

Situation

Macro
• Vision & Funding - What did stakeholders in the business want to reach for, and were they trending towards capitalization to get there? • Strategy - What was the primary strategy articulated to reach their vision? • TAM - What was the accepted size of the market? Did it support the continued growth of the business? • Team - Was the team inexperienced? Had they done this type of thing before? What were they good at? • Product - Where was the product currently? Who had it resonated with?
Micro
• Acquisition - How did customers traditionally buy from the business? In what configuration (ASP, packages)? • Retention - How long did customers stick around? Did that result in net contraction or expansion over time? • Segmentation - How did the business think about selling to the customer base? • Execution Bets - What GTM investments did the business think were necessary to support future growth? • Technology Bets - What R&D investments did the business think were necessary to support future growth?