

EXECUTIVE BRIEFING

The Growth Architecture Framework

A diagnostic model to identify structural constraints
in commercial revenue systems.

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THE CORE IDEA

Growth problems are rarely channel problems.

Most growth constraints are structural — not tactical.

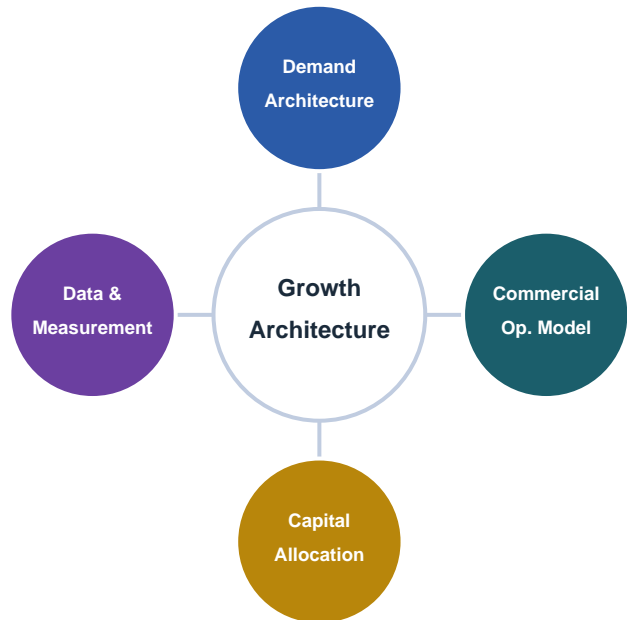
They emerge from misalignment between strategy, capital allocation, operating model and data infrastructure — not from a single underperforming channel or campaign.

The model reflects recurring structural patterns observed in organisations where growth stalled despite increasing marketing investment.

The Growth Architecture Framework evaluates four structural dimensions:

(detailed on pages 3–4)

- 01 Demand Architecture**
Channel mix, CAC logic, funnel
- 02 Commercial Operating Model**
Team, decisions, alignment
- 03 Data & Measurement**
Attribution, KPIs, analytics
- 04 Capital Allocation Logic**
Investment, ROI, governance



DIAGNOSTIC DIMENSIONS — 1 OF 2

Where structural constraints originate.

Derived from advisory work across international e-commerce, enterprise media and D2C environments.

1

Demand Architecture

- Channel structure & mix logic
- CAC distribution by channel
- Acquisition dependency risk
- Funnel conversion architecture
- New vs. returning revenue split
- Seasonal demand exposure

01

2

Commercial Operating Model

- Marketing team structure
- Decision cadence & ownership
- Brand–performance alignment
- CRM and product marketing link
- Reporting & accountability logic
- Interim leadership assessment

02

Demand architecture defines how growth is generated. Most companies over-index on one or two channels without structural logic for channel mix, marginal CAC, or funnel conversion — creating fragile acquisition that cannot scale without proportional cost increase.

The commercial operating model determines whether the organisation can execute strategy. When brand, performance, CRM and product marketing operate in silos — each optimising for its own KPIs — strategic alignment is impossible regardless of budget.

DIAGNOSTIC DIMENSIONS — 2 OF 2

Systems and capital — the invisible levers.

Derived from advisory work across international e-commerce, enterprise media and D2C environments.

3

Data & Measurement

- Attribution model reliability
- GA4 / analytics configuration
- Experimentation framework
- KPI definition & consistency
- Dashboard decision quality
- AI / ML data layer readiness

03

4

Capital Allocation Logic

- Marketing investment framework
- Marginal ROI by channel
- Budget governance process
- Contribution margin (DB2) link
- Resource deployment discipline
- Investment vs. activity spend

04

Measurement infrastructure determines whether decisions are evidence-based or instinctive. Broken attribution, misconfigured analytics and inconsistent KPIs produce confident decisions based on incorrect signals — accelerating capital misallocation.

Capital allocation is where strategy meets reality. Most organisations lack a rigorous framework for marginal ROI, contribution margin linkage, or budget governance. The result is investment driven by inertia rather than by evidence.

SCORING MODEL

How each dimension is evaluated.

- 1 — Optimised Fully functional and actively contributing to commercial growth.
- 2 — Functional Operational but with structural gaps that limit leverage and scale.
- 3 — Constrained Significant gaps reducing decision quality or growth efficiency.
- 4 — Critical Structural failure actively limiting or distorting commercial growth.

DIMENSION	CURRENT STATE	SCORE (1–4)	TARGET	PRIORITY
● Demand Architecture	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
● Commercial Operating Model	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
● Data & Measurement	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
● Capital Allocation Logic	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

How to use this framework:

Score each dimension 1–4 based on an honest assessment of your organisation's current state.

Dimensions scored 3 or 4 are the highest-leverage intervention points.

The gap between current score and target defines the commercial architecture brief for an engagement.

EXECUTIVE DIAGNOSTIC QUESTIONS

Six questions that reveal structural constraints.

This diagnostic is derived from advisory work across international e-commerce, media and enterprise organisations.

01

Can you explain your CAC trend over the last 12 months by channel — and identify the root cause?

If the answer requires significant qualification, attribution is likely broken or channel logic is fragmented.

02

How are brand, performance, CRM and product marketing aligned around a shared commercial logic?

Misalignment here is the most common source of budget inefficiency in scaling organisations.

03

What percentage of your marketing decisions are directly traceable to clean, reliable data?

Most executives overestimate this number. GA4 misconfiguration affects the majority of mid-size organisations.

04

What is your framework for allocating budget across channels based on marginal ROI?

The absence of a rigorous allocation framework typically costs 15–25% of marketing efficiency.

05

Where will growth come from in the next 18 months — and what system needs to be built to enable it?

This separates tactical thinking from commercial architecture thinking.

06












If you doubled your marketing budget today, would your current system produce proportional growth?

The answer reveals immediately whether the constraint is investment or architecture.

STRUCTURAL SYMPTOMS

What structural misalignment looks like in practice.

These symptoms appear when commercial architecture — not effort or budget — is the constraint.

 CAC rising despite higher spend	 Growth stalling after initial scale	 Attribution producing conflicting data
 Budget allocation driven by inertia	 Teams optimising for different KPIs	 AI initiatives failing to create leverage
 Experiments too slow or inconclusive	 Board unable to read marketing ROI	 New channel launches underperforming
 D2C or marketplace expansion stalling	 International scaling not converting	 Reporting inconsistent across teams

SEVERITY:  High — likely structural  Medium — often structural  Low — may be tactical

The diagnostic insight:
 Organisations experiencing three or more of these symptoms simultaneously are almost certainly facing an architectural constraint — not a tactical gap. Resolving symptoms individually without addressing the underlying structure produces temporary relief, not sustainable growth.
The highest-leverage intervention is always at the system level, not the channel level.

NEXT STEP

Start with a diagnostic conversation.

Organisations that identify structural constraints early avoid the cost of scaling misaligned systems. A 30-minute diagnostic conversation is usually sufficient to determine whether a deeper engagement would create meaningful leverage.

If two or more dimensions scored 3 or 4 in your assessment, the constraint is likely structural rather than tactical.

No commitment required

Direct conversation

Selective mandates only

Schedule a 30-minute diagnostic call

A direct conversation — no pitch, no proposal deck. Structured thinking about your situation.

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