
- Test size exchange and bundle inventory mapping

EVIDENCE Pet fit page / Measurement guide / Size exchange workflow

RELEASE GATE Customers can measure fit before buying.

Template: Pet fit page

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 23 / OPERATING SYSTEMS 07-12

Pet care and accessories

Every action has an owner; every dependent release waits for evidence.

SYSTEM 07

Sales and marketing

OWNER Growth + creative lead

- Test care demonstrations and size-guidance creatives
- Use groomer/community trials with clear disclosures
- Separate new-buyer and replenishment advertising

EVIDENCE Pet creative matrix / Partner referral record / Buyer/cohort campaign split

RELEASE GATE Claims stay within product evidence and paid relationships are transparent.

Template: Pet creative matrix

SYSTEM 08

Delivery and support

OWNER Operations + support

- Verify correct size and clean packing
- Classify defect, fit mismatch and chew damage accurately
- Record and escalate any animal-safety concern

EVIDENCE Size dispatch check / Pet issue record / Hygiene return disposition

RELEASE GATE Safety concerns reach the product lead promptly.

Template: Size dispatch check

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Store pet details only for a relevant consented purpose
- Offer compatible sizes and use-specific add-ons
- Measure repeat by the actual replenishable component

EVIDENCE Pet owner CRM map / Compatible bundle ladder / Eligible repeat report

RELEASE GATE Cross-sell forecasts identify compatible products and eligible owners; replacement assumptions follow observed accessory use rather than pet-food cycles.

Template: Pet owner CRM map

SYSTEM 10

Roles and approvals

OWNER Project lead + founder

- Name fit support and product reviewers
- Approve any supplier material change
- Review customer photos and data with appropriate permissions

EVIDENCE Pet product master / Material change approval / Support coaching record

RELEASE GATE Support and creators use the same approved fit guidance.

Template: Pet product master

SYSTEM 11

26-week plan

OWNER Project lead

- Weeks 1-6: pet segment, use evidence and samples
- Weeks 7-14: fit-controlled launch and issue review
- Weeks 15-26: replenishment or adjacent sizes only with evidence

EVIDENCE Pet launch runway / Fit/release gate / Size expansion record

RELEASE GATE Do not scale a size chart with unresolved mismatch patterns.

Template: Pet launch runway

SYSTEM 12

Weekly review

OWNER Founder + workstream leads

- Track fit-related returns, safety issues and repeat-eligible buyers
- Monitor contribution by bundle and pet segment
- Replenish winning sizes from actual demand

EVIDENCE Pet scorecard / Size demand forecast / Safety issue register

RELEASE GATE Growth approval requires fit quality and funded stock.

Template: Pet scorecard

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 24 / FAMILY & INTERESTS

Sports, fitness and outdoor

One routine-based accessory range; load-bearing safety equipment and medical recovery devices need separate routes.

BUYER A recreational user pursuing a defined training or outdoor activity.
FIRST RANGE Two training/yoga essentials and a routine bundle, with clear load/use limits.

PLANNING ENVELOPE Capital ₹35-75L. Launch: 10-18+ weeks for a narrow reviewed accessory range. Repeat: Wear replacement and adjacent-routine cross-sell over 90-365 days.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	300	₹6.60L	₹1.61L	-₹1.30L
Base	700	₹15.40L	₹3.75L	₹0.44L
High	1,100	₹24.20L	₹5.89L	₹2.18L

COST PER RETAINED ORDER / INR

Net basket	₹2,200
Product	₹850
Packaging	₹80
Forward fulfilment	₹130
Failure / returns allowance	₹120
Payment fees	₹50
Contribution before acquisition	₹970

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹850
Other acquisition	₹0.60L
CRM	₹0.10L
Fixed operations	₹1.90L
Model result	₹0.44L

Paid share of new orders: 70%. Repeat share of retained orders: 10%.

ROUTE TO MARKET

Coaches / activity creators / Show correct intended use with approved limits.
Measure: Retained CAC per routine

High-intent search / Capture specific accessory needs.
Measure: Contribution by keyword intent

Clubs / studios / Obtain supervised product feedback and referrals.
Measure: Activated referrals and issue rate

BASE-CASE DEMAND BURDEN

630 new retained orders; 441 paid-acquired. 70 repeats from 450 eligible customers (15.6% activation). Approximately 787 placed orders at 89% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Base assortment is released and in stock; no unresolved safety or quality hold.
- New-customer CAC and returns allowances are validated with mature retained orders.
- Eligible repeat buyers and non-media acquisition are evidenced, not assumed free.
- A funded 13-week cash forecast covers stock, customer service and the next test.

CATEGORY RISK Durability, loading claims, injury-related misuse, bulky freight and low repeat.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.
Release references: R-BIS. See source register; verify current SKU-specific applicability.

