

Strategy Design Workshop @2024  
In Collaboration With FOREFOOD Accelerator

# GROWING GROWTH STRATEGY

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**growth-playbook**

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#PMUC #MJUiGTC #iGTCCoLAB #iGTCGrowthModel



facilitated by CoLAB,  
International Gastronomy  
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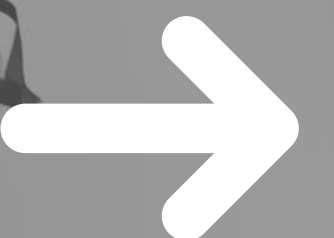


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# The Myth of Thinking Bold and Thinking Big

Image Credit: Cotton Bro Studio

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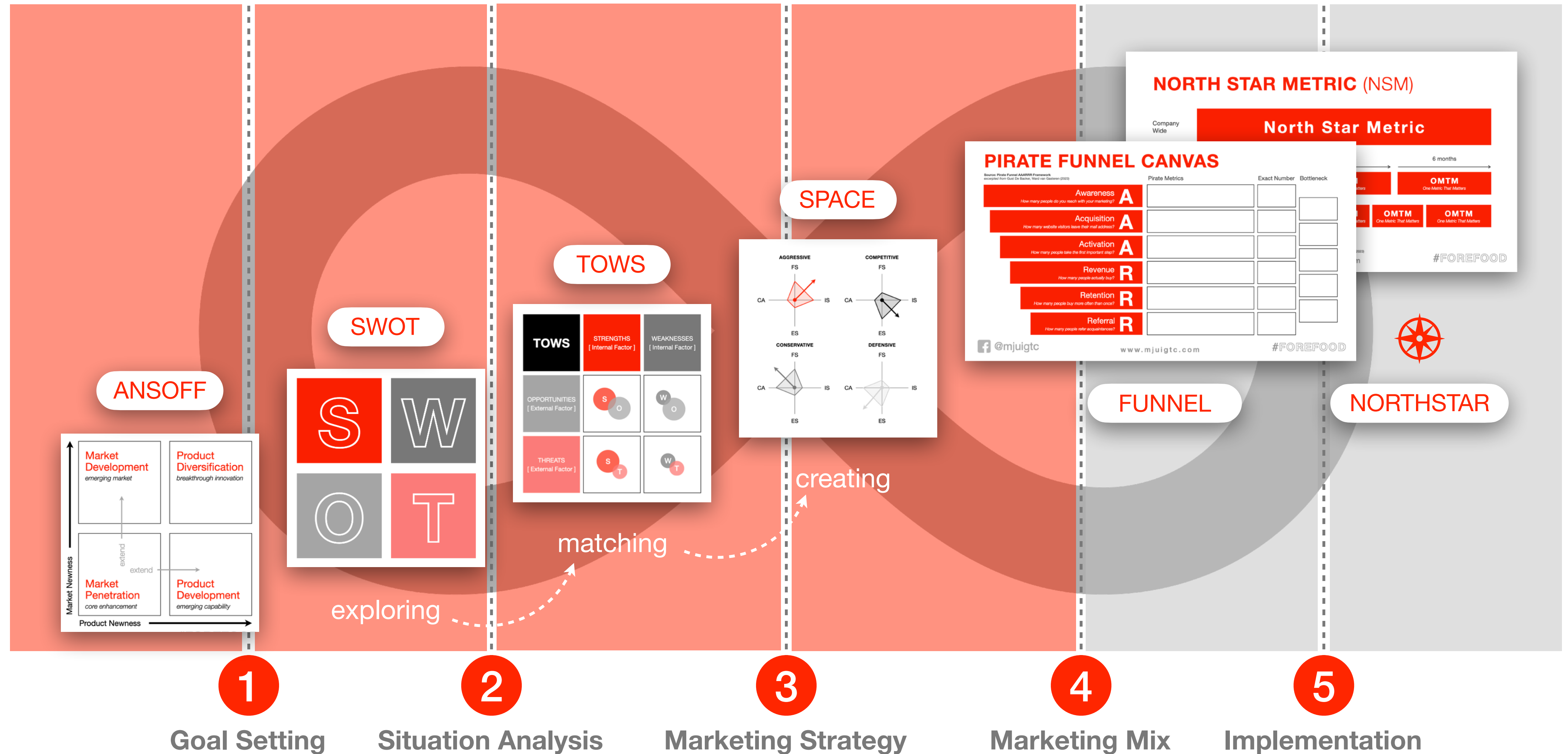
Where To Play

How To Win

How To Grow

What To Do

What To Learn



Source: The Growth Learning Loop  
adapted from Marketing Planning Process, Malcolm McDonald (2016)



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Strategy Design Learning @2024

**Growing Growth Strategy:  
The Myth of Thinking Bold  
and Thinking Big**

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In Collaboration With



**GROWTH  
TOOLBOX**

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DOWNLOAD

End of Workshop  
Business Design

Business Design

OSM

ANUWAT CHURYEN

Strategy Design

Area of Setting

SWOT Analysis | SWOT - TOWS SPACE

Growth Strategy

SPACE

3 Marketing Strategy

NSM

The Hook

00:10

01:19

Following ANUWAT CHURYEN

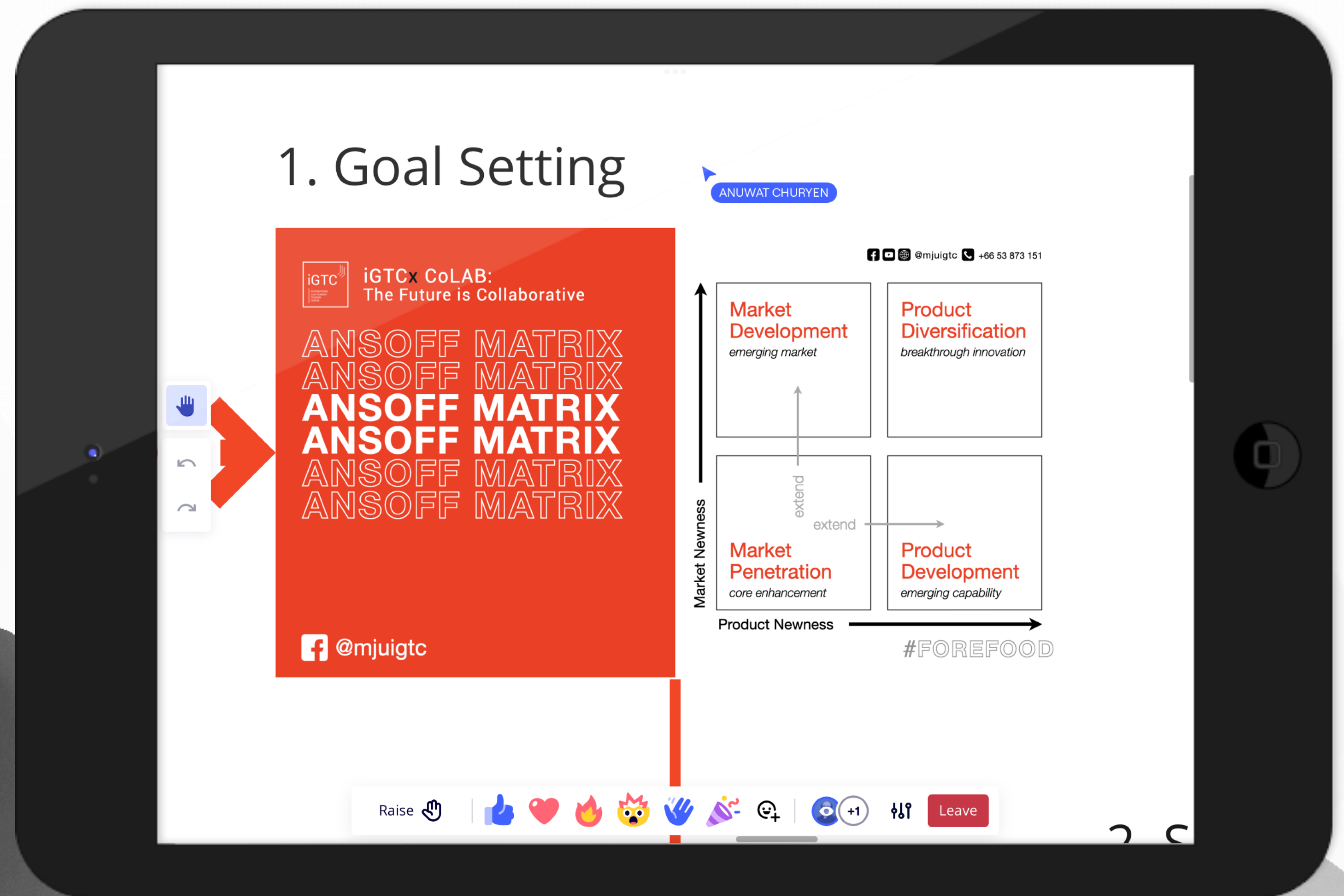
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## Miro Online Visual Workspace



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**Abobe Acrobat Reader**



**DOWNLOAD**

A white square icon with a red bar chart and an upward-pointing arrow.

