

Decision Memo

One named decision, a recommendation, its evidence boundary and the alternatives rejected.

DECISION AT STAKE

Should the company expand outreach, narrow its ideal customer profile, or pause until buyer commitment is proven?

RECOMMENDATION: NARROW

CONFIDENCE: MODERATE

Focus the next 30 days on field-service fleets and run a paid-pilot commitment test. Do not scale outreach, sales capacity or product scope before the threshold is met.

CURRENT COMMERCIAL SIGNAL

31

contacted

12

replies

7

meetings

5

positive

4

demos

3

next steps

0

contracts

EVIDENCE BOUNDARY

The activity is real. It supports interest and forward motion. It does not yet establish willingness to pay, provide data, assign an internal sponsor or prioritise implementation.

OPTIONS CONSIDERED

EXPAND

REJECTED

Would scale activity before buyer commitment is proven.

NARROW

RECOMMENDED

Preserves learning while concentrating the test on one credible ICP.

PAUSE

NOT YET

The signal is strong enough to justify one bounded commitment test.

Evidence and Risk Map

Every material claim classified by what the current evidence can actually support.

PRIMARY RISK

Polite interest is being mistaken for commercial commitment.

DECISION-CHANGING UNKNOWN

Will a qualified buyer sign, pay, provide real data and assign an operational sponsor?

CLAIM	STATUS	EVIDENCE NOW	WHAT IT SUPPORTS
Target buyers recognise the problem	REPORTED	7 meetings; 5 positive responses	Problem relevance, not priority
The product creates operational value	REPORTED	4 demos; positive language	Perceived value, not realised value
Buyers will pay at the proposed level	UNKNOWN	No price accepted; 0 contracts	Nothing yet
Buyers will provide production data	UNKNOWN	No signed data-access commitment	Nothing yet
A sponsor will allocate internal time	ASSUMED	3 next steps; no named owner	Conversation continuity only
Current motion is ready to scale	CONTRADICTED	0 signed contracts after 4 demos	Do not scale yet

IMPLICATION FOR THE DECISION

The current evidence supports one focused commercial test. It does not support hiring sales, broadening the market or increasing product investment.

30-day Commitment Test

A bounded test designed to produce costly buyer behaviour, not another round of positive conversations.

TEST QUESTION

Will qualified field-service fleet operators make a costly commitment to solve this problem now?

TEST DESIGN

TARGET

8 qualified field-service fleet operators with 100+ vehicles and an active operations team.

OFFER

A 30-day paid pilot at EUR 18,000, limited to one defined operational problem.

OWNER

CEO / Commercial Lead.

DEADLINE

30 calendar days from the first qualified offer.

REVIEW

Weekly evidence review; final decision on day 30.

WHAT COUNTS AS COMMITMENT

- Signed paid-pilot agreement
- Access to relevant production data
- Named operational sponsor
- Named implementation owner
- Decision date scheduled before kickoff

DOES NOT COUNT

- A positive meeting
- A demo request
- An undefined next step

DECISION THRESHOLD

2 signed paid pilots within 30 days

At least one must include live data access and a named operational sponsor. If the threshold is met, prepare controlled expansion. If it is not met, do not add sales capacity or product scope.

STOP RULE

If fewer than two qualified buyers sign after eight properly qualified offers, stop broad outreach. Review whether the failure is urgency, ICP, offer, price or implementation risk before choosing the next motion.

Decision Record

The decision made, the work stopped, the owner and the conditions for changing course.

DECISION

Narrow the ICP. Run one paid-pilot motion. Do not expand yet.

OWNER

CEO

EFFECTIVE

Immediately

REVIEW DATE

Day 30

CONFIDENCE

Moderate

APPROVED SCOPE

- One ICP: field-service fleets
- Eight qualified target accounts
- One paid-pilot offer
- One operational problem per pilot
- Weekly evidence review

WORK STOPPED

- Broad cold outreach
- Additional customer segments
- Sales hiring
- Features not required by the pilot
- Claims of repeatable traction

CONDITIONS FOR CHANGING COURSE

SCALE	Two paid pilots sign, with live data access and named sponsors.
REPOSITION	No buyer accepts after eight qualified offers and urgency is the dominant objection.
REPRICE	Urgency and sponsorship are present, but qualified buyers consistently reject the price.
STOP	Buyers will not commit data, budget or operational ownership even after the offer is corrected.

OPEN ASSUMPTIONS

Pilot price, procurement time, data-access friction and the buyer's internal implementation capacity remain unproven. They must not be treated as facts in planning or investor material.