CATEGORY 24 / OPERATING SYSTEMS 01-06

Sports, fitness and outdoor

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Rishi + founder

- Define activity, user level and product-risk scope
- Agree whether product is recreational, protective or medical
- Keep technical review and liability-related advice in the launch budget

EVIDENCE Activity and risk brief / Product route decision / Founder capability review

RELEASE GATE No safety-critical product is included through an ordinary accessory plan.

Template: Activity and risk brief

SYSTEM 02

Customer research

OWNER Research lead

- Observe the routine and existing gear
- Record space, grip, portability and maintenance complaints
- Interview users who stopped using competing products

EVIDENCE Routine evidence map / Abandonment reasons / Price/occasion record

RELEASE GATE A specific task improvement supports the initial range.

Template: Routine evidence map

SYSTEM 03

Product and range

OWNER Product lead

- Specify material, dimensions, loading and usage limits
- Test durability appropriate to the intended use
- Avoid injury-prevention or treatment claims without the correct evidence/route

EVIDENCE Use-and-load specification / Durability record / Approved usage guide

RELEASE GATE The product reviewer signs material, dimensions, intended activity and load/use limits supported by the recorded tests.

Template: Use-and-load specification

SYSTEM 04

Suppliers and quality

OWNER Sourcing + quality lead

- Inspect load-sensitive seams, joints and grip surfaces
- Verify applicable standards for the exact item
- Agree material tolerances and change-control rules

EVIDENCE Activity product release / Factory QC sheet / Material change register

RELEASE GATE All accepted stock matches the reviewed reference sample.

Template: Activity product release

SYSTEM 05

Costs and cash

OWNER Finance lead

- Include shipping weight, exchanges and warranty replacement
- Price routine bundles by true component cost
- Stress-test slow repeat and seasonal demand

EVIDENCE Routine bundle P&L / Warranty allowance / Seasonality cash plan

RELEASE GATE First-order economics can support a durable product cycle.

Template: Routine bundle P&L

SYSTEM 06

Store and offers

OWNER Ecommerce lead

- Show size, dimensions, use limits and setup
- Explain who the product is and is not suited for
- Test bundle components and exchange flows

EVIDENCE Routine product page / Setup guide / Bundle order test

RELEASE GATE Product promises agree with the approved use guide.

Template: Routine product page

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 24 / OPERATING SYSTEMS 07-12

Sports, fitness and outdoor

Every action has an owner; every dependent release waits for evidence.

SYSTEM 07

Sales and marketing

OWNER Growth + creative lead

- Test one routine and buyer level at a time
- Use credible demonstrations rather than transformation guarantees
- Attribute club referrals separately from paid media

EVIDENCE Routine campaign card / Coach asset brief / Channel attribution sheet

RELEASE GATE Scale depends on retained margin and issue quality, not views.

Template: Routine campaign card

SYSTEM 08

Delivery and support

OWNER Operations + support

- Inspect critical components before dispatch
- Record usage context for warranty complaints
- Quarantine repeated failures pending product review

EVIDENCE Critical inspection SOP / Usage-context issue record / Warranty stock ledger

RELEASE GATE Repeated load/use failures trigger containment.

Template: Critical inspection SOP

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Deliver setup and care education before upselling
- Recommend genuinely adjacent accessories
- Use community and referrals without assuming fast reorders

EVIDENCE Routine onboarding / Accessory progression map / Referral review

RELEASE GATE Repeat forecasts reflect actual replacement/adjacency demand.

Template: Routine onboarding

SYSTEM 10

Roles and approvals

OWNER Project lead + founder

- Name a product reviewer and activity-informed support lead
- Approve all coach scripts and usage demonstrations
- Record responsibility for load/spec changes

EVIDENCE Use-claim approval / Activity support guide / Change sign-off

RELEASE GATE No creator invents a higher use limit or medical benefit.

Template: Use-claim approval

SYSTEM 11

26-week plan

OWNER Project lead

- Weeks 1-6: routine evidence and product tests
- Weeks 7-16: controlled launch and durability learning
- Weeks 17-26: repeatable channels and adjacent products

EVIDENCE Activity launch runway / Durability maturity gate / Adjacency decision

RELEASE GATE Finish the agreed durability observation and close recurring use failures before approving a new accessory or higher volume.

Template: Activity launch runway

SYSTEM 12

Weekly review

OWNER Founder + workstream leads

- Monitor issue type, use context and contribution by routine
- Watch bulky-shipping leakage and slow inventory
- Release next PO using retained demand and cash

EVIDENCE Sports operating board / Failure-context ledger / Reorder decision

RELEASE GATE Unexpected safety or durability issues override growth targets.

Template: Sports operating board

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 25 / FAMILY & INTERESTS

Stationery, books and gifting

A focused paper/planner or desk-gifting range; licensed books/art need ownership and rights checks.