A white square icon with a red compass rose.

A white square icon with a red map showing a path and a location pin.

A white square icon with a red bullseye target.

A white square icon with a red rocket ship.

**STRATEGIC  
DESIGN  
TOOLBOX  
GROWTH  
PLAYBOOK**

A white Facebook 'f' logo inside a red square.

@mjuigtc

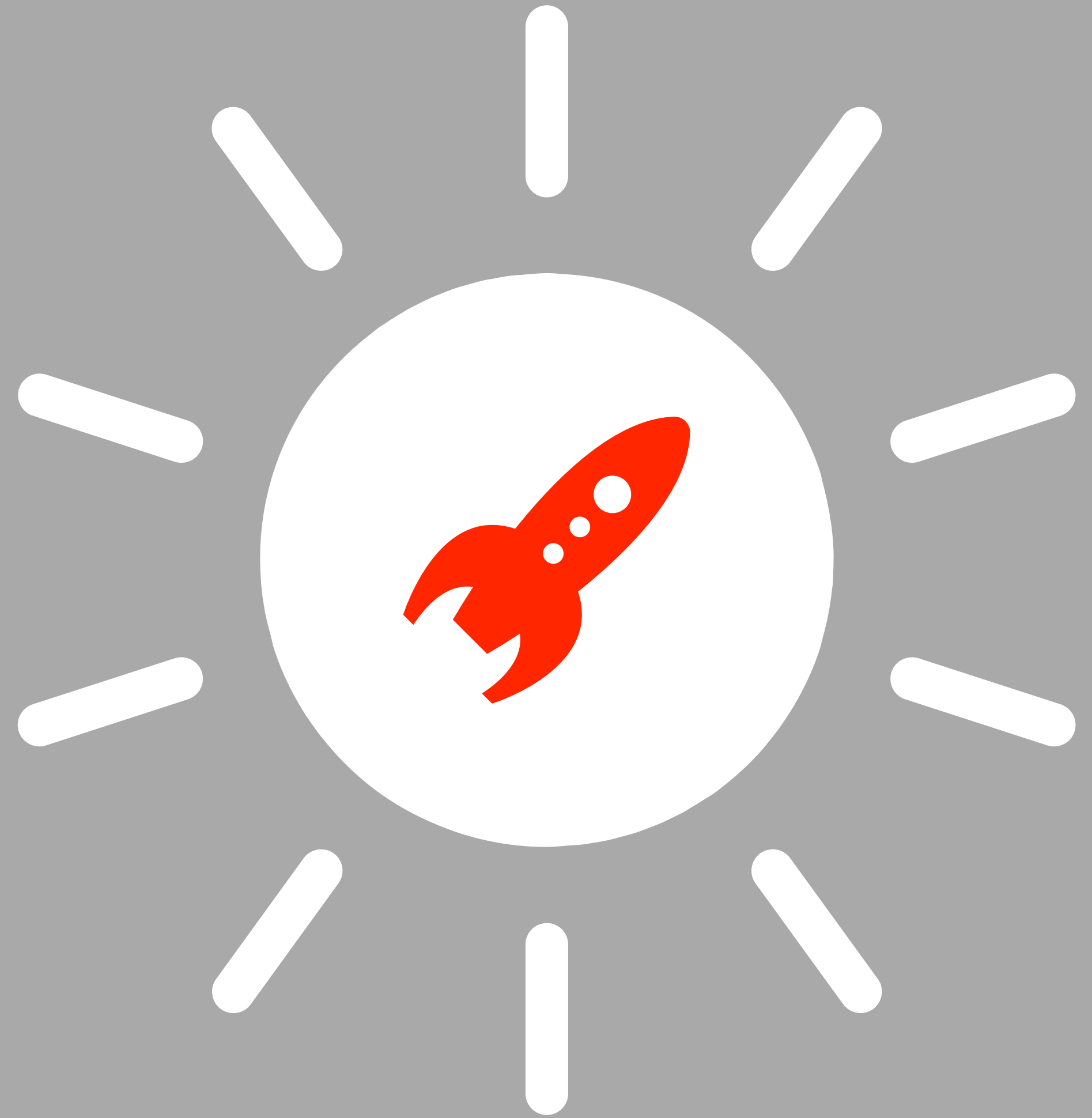
facilitated by CoLAB,  
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The iGTC logo, consisting of the letters 'iGTC' in a bold, sans-serif font, with the full name 'INTERNATIONAL GASTRONOMY TOURISM CENTRE' in smaller text below it, all enclosed in a red square.

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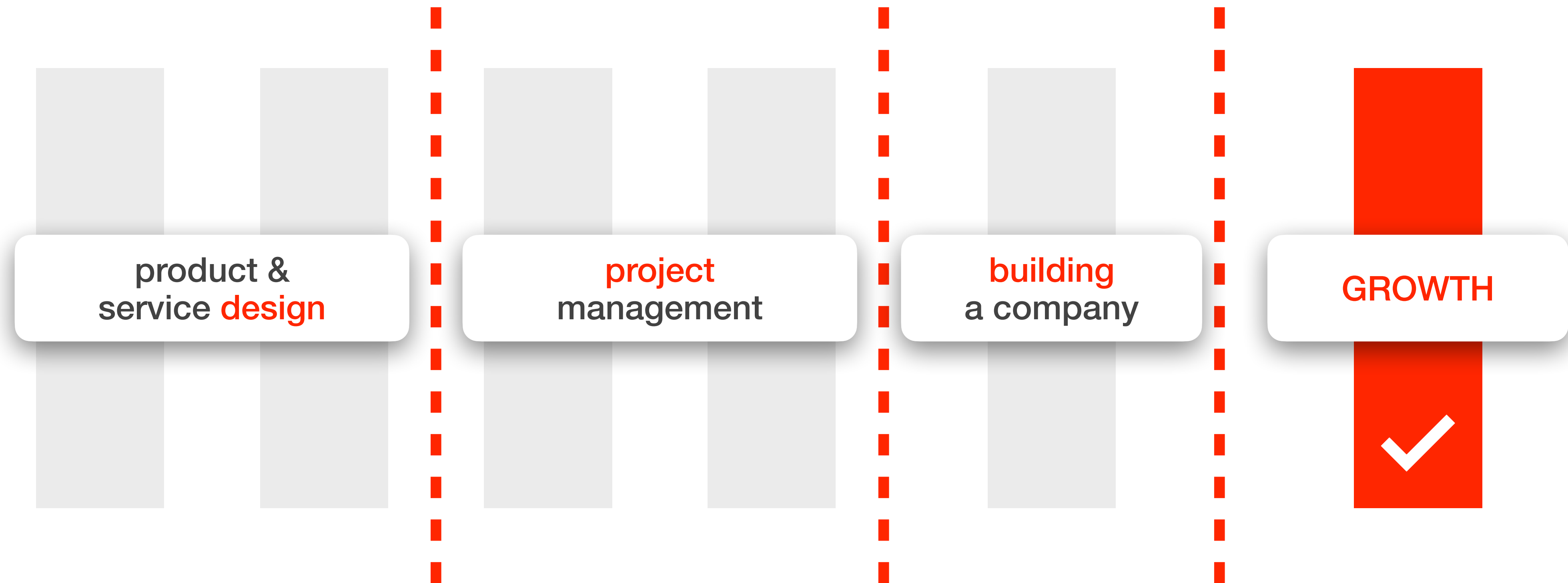


# GROWTH THINKING





# GROWTH THINKING



Source: Growth Thinking Comparing Methodologies  
excerpted from Growth Thinking, Nader Sabry (2021)

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# GROWTH THINKING



## Offering **Design**

- Design Thinking
- Google Design Sprints
- Lean Startup
- Double Diamond Model
- Kano Model



