

A TMV FIELD GUIDE • BUILT TO BE SHARED

Is your company built to **win** its market — or just to sell into it?

Here are the questions that tell you which. Ask them of your own organization — honestly — and the gaps will name themselves. This is the diagnostic layer of Total Market Viability: a primer you can bring to your leadership.

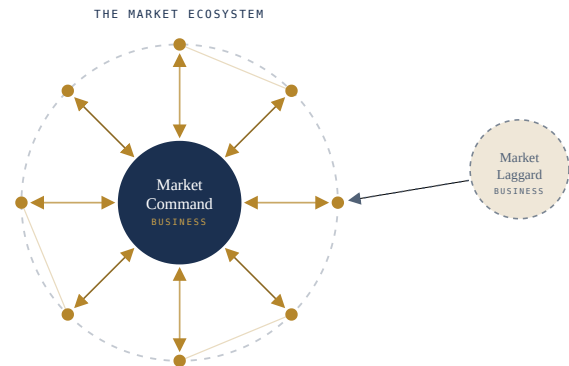
THE PREMISE

Your market isn't yours to define. It belongs to the customers moving through it.

Most companies plan from the inside out — sizing a market, then assuming the slice they can serve is the slice their current channels already reach. That ceiling is a trap. It caps ambition at the capability you happen to have today.

Total Market Viability reverses the lens: read the market from the outside in, then build the operating model to meet it. Multi-channel is a condition. Omnichannel is a strategy. Customer lifetime value is the route. Sustained growth and high margins is the destination.

You don't gain high margins and growth by entering a market. You earn those when you command the space you wish to occupy.



THE EXPERIENCE PREMIUM

Why the best product doesn't win.

Here's the uncomfortable part: the market grades an *experience*, not a spec sheet. A **Customer Experience Index** weighs what a buyer actually feels — ease of purchase, ease of use, reliability, service — and those scores, more than product quality alone, decide who gets chosen and kept. A superior product with a mediocre experience loses to a good-enough product with a superior one.



// Illustrative composite (to 100): product quality weighed against the customer-experience factors the market actually scores

The market doesn't buy the best product. It buys the best experience of a good-enough one — and TMV builds for the whole index.

Ask these of your own organization.

TMV assesses the business as one organism across six categories of function. You don't need the scoring model to feel where you stand — just answer honestly. Every hesitation is a gap worth a conversation.

1 Business Operations & Scale ? Could your operations absorb a 3× surge in a channel without breaking? ? Do you know which capability fails first when demand doubles? ? Is how you're organized quietly deciding where you're allowed to sell?	2 Purchasing Pathways & Infrastructure ? Can a customer buy the way they want to, on every surface where they're ready? ? How many steps sit between intent and purchase on your weakest pathway? ? Where are you forcing the path that's easiest for you, not for them?
3 Customer Analytics & Intelligence ? Can you see one customer across every touchpoint — or only inside silos? ? Do you measure lifetime value, or just the last transaction? ? When a number moves, do you know why in a day, or a quarter?	4 Content & Experience Delivery ? Does your brand show up with the right message at the moment of decision — everywhere it happens? ? Can you feed every channel what it needs without rebuilding it each time? ? Whose voice is your brand in the places you don't own?
5 Platform & Channel Management ? Do you command your presence on marketplaces and partner channels — or just appear there? ? Which channels are you in because they're valuable, and which because you always have been? ? Do you know the net margin of each channel, or only its revenue?	6 Customer Success Architecture ? Is retention something you design, or something you hope for? ? Who owns the customer after the sale — and can they grow that value? ? Does your model reward winning a customer once, or earning them for life?

Four phases. Each one leaves you with something you didn't have.



PHASE 1

Discover, outside-in

Map the market the way customers actually move through it, and mark where your brand is present, absent, or underpowered.

OUTPUT: JOURNEY & ECOSYSTEM MAPS

PHASE 3

Implement the model

Sequence the technology, teams, and capabilities — with change management built in — to turn the blueprint into how you operate.

OUTPUT: TRANSFORMATION ROADMAP

PHASE 2

Architect the value

Find the profitable pathways with net-margin analysis, and blueprint the content, data, and experience each one demands.

OUTPUT: COVERAGE & MARGIN BLUEPRINT

PHASE 4

Scale the wins

Extend into new segments and geographies on a repeatable playbook, funded by the growth you've already proven.

OUTPUT: SCALABLE INFILTRATION

Where is your organization today?



...and most believe they're one stage further along than they are. The distance between the two is the opportunity.