BUYER A buyer with a concrete writing, study, creative or gifting occasion.
FIRST RANGE Two paper formats, one cover family and one gift set; limited personalisation options.

PLANNING ENVELOPE Capital ₹30-50L. Launch: 6-12+ weeks for a print-led narrow assortment. Repeat: Refill, academic season and gifting over 60-180 days.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	500	₹4.50L	₹1.10L	-₹0.94L
Base	1,000	₹9.00L	₹2.21L	₹0.12L
High	1,800	₹16.20L	₹3.98L	₹1.82L

COST PER RETAINED ORDER / INR

Net basket	₹900
Product	₹300
Packaging	₹45
Forward fulfilment	₹75
Failure / returns allowance	₹25
Payment fees	₹22
Contribution before acquisition	₹433

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹400
Other acquisition	₹0.45L
CRM	₹0.10L
Fixed operations	₹1.45L
Model result	₹0.12L

Paid share of new orders: **65%**. Repeat share of retained orders: **15%**.

ROUTE TO MARKET

Study / creative creators / Show actual paper, layouts and use cases.
Measure: Contribution per bundle

Search / organic discovery / Capture format, paper and gifting intent.
Measure: Qualified conversion

Corporate / institutional gifting / Separate bulk economics from retail D2C.
Measure: Cash margin per approved batch

BASE-CASE DEMAND BURDEN

850 new retained orders; 552 paid-acquired. 150 repeats from 650 eligible customers (23.1% activation). Approximately 1,076 placed orders at 93% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Base assortment is released and in stock; no unresolved safety or quality hold.
- New-customer CAC and returns allowances are validated with mature retained orders.
- Eligible repeat buyers and non-media acquisition are evidenced, not assumed free.
- A funded 13-week cash forecast covers stock, customer service and the next test.

CATEGORY RISK Low baskets, shipping share, print defects, personalisation errors and seasonality.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

CATEGORY 25 / OPERATING SYSTEMS 01-06

Stationery, books and gifting

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Rishi + founder

- Choose retail occasion and personalisation limits
- Separate bulk gifting from consumer funnel reporting
- Confirm artwork/content rights and brand ownership

EVIDENCE Occasion and rights brief / Bulk/retail scope map / Personalisation policy

RELEASE GATE The founder owns or licenses every artwork and content asset.

Template: Occasion and rights brief

SYSTEM 02

Customer research

OWNER Research lead

- Interview real users about paper and format choices
- Observe notebooks/planners already used
- Review gifting purchase timing and perceived quality

EVIDENCE Use-format research / Gift-buyer notes / Competitor format sheet

RELEASE GATE User interviews and an actual priced offer support the selected paper format, writing task or gifting occasion.

Template: Use-format research

SYSTEM 03

Product and range

OWNER Product lead

- Freeze paper, binding, print, dimensions and layout
- Test writing, bleed-through and repeated opening
- Limit cover and personalisation combinations

EVIDENCE Paper/product specification / Use test record / Variant matrix

RELEASE GATE Sample quality matches the advertised use and material.

Template: Paper/product specification

SYSTEM 04

Suppliers and quality

OWNER Sourcing + quality lead

- Approve press proofs and colour tolerance
- Inspect print sequence, binding and quantity
- Keep rights evidence and approved artwork versions

EVIDENCE Print approval record / Binding/print inspection / Artwork rights file

RELEASE GATE The print-run record identifies the signed artwork/press-proof version and confirms rights before production is authorised.

Template: Print approval record

SYSTEM 05

Costs and cash

OWNER Finance lead

- Include per-order shipping and personalised rework
- Calculate bundle contribution without fictitious free shipping
- Model seasonal stock and bulk payment deposits

EVIDENCE Paper bundle economics / Rework reserve / Seasonality cash sheet

RELEASE GATE Low basket contribution supports acquisition or a funded learning cap.

Template: Paper bundle economics

SYSTEM 06

Store and offers

OWNER Ecommerce lead

- Show page interiors, dimensions and materials
- Make personalisation preview and approval unambiguous
- Test spelling, variant and gift message handling

EVIDENCE Format-led product page / Personalisation test / Gift inventory map

RELEASE GATE Order data is sufficient to produce the correct personalised item.

Template: Format-led product page

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 25 / OPERATING SYSTEMS 07-12

Stationery, books and gifting

Every action has an owner; every dependent release waits for evidence.

SYSTEM 07

Sales and marketing

OWNER Growth + creative lead

- Demonstrate use rather than only flat-lay styling
- Test occasions and bundles with distinct pages
- Keep bulk enquiries in a separately costed pipeline

EVIDENCE Occasion campaign plan / Creator use brief / Bulk lead-cost sheet

RELEASE GATE Consumer CAC excludes unrelated corporate order windfalls.