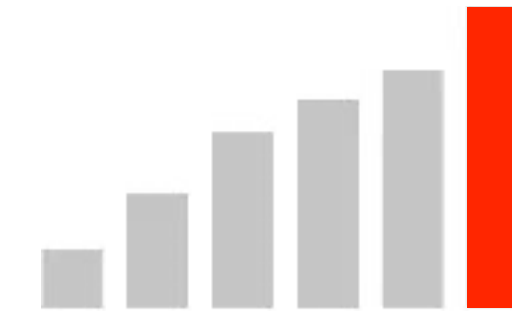
## Managing **Project**

- Agile
- Scrum
- Waterfall
- Kanban
- PRINCE2



## Building a Company

- Business Model Canvas
- Value Proposition Canvas
- Lean Canvas
- Blitzscaling Canvas
- Model Innovation Framework



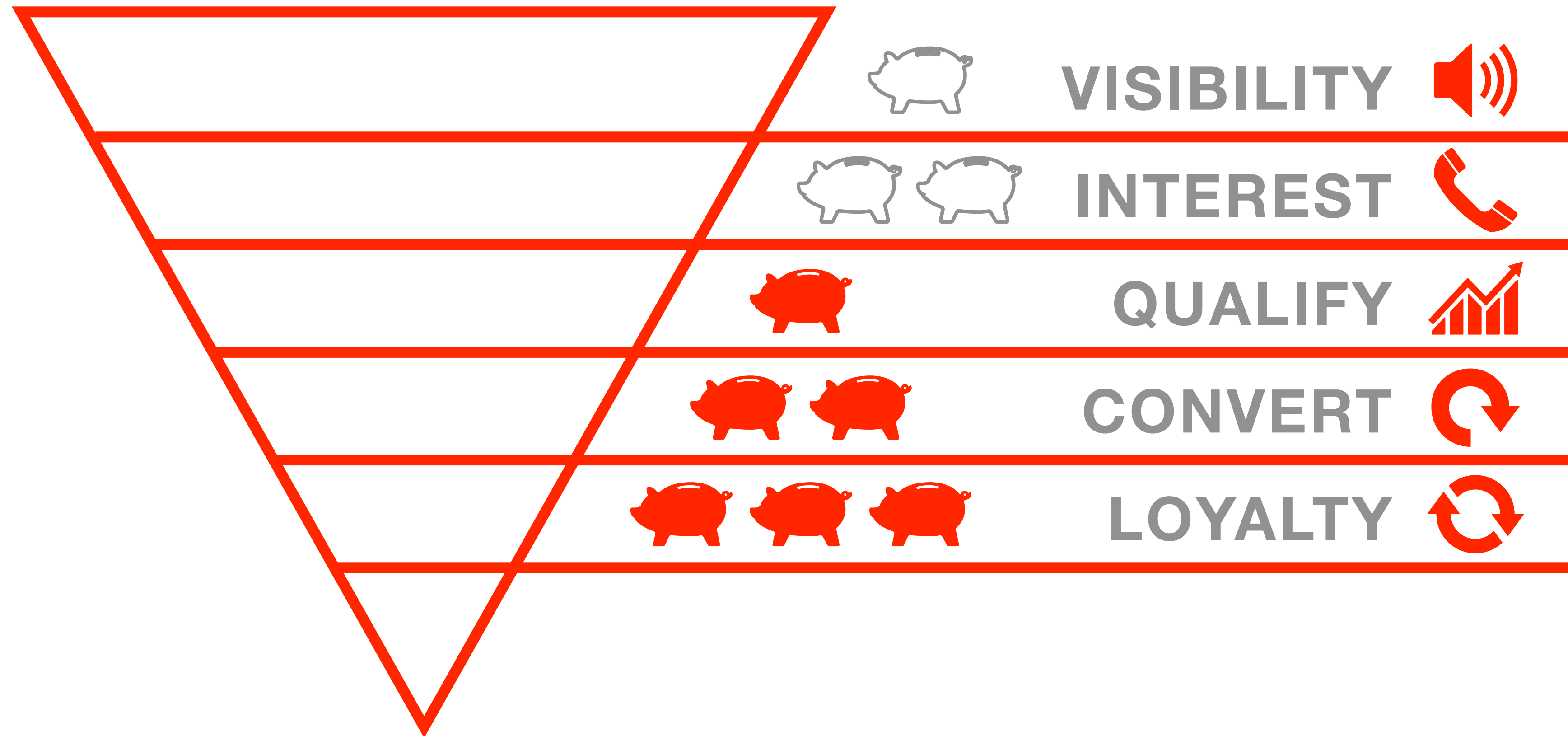
## Accelerating Growth

- **Pirate Funnel AAARRR**
- **North Star Metric**
- G.R.O.W.S.-process
- Lean Canvas
- T-shaped Growth Hacker
- One Metric That Matters

Source: Growth Thinking Comparing Methodologies  
*excerpted from Growth Thinking, Nader Sabry (2021)*

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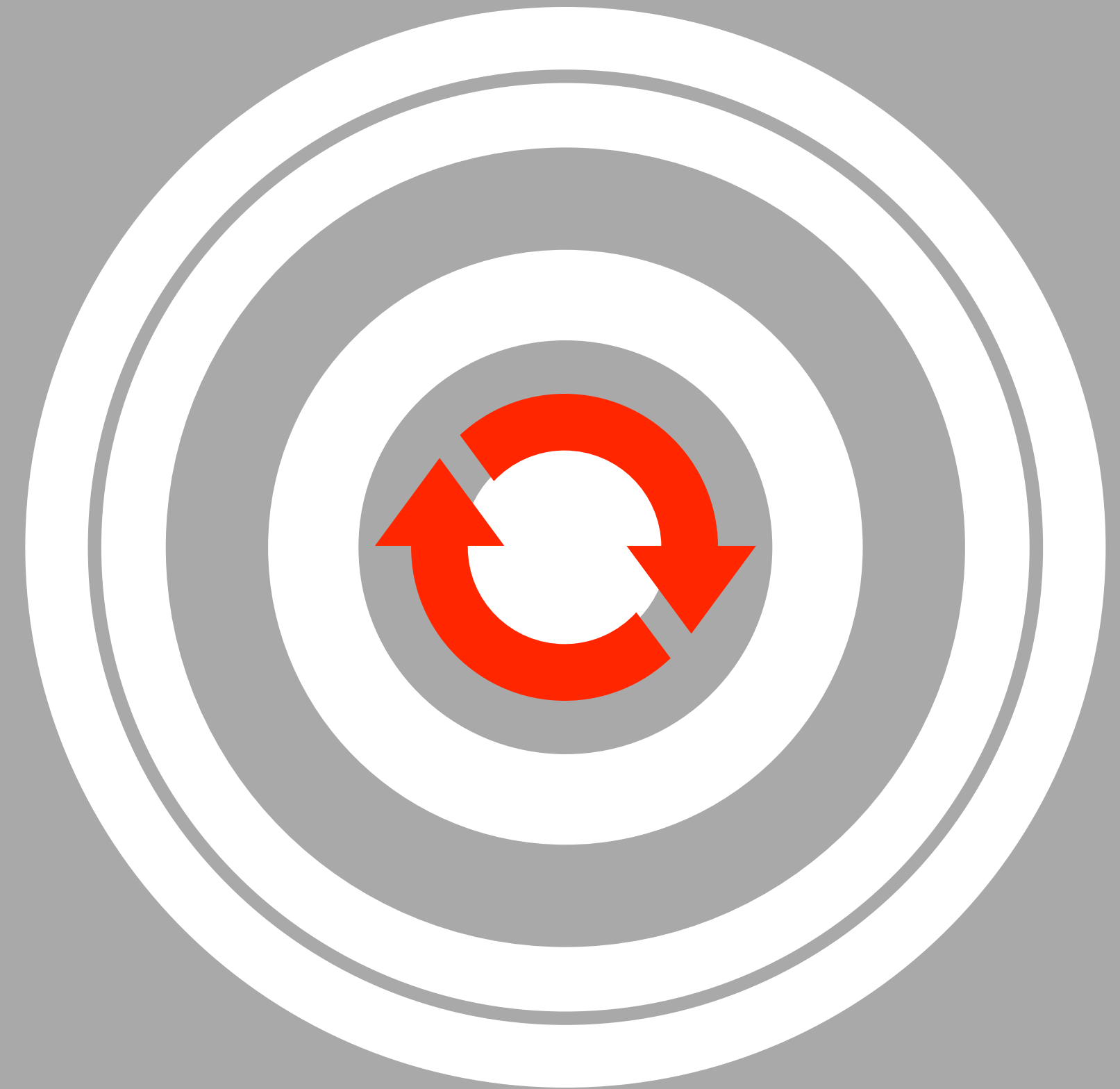
# GROWTH SYSTEM



|                                     |   |
|-------------------------------------|---|
| <b>CVR</b><br>Conversion Rate       | ↑ |
| <b>PAR</b><br>Purchase Action Ratio | ↑ |
| <b>BAR</b><br>Brand Advocacy Ratio  | ↑ |