Template: Occasion campaign plan

SYSTEM 08

Delivery and support

OWNER Operations + support

- Protect corners and books from moisture
- Check name/spelling and print variants before shipping
- Resolve missing pages and transit damage with evidence

EVIDENCE Pack and spelling checklist / Print issue log / Rework order flow

RELEASE GATE Personalised orders are checked against the approved customer text.

Template: Pack and spelling checklist

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Offer refills and relevant next formats
- Time reminders to usage or academic seasons
- Keep gifting promotions permission-based

EVIDENCE Refill/season CRM / Format progression / Gift-buyer segmentation

RELEASE GATE Replenishment is supported by format consumption, not a monthly default.

Template: Refill/season CRM

SYSTEM 10

Roles and approvals

OWNER Project lead + founder

- Name artwork, production and personalisation owners
- Use version control for every print run
- Require founder approval for a new cover family

EVIDENCE Artwork change card / Personalisation owner map / Print-run approval

RELEASE GATE New designs do not bypass stock and rights review.

Template: Artwork change card

SYSTEM 11

26-week plan

OWNER Project lead

- Weeks 1-4: occasion evidence and print sample
- Weeks 5-12: production, store and bundle tests
- Weeks 13-26: seasonal planning and repeatable acquisition

EVIDENCE Print launch runway / Sample/press gate / Seasonal PO review

RELEASE GATE Scale designs after sell-through, not before launch learning.

Template: Print launch runway

SYSTEM 12

Weekly review

OWNER Founder + workstream leads

- Review contribution by format and personalised variant
- Track print defects, spelling rework and design ageing
- Forecast next PO from sell-through and gifting commitments

EVIDENCE Stationery scorecard / Design ageing report / Print cash commitment

RELEASE GATE Slow designs do not consume the next winning-format reorder budget.

Template: Stationery scorecard

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 26 / HOME & LIVING

Gardening and plants

Domestic beginner plants and planters in serviceable lanes; avoid importing plants or selling pesticides without separate review.

BUYER A home grower with a specific light, space and care constraint.
FIRST RANGE Four hardy plant options, two planter sizes and an honest care kit.

PLANNING ENVELOPE Capital ₹30-60L. Launch: 8-14+ weeks with transport trials; seasons can change the plan. Repeat: Growing supplies and collection expansion over 45-180 days.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	400	₹4.80L	₹0.86L	-₹1.30L
Base	900	₹10.80L	₹1.94L	₹0.07L
High	1,400	₹16.80L	₹3.02L	₹1.44L

COST PER RETAINED ORDER / INR

Net basket	₹1,200
Product	₹340
Packaging	₹110
Forward fulfilment	₹130
Failure / returns allowance	₹100
Payment fees	₹30
Contribution before acquisition	₹490

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹450
Other acquisition	₹0.50L
CRM	₹0.15L
Fixed operations	₹1.75L
Model result	₹0.07L

Paid share of new orders: 60%. Repeat share of retained orders: 20%.

ROUTE TO MARKET

Care-led content / search / Answer specific space and care questions.
Measure: Qualified conversion and post-delivery survival complaints

Local communities / Reach a serviceable city with real growing support.
Measure: Retained contribution by lane

Home / plant creators / Demonstrate actual size and care requirements.
Measure: Retained CAC and care-fit feedback

BASE-CASE DEMAND BURDEN

720 new retained orders; 432 paid-acquired. 180 repeats from 650 eligible customers (27.7% activation). Approximately 1,023 placed orders at 88% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Base assortment is released and in stock; no unresolved safety or quality hold.
- New-customer CAC and returns allowances are validated with mature retained orders.
- Eligible repeat buyers and non-media acquisition are evidenced, not assumed free.
- A funded 13-week cash forecast covers stock, customer service and the next test.

CATEGORY RISK Live-goods damage, pests, lane/weather loss, customer care mismatch and mortality.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.
Release references: R-PLANT. See source register; verify current SKU-specific applicability.

CATEGORY 26 / OPERATING SYSTEMS 01-06

Gardening and plants

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Rishi + founder

- Choose domestic plants and supported delivery lanes
- Separate seeds, fertilisers and pesticides into distinct product reviews
- Agree live-arrival and customer-care promises

EVIDENCE Plant and lane scope / Product-route exclusions / Live-arrival policy

RELEASE GATE The business can support the promised plant and delivery conditions.

Template: Plant and lane scope

SYSTEM 02

Customer research

OWNER Research lead

- Ask buyers about light, space and previous plant failures
- Inspect actual indoor/outdoor placement needs
- Record care time and willingness to pay for support

EVIDENCE Space-and-care research / Plant failure ledger / Buyer fit guide

RELEASE GATE The selected species match the observed light, space and care time of the intended buyers.

Template: Space-and-care research

SYSTEM 03

Product and range

OWNER Product lead

- Specify saleable plant size, pot and acceptable variation
- Create care instructions for each actual species
- Test planter compatibility and drainage

EVIDENCE Plant sale specification / Species care master / Planter fit matrix

RELEASE GATE Photos and size claims represent what customers receive.

Template: Plant sale specification

SYSTEM 04

Suppliers and quality

OWNER Sourcing + quality lead

- Qualify domestic nursery sources and inspection criteria
- Check pests, damage and acclimatisation process
- Trial packaging across representative delivery lanes

EVIDENCE Nursery release checklist / Pest/damage record / Transport trial

RELEASE GATE Stock is fit to dispatch and supported lanes pass the packaging test.

Template: Nursery release checklist

SYSTEM 05

Costs and cash

OWNER Finance lead

- Cost mortality, live-arrival replacements and special packing
- Measure shipping by chargeable weight and lane
- Reserve cash for seasonal losses and unsaleable stock

EVIDENCE Live-goods economics / Lane loss allowance / Nursery cash forecast

RELEASE GATE The live-arrival promise is funded at observed failure rates.

Template: Live-goods economics

SYSTEM 06

Store and offers

OWNER Ecommerce lead

- Help buyers choose by light, space and care capacity
- State real plant size and natural variation
- Show serviceable locations and live-arrival resolution process

EVIDENCE Care-fit product page / Size/variation guide / Lane checkout test

RELEASE GATE The store does not promise identical live plants or universal delivery.

Template: Care-fit product page

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 26 / OPERATING SYSTEMS 07-12

Gardening and plants

Every action has an owner; every dependent release waits for evidence.

SYSTEM 07

Sales and marketing

OWNER Growth + creative lead

- Target serviceable cities before national awareness
- Test care-led problem solving with honest plant images
- Use local community referrals with real fulfilment capacity

EVIDENCE Lane-first campaign map / Care creative plan / Community referral record

RELEASE GATE Marketing geography matches weather and fulfilment readiness.

Template: Lane-first campaign map

SYSTEM 08

Delivery and support

OWNER Operations + support

- Inspect and photograph representative outgoing lots
- Avoid transit schedules that strand vulnerable stock
- Triage live-arrival damage and care questions separately

EVIDENCE Plant dispatch SOP / Weather/lane hold rules / Live-arrival issue log

RELEASE GATE Dispatch timing protects the plant and matches the customer promise.

Template: Plant dispatch SOP

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Send arrival and acclimatisation help promptly
- Offer compatible supplies based on plant and care context
- Use consented care reminders rather than aggressive discounts

EVIDENCE Plant onboarding / Supply compatibility map / Care feedback cohort

RELEASE GATE Cross-sell follows successful care, not unresolved arrival complaints.

Template: Plant onboarding

SYSTEM 10

Roles and approvals

OWNER Project lead + founder

- Name a nursery/plant-care owner and support lead
- Approve seasonal substitutions with updated photos and care info
- Review lane closures and care claims weekly

EVIDENCE Seasonal change card / Care-support roster / Lane status board

RELEASE GATE A substituted species cannot retain the previous care instructions.

Template: Seasonal change card

SYSTEM 11

26-week plan

OWNER Project lead

- Weeks 1-5: care-fit research, nursery and transport trials
- Weeks 6-14: city/lane launch and live-arrival learning
- Weeks 15-26: seasonal assortment and selective lane expansion

EVIDENCE Seasonal lane runway / Transport release gate / Expansion review

RELEASE GATE Confirm plant health and current lane/weather suitability before dispatch; reschedule launches and campaigns when either fails.

Template: Seasonal lane runway

SYSTEM 12

Weekly review

OWNER Founder + workstream leads

- Track live-arrival claims, lane loss and contribution
- Review plant ageing and nursery replenishment
- Pause failing lanes and species before increasing traffic

EVIDENCE Live-goods scorecard / Lane/species loss matrix / Stock health review

RELEASE GATE Do not use national order volume to hide an unviable delivery lane.

Template: Live-goods scorecard

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 27 / TECHNOLOGY & MOBILITY

Automotive care and accessories

Non-safety-critical fitment and care accessories; electrical, helmet and protective items require their own route.

BUYER A vehicle owner with a known model and a specific convenience or care need.

FIRST RANGE Two fitment-controlled organisers/care kits and one compatible bundle.

PLANNING ENVELOPE Capital ₹40-80L. Launch: 10-16+ weeks for domestic non-electrical accessories. Repeat: Care supplies and adjacent accessories over 90-365 days.