# THINKING BACKWARD



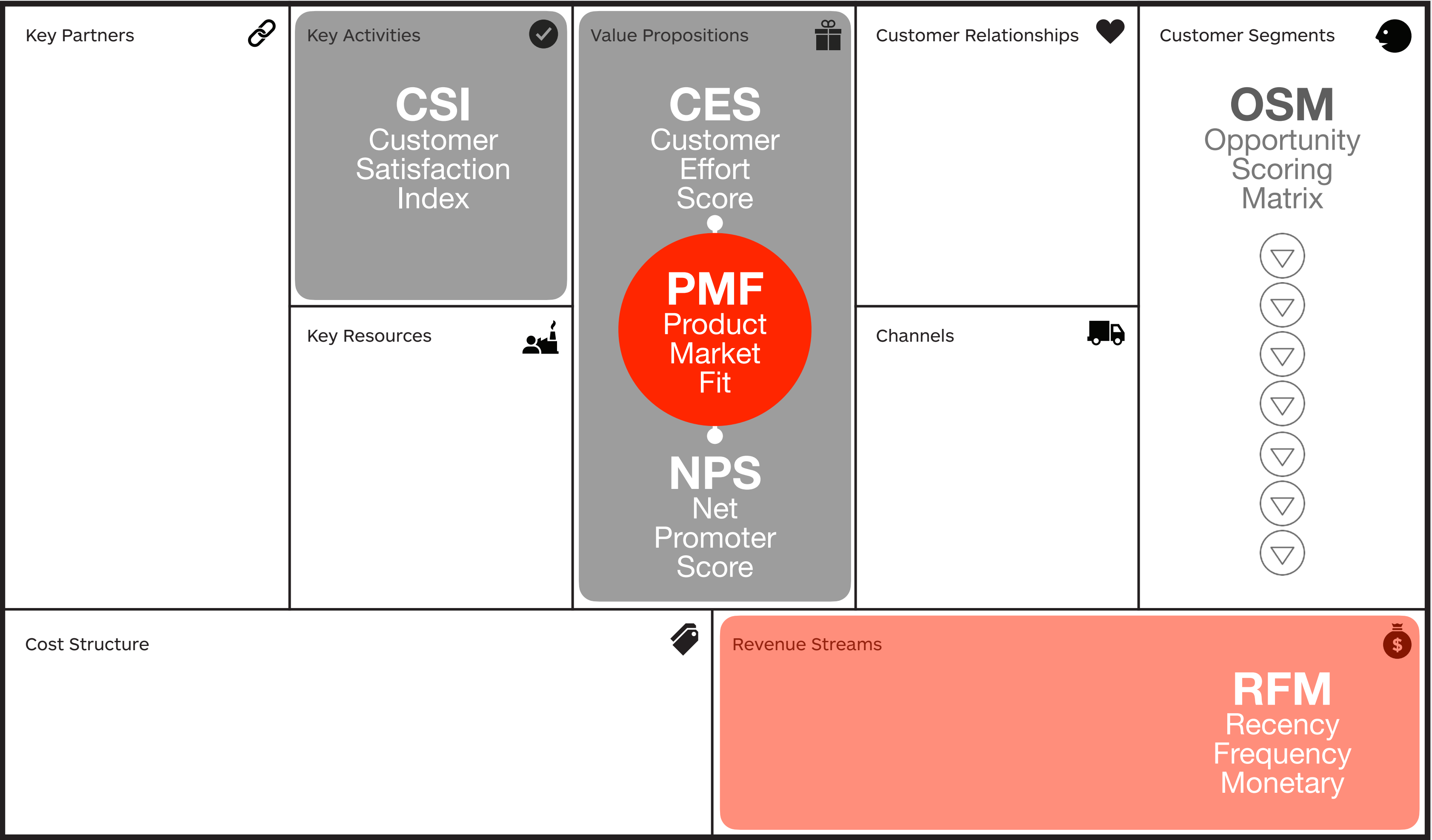
# The Business Model Canvas

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Designed by:

Date:

Version:



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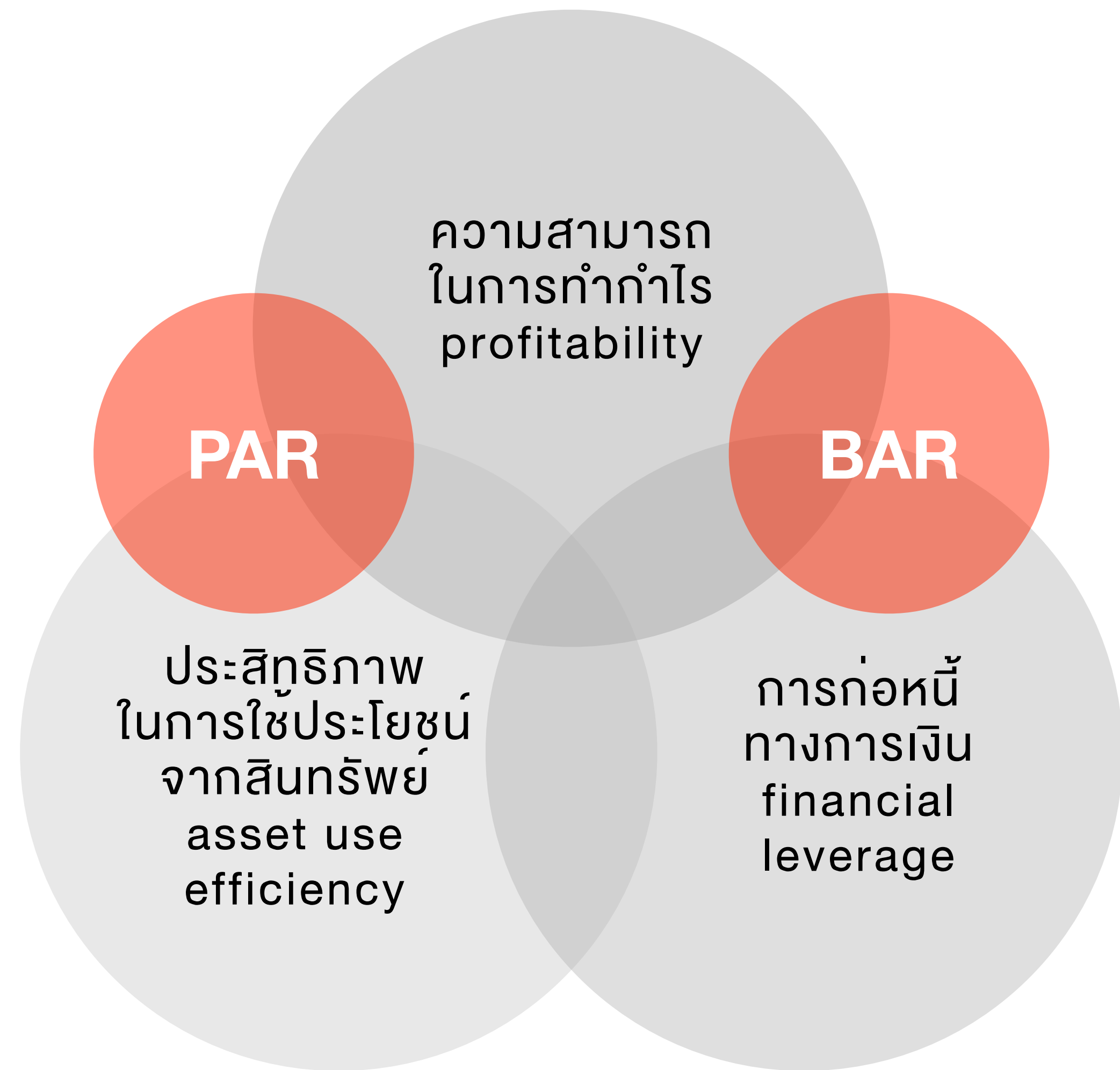
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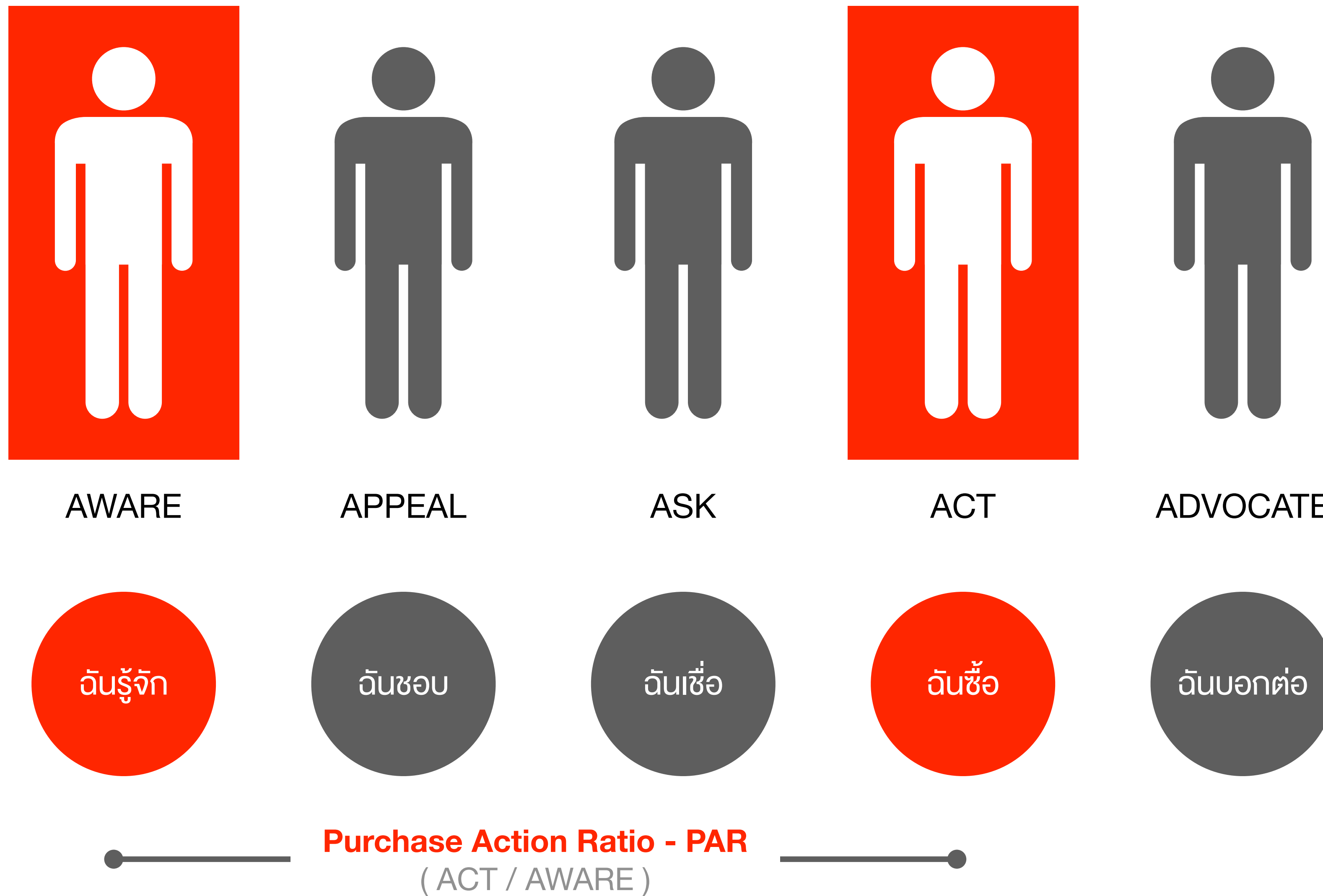
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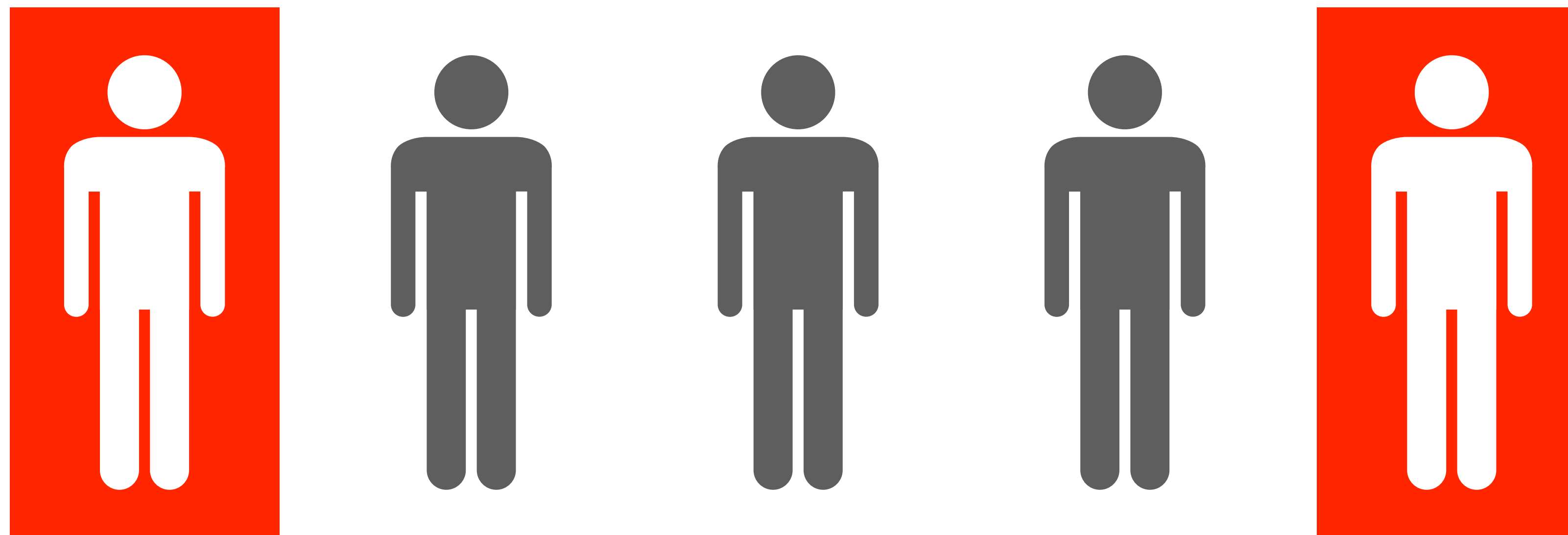
# Return On Marketing *Investment* / **ROM-I**

อัตราตอบแทน  
จากการลงทุนด้านการตลาด (ROM-I)  
วัดความสามารถในการสร้างการรับรู้แบรนด์  
และประสิทธิภาพทางการตลาดของบริษัทช่วยให้  
ผู้ถือหุ้นรู้ว่าเงินลงทุนของตนให้  
ผลิตภาพ (productivity) มากน้อยเพียงใด









AWARE

APPEAL

ASK

ACT

ADVOCATE



Brand Advocacy Ratio - BAR  
( ADVOCATE / AWARE )

# The Business Model Canvas

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# TEST

PATHWAY 1

OSM

CES

PMF

NPS

RFM

Customer Centricity

PATHWAY 2

OSM

BAR

ROM

PAR

CLV

Marketing Productivity



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## Critical Questions?

ใช้งบประมาณในการทำตลาด เกิดผลผลิตภาพหรือไม่?  
สร้างการรับรู้ เพิ่มยอดขาย หรือ การสร้างแบรนด์ ไปแล้ว  
“คุ้มค่า” แคลไหน? มีประสิทธิภาพเพียงใด  
ถ้าจะปรับ “ทิศทาง” การสื่อสารใหม่ ต้องทำอะไร ?