FINAL 30 DAYS OF MONTH SIX / HYPOTHETICAL STEADY INPUTS

Case	Retained orders	Retained sales	Media spend	Model result
Low	350	₹6.65L	₹1.58L	-₹1.12L
Base	800	₹15.20L	₹3.61L	₹0.79L
High	1,250	₹23.75L	₹5.63L	₹2.70L

COST PER RETAINED ORDER / INR

Net basket	₹1,900
Product	₹700
Packaging	₹70
Forward fulfilment	₹110
Failure / returns allowance	₹100
Payment fees	₹45
Contribution before acquisition	₹875

BASE-MONTH ACQUISITION + RUNNING COSTS

Media CAC / paid new buyer	₹700
Other acquisition	₹0.60L
CRM	₹0.10L
Fixed operations	₹1.90L
Model result	₹0.79L

Paid share of new orders: 70%. Repeat share of retained orders: 8%.

ROUTE TO MARKET

- Vehicle-model search** / Reach owners searching exact fitment.
Measure: Retained CAC by vehicle model
- Auto demonstrations** / Show real fit and installation limits.
Measure: Retained orders and fit-return rate
- Detailer / community partners** / Test useful care and accessory referrals.
Measure: Partner contribution after incentives

BASE-CASE DEMAND BURDEN

736 new retained orders; 515 paid-acquired. 64 repeats from 500 eligible customers (12.8% activation). Approximately 899 placed orders at 89% retention.

CONDITIONS BEFORE FUNDING THE BASE CASE

- Base assortment is released and in stock; no unresolved safety or quality hold.
- New-customer CAC and returns allowances are validated with mature retained orders.
- Eligible repeat buyers and non-media acquisition are evidenced, not assumed free.
- A funded 13-week cash forecast covers stock, customer service and the next test.

CATEGORY RISK Model incompatibility, installation complaints, vehicle damage claims and safety-critical scope creep.

MODEL BOUNDARY Result = retained sales - product/fulfilment allowances - media - other acquisition - CRM - fixed operations. Basket, costs, repeat mix and CAC stay fixed; higher volume may need more capacity and eligible repeat buyers. Not cash profit: inventory funding, capex, tax, finance and settlement timing are outside this bridge. Add any omitted channel fees/warranty allowance.

Release references: R-BIS. See source register; verify current SKU-specific applicability.

CATEGORY 27 / OPERATING SYSTEMS 01-06

Automotive care and accessories

Every action has an owner; every dependent release waits for evidence.

SYSTEM 01

Founder brief

OWNER Rishi + founder

- Define vehicle segment and non-safety-critical scope
- Keep electrical or protective equipment out until separately reviewed
- Agree responsibility for fitment and installation guidance

EVIDENCE Vehicle scope brief / Product risk classification / Founder/service map

RELEASE GATE The launch route matches technical and service capability.

Template: Vehicle scope brief

SYSTEM 02

Customer research

OWNER Research lead

- Interview owners of named vehicle models
- Record dimensions, installation obstacles and current alternatives
- Separate showroom enthusiasm from actual purchase intent

EVIDENCE Vehicle owner research / Model-fit observations / Purchase objection record

RELEASE GATE Named-model owner research and a priced offer demonstrate the accessory's use benefit and the supported vehicle range.

Template: Vehicle owner research

SYSTEM 03

Product and range

OWNER Product lead

- Freeze fitment by model/year where relevant
- Test attachment, obstruction and material behaviour in intended conditions
- Avoid claims that imply safety certification or vehicle warranty approval without evidence

EVIDENCE Fitment matrix / Installation/use assessment / Material specification

RELEASE GATE The reviewed fit does not obstruct safe vehicle use.

Template: Fitment matrix

SYSTEM 04

Suppliers and quality

OWNER Sourcing + quality lead

- Inspect dimensions, attachment and finish by lot
- Check current SKU-specific requirements for any regulated item
- Maintain supplier substitution and compatibility controls

EVIDENCE Fitment release file / Incoming QC record / Supplier change log

RELEASE GATE Approved fitment and product evidence accompany the released batch.

Template: Fitment release file

SYSTEM 05

Costs and cash

OWNER Finance lead

- Cost fit exchanges, bulky pack and installation support
- Track vehicle-model inventory separately
- Exclude unapproved national expansion from base-case demand

EVIDENCE Vehicle SKU economics / Exchange allowance / Model-level cash plan

RELEASE GATE The PO funds winning fitments without overstocking unsupported models.

Template: Vehicle SKU economics

SYSTEM 06

Store and offers

OWNER Ecommerce lead

- Ask for vehicle/model information only where needed for fit
- Show exclusions and installation limits before payment
- Test wrong-model selection and support escalation

EVIDENCE Fitment product page / Model selection flow / Installation FAQ

RELEASE GATE A compatible model can be chosen without guessing.

Template: Fitment product page

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

CATEGORY 27 / OPERATING SYSTEMS 07-12

Automotive care and accessories

Every action has an owner; every dependent release waits for evidence.