ต้นทุน / หน่วย (cost-pers) มีค่าเท่าไร ?  
revenue streams แต่ละ category นั้น “healthy” แคลไหน ? อาทิ

- 1) Cost per Thousand Impression (CPM “cost per mille”),
- 2) Cost per Click (CPC) vs Click Through Rate (CTR),
- 3) Cost per Conversion (CPC) incl Cost per Sale (CPS) or B2C; Customer Acquisition Cost (CAC) / B2B; Cost per Lead (CPL),
- 4) “Cost Ratio Model”  $CPS < \text{Gross Margin}$  หรือ  $CAC < CLV$ ; 1 : 3

**BAR**

Brand  
Advocacy  
Ratio



**ROM**

Return  
On  
Marketing



**PAR**

Purchase  
Action  
Ratio

Customer Segments



Cost Structure



Revenue Streams



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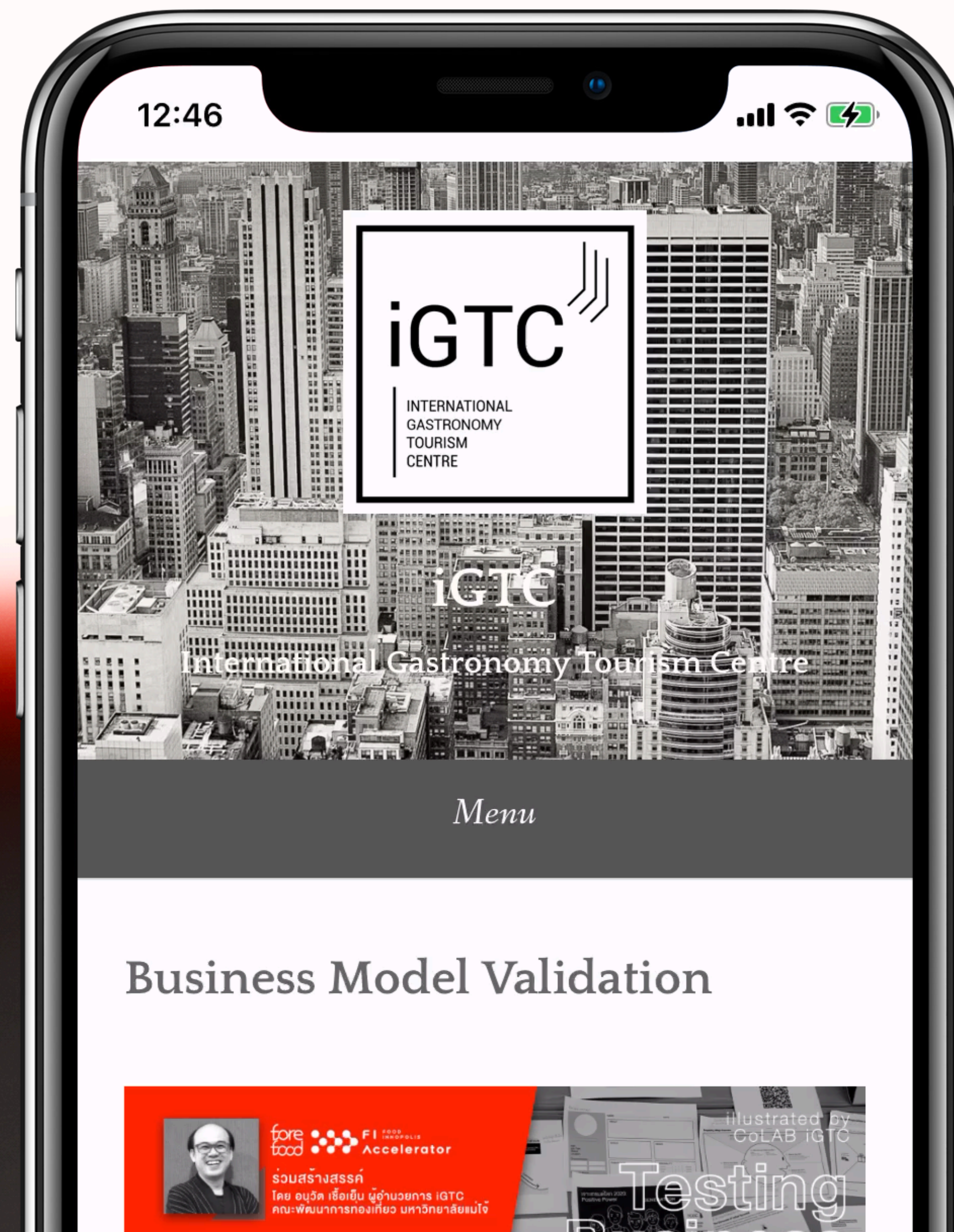
Onsite Workshop @2024 | Business Model Validation

# Business Model Validation

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testing-business-ideas](https://mjuigtc.com/training/testing-business-ideas)

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#PMUC #MJUiGTC #iGTCCoLAB #iGTCBMV