SYSTEM 07

Sales and marketing

OWNER Growth + creative lead

- Run model-specific search and demonstration assets
- Partner with credible detailers using clear incentives
- Measure retained margin separately by vehicle group

EVIDENCE Model-intent campaign map / Installation demo brief / Partner attribution

RELEASE GATE No ad implies universal fit or unverified safety benefit.

Template: Model-intent campaign map

SYSTEM 08

Delivery and support

OWNER Operations + support

- Check fitment code against each order
- Provide installation guidance within the approved scope
- Escalate damage or safety concerns and quarantine suspect lots

EVIDENCE Fitment dispatch SOP / Installation support record / Incident escalation log

RELEASE GATE Support can distinguish wrong fit, misuse and product defect.

Template: Fitment dispatch SOP

SYSTEM 09

Repeat purchases

OWNER CRM lead

- Send setup checks before requesting a review
- Offer compatible care supplies or accessories
- Measure referrals and adjacency rather than frequent vehicle-part replacement

EVIDENCE Owner onboarding / Compatible add-on map / Referral cohort

RELEASE GATE Cross-sell uses an approved fitment relationship.

Template: Owner onboarding

SYSTEM 10

Roles and approvals

OWNER Project lead + founder

- Assign fitment, supplier and incident-review owners
- Approve each new model/year claim
- Require founder approval for electrical or safety-critical expansion

EVIDENCE Fitment change card / Product scope approval / Incident owner roster

RELEASE GATE New fitments do not inherit old test evidence automatically.

Template: Fitment change card

SYSTEM 11

26-week plan

OWNER Project lead

- Weeks 1-6: vehicle research and fitment validation
- Weeks 7-16: limited-model launch and return learning
- Weeks 17-26: add supported model families and funded stock

EVIDENCE Model-family runway / Fitment readiness gate / Expansion review

RELEASE GATE Remove any failed model/fitment from the launch list and update stock, pages and campaigns before selling the remaining range.

Template: Model-family runway

SYSTEM 12

Weekly review

OWNER Founder + workstream leads

- Review model-level contribution and fit returns
- Trace defects and vehicle complaints to lot and content
- Release new fitments only after demand and technical evidence

EVIDENCE Auto accessory board / Fitment issue matrix / New-model decision

RELEASE GATE Vehicle damage or safety issues override commercial targets.

Template: Auto accessory board

Full template fields, failure responses and KPI details are available in the interactive companion. Record reviewer, decision, unresolved issues and next handoff date on every release.

SOURCE REGISTER / RESEARCH REVIEWED 17 OCTOBER 2026

Evidence and release references

Market evidence and forecasts retain their source-specific period and scope. Regulatory links identify the review route; check the current rules, product classification and amendments for the exact SKU. Internal model numbers are hypothetical.

bain_2026 / How India Shops Online 2026

Bain & Company / Flipkart | 2026-04-08 | 2025 estimates; Q1 2026 estimate; 2030 forecast

<https://www.bain.com/insights/how-india-shops-online-2026/>

bain_2025 / How India Shops Online 2025

Bain & Company / Flipkart | 2025; exact publication day not verified in this audit | 2024 estimates; forecasts to 2028/2030 depending on metric

https://www.bain.com/globalassets/noindex/2025/bain_report_how_india_shops_online_2025.pdf

uc_festive_2025 / Investor presentation Q2 FY26 - festive insights

Unicommerce | 2025-11-11 (filing filename) | 2025 Diwali festive window versus 2024 festive window

https://unicommerce.com/UNICOMMERCE_11112025165053_Investor_Presentation_Q2.pdf

uc_d2c_2026 / The New D2C Playbook - April 2026

Unicommerce | April 2026 edition; exact day not stated | Category panel: April 2025-February 2026; broader page also says FY26

<https://unicommerce.com/india-d2c-report-2026-april/>

uc_qcommerce_2026 / Quick Commerce Festive Season Report 2026

Unicommerce | 2026; precise publication date not stated | Several different 2025-2026 windows; exact dates absent

<https://unicommerce.com/blog/quick-commerce-festive-season-report-2026/>

shipway_rto / Summer-sale logistics preparation

Shipway | 2026-04-06 | Underlying ShipNotes observation period not disclosed on this page

<https://blog.shipway.com/ecommerce-logistics-summer-sale-india/>

redseer_bpc_2026 / India BPC 2030: Growth, Shifts, and Opportunities

Redseer Strategy Consultants | 2026; February upload path; exact day not verified | FY2025 estimates; FY2030 projections

https://redseer.com/wp-content/uploads/2026/02/India-BPC-2030_Growth-Shifts-and-Opportunities_ExecReport_Redseer-2.pdf

uc_festive_2024 / Festive Season Sales Report 2024

Unicommerce | 2024-11-07 | September 26-29, 2024 versus prior-year opening festive-sale window

<https://unicommerce.com/blog/festive-season-sale-report-order-volume-surges-over-last-year/>

uc_wazir_2022 / India Retail and E-commerce Trends Report 2022

Unicommerce / Wazir Advisors | 2022; August upload path; exact day not verified | FY2022 versus FY2021

https://unicommerce.com/wp-content/uploads/2022/08/Unicommerce_and_Wazir_Advisors_Report_2022.pdf

G-COS / CDSCO - Cosmetics Rules and current cosmetics guidance

Cosmetic product manufacture/import, quality and claim review; exact product/claim applicability needs qualified assessment.

<https://www.cdsco.gov.in/opencms/opencms/en/Cosmetics/cosmetics/>

G-NUT / FSSAI - Health supplements and nutraceutical standards

Applicable nutrition categories and current regulations; not an approval for any particular ingredient, formulation or claim.

<https://www.fssai.gov.in/standards/health-supplements>

G-FOODLABEL / FSSAI - Labelling and Display regulations and amendments

Prepackaged food labelling review, including product-specific applicable amendments and commencement dates.

<https://www.fssai.gov.in/food-law/regulations/amendments/labelling-display>

SOURCE REGISTER / RESEARCH REVIEWED 17 OCTOBER 2026

Evidence and release references

G-FOODCLAIM / FSSAI - Advertising and Claims Regulations compendium

Food advertising and claim framework; confirm current amendments and claim applicability before use.

https://fssai.gov.in/upload/uploadfiles/files/Compendium_Advertising_Claims_Regulations_14_12_2022.pdf

G-LM / Department of Consumer Affairs - Packaged Commodities Rules FAQs

Packaged-commodity declaration and registration review; supplement with current rules/amendments for the actual product.

https://consumeraffairs.gov.in/public/upload/admin/cmsfiles/whatsnews/FAQs_on_Packaged_Commodities%2C_Rules_2011_whatsnews.pdf

G-BIS / BIS - Products under compulsory certification, Scheme I

Check exact SKU, current standard, QCO, effective dates, exemptions and manufacturer licence scope. Menstrual-pad routes require particular attention; listing is not blanket certification for all hygiene products.

<https://www.bis.gov.in/products-under-compulsory-certification/scheme-1/?lang=en>

L1 / Department of Consumer Affairs - Consumer Protection Acts and Rules

Official ecommerce, advertising and dark-pattern rules repository. Review current provisions and commencement dates for storefront policies.

<https://consumeraffairs.gov.in/pages/consumer-protection-acts>

L2 / Department of Consumer Affairs - Legal Metrology Act and rules

Official packaged-goods rules and amendments for declaration applicability review.

<https://consumeraffairs.gov.in/index.php/pages/legal-metrology-act>

L3 / R-BIS / BIS - Products under compulsory certification

Check exact product, standard, current dates, amendments and exemptions for footwear, furniture, utensils and other potentially covered products.

<https://www.bis.gov.in/product-certification/products-under-compulsory-certification/?lang=en>

L4 / BIS - Mandatory hallmarking orders

Precious-metal order scope and exemptions; fashion-jewellery economics do not apply to gold.

<https://www.bis.gov.in/hallmarking-overview/mandatory-hallmarking-order/?lang=en>

L5 / BIS - Footwear QCO FAQs

Older background explanation of footwear QCOs; current scope and amendments need L3.

<https://www.bis.gov.in/wp-content/uploads/2023/07/FAQs-on-footwear-merged.pdf>

R-CRS / BIS: electronics and IT registration scheme

Product-specific electronics registration and current amendments.

<https://www.bis.gov.in/product-certification/products-under-compulsory-certification/scheme-ii-registration-scheme/?lang=en>

R-TOY / BIS: certification for toy safety

Toy licensing route; confirm current scope and amendments for the launch assortment.

<https://www.bis.gov.in/wp-content/uploads/2020/10/Website-Banner-Text-for-Toys-Final.pdf>

R-EWASTE / CPCB: e-waste producer portal

Producer registration and applicable e-waste obligations.

<https://www.eprewaste.cpcb.gov.in/>

R-BATTERY / CPCB: battery EPR portal

Battery producer registration and applicable responsibilities.

<https://eprbattery.cpcb.gov.in/>

SOURCE REGISTER / RESEARCH REVIEWED 17 OCTOBER 2026

Evidence and release references

R-PET / DAHD: livestock products and pet-food import requirements

Specialist review for animal-origin pet-food imports; accessory economics do not cover food.

<https://www.dahd.gov.in/en/division/trade>

R-PLANT / Plant quarantine: official 2024 notification update

Plant and seed imports require a separate current quarantine review. Base plan uses domestic plants.

https://ppqs.gov.in/sites/default/files/newsletter_july-september_2024_english.pdf