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HOW

WHAT

WHO

MONEY



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TRACK

TEST

TRACE



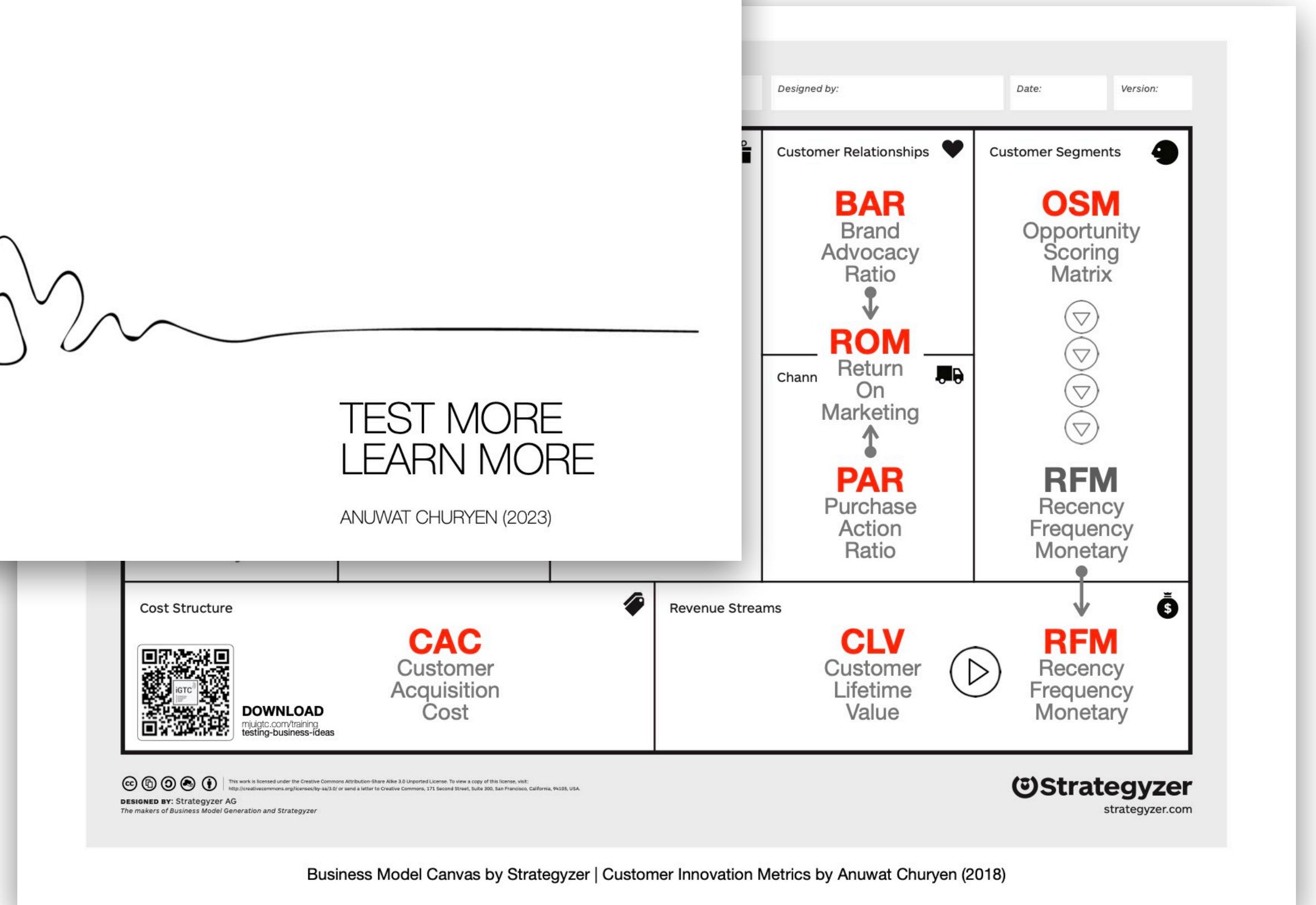
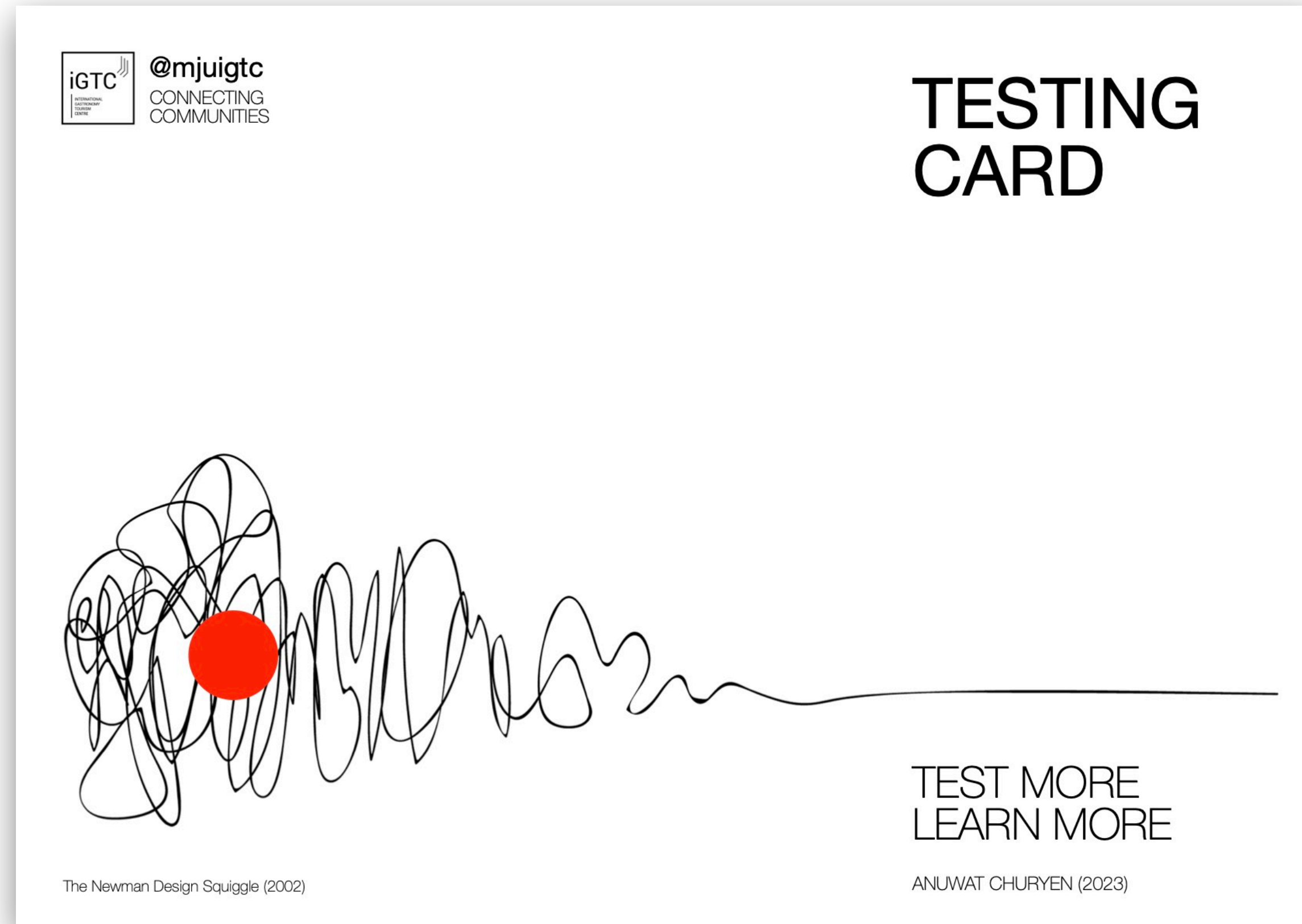
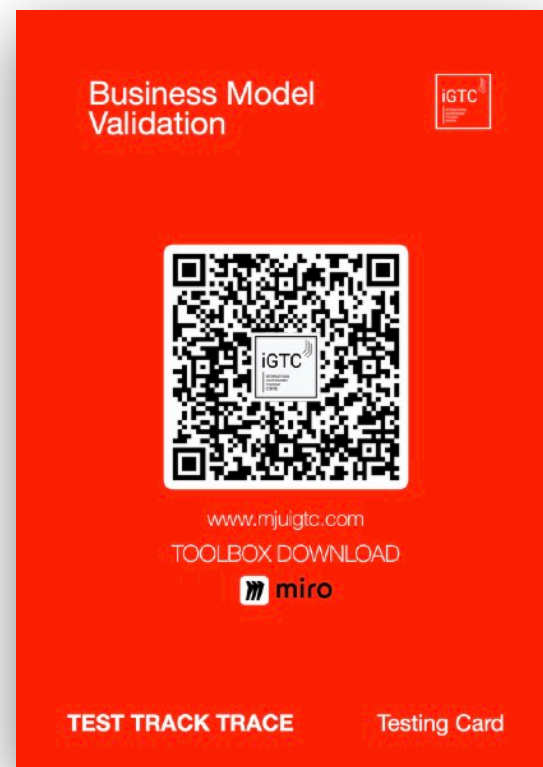
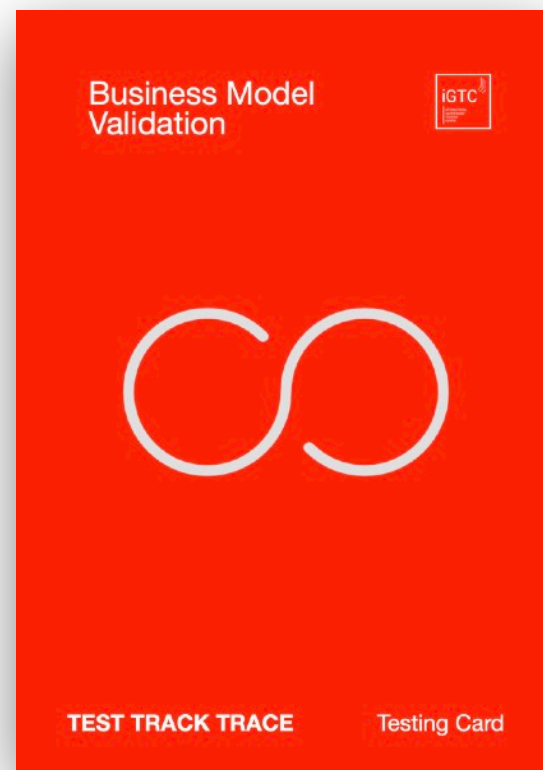
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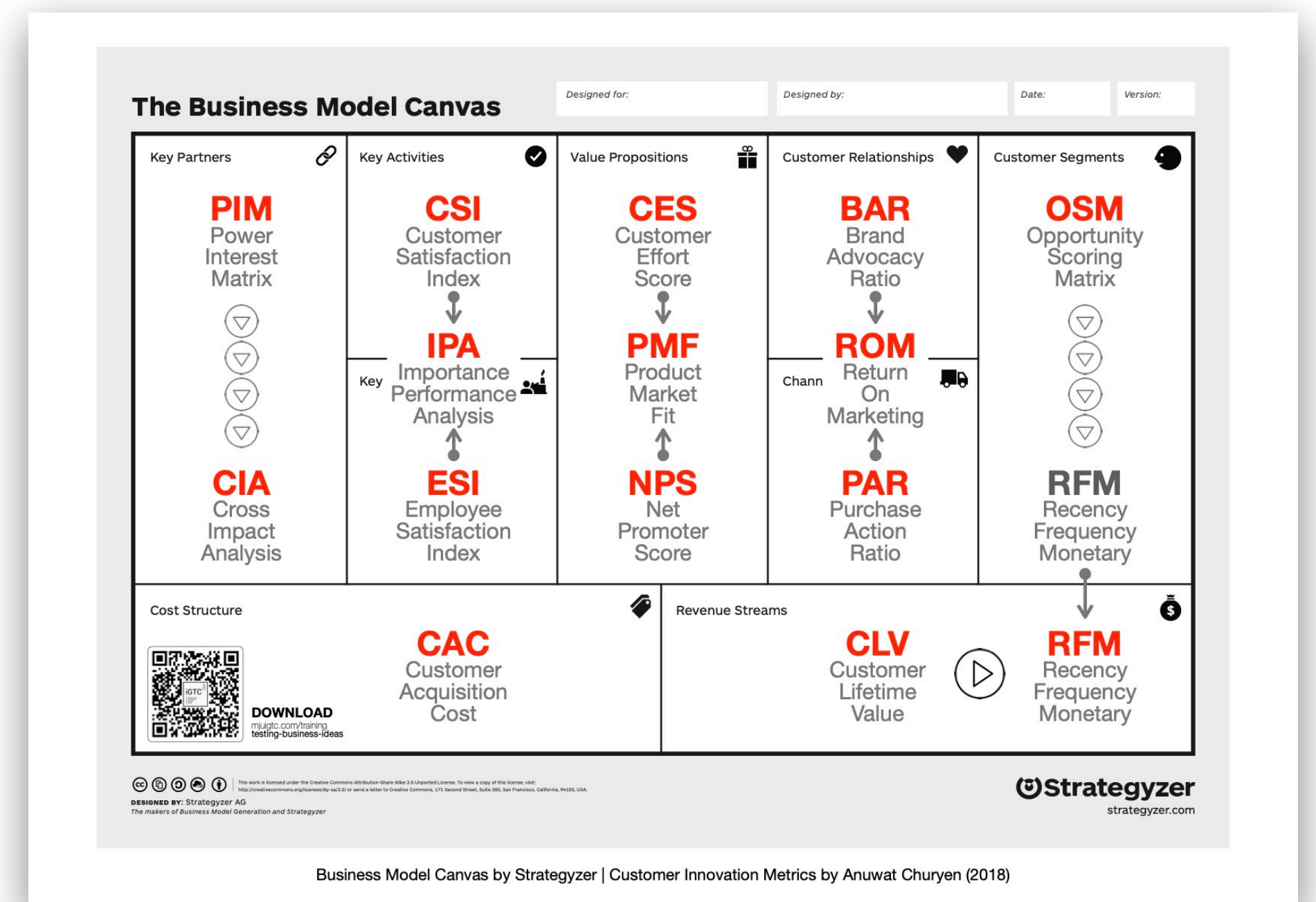
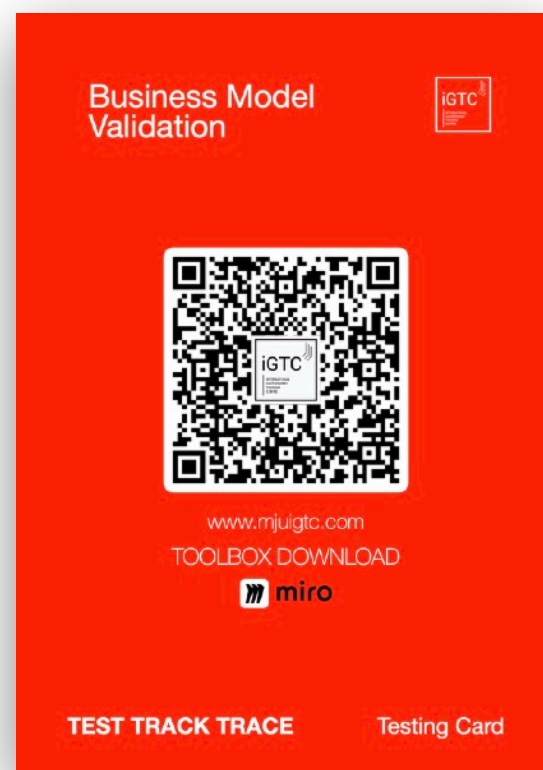
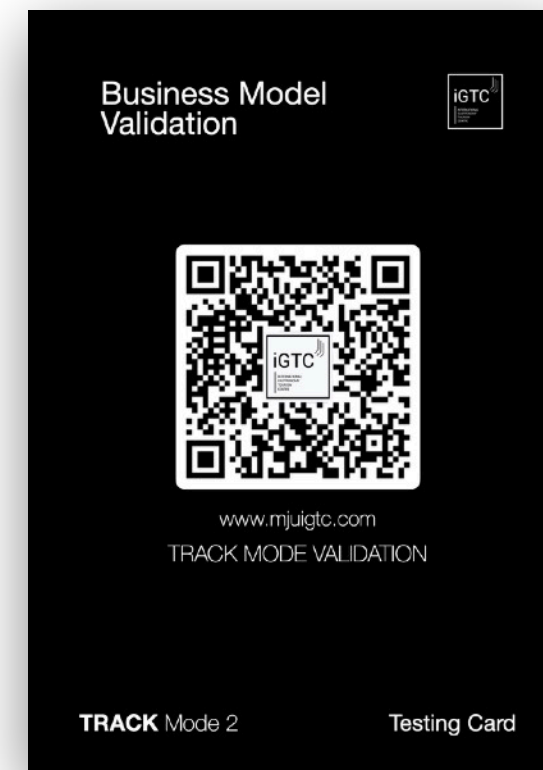
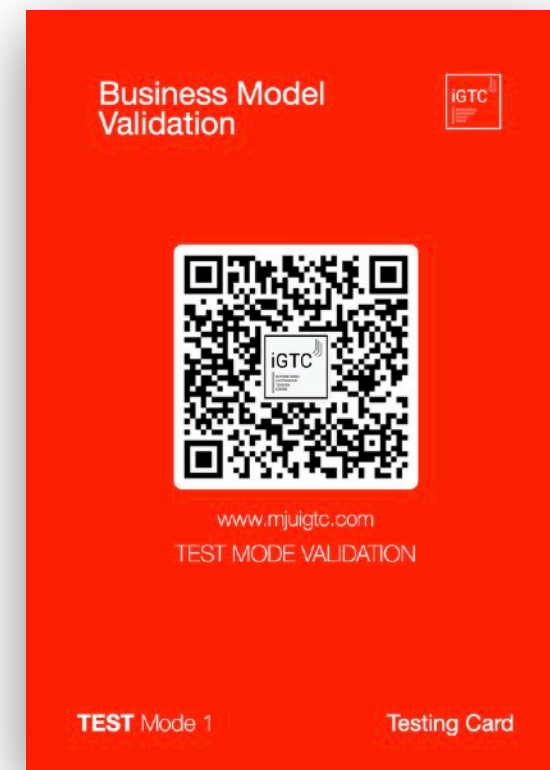
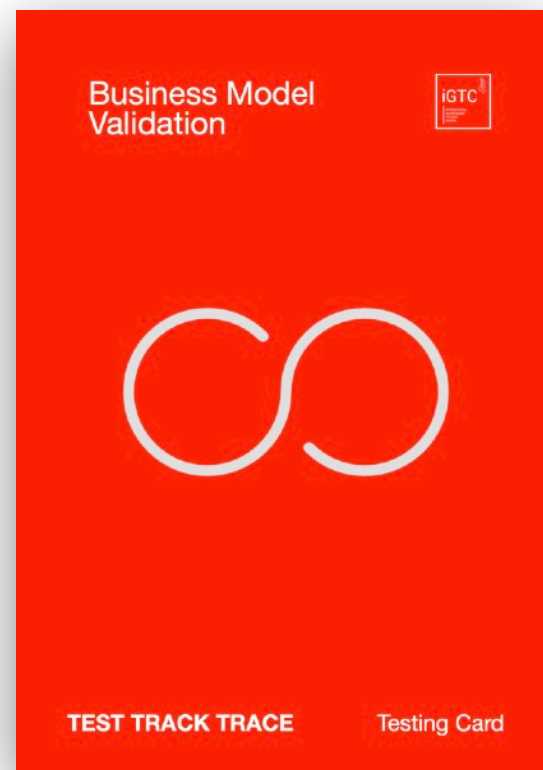
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# PLAYBOOK



# PLAYBOOK



# The Business Model Canvas

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Date:

Version:

PATHWAY 1

CAC

CLV

>

1 : 3

10x

Corporate Profitability

PATHWAY 2

RFM

+

+

+

FAN

Customer Equity

# TRACE



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# TRACE - Business Viability

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PDFs for Printing

PATHWAY 1

CAC

CLV

>

1 : 3

10x

Corporate Profitability



อยากรู้ผลตอบแทน อยากทราบผลกำไร อยากเห็นมูลค่าที่เกิดขึ้นจากลูกค้า จะนำพาให้  
องค์กรเติบโตใหญ่ ได้อีกนานเพียงไหน หากจะปรับวิธีทำเงิน ให้ได้มูลค่าสูง แต่ยังรักษาคุณค่า  
ให้ลูกค้าดั้งเดิม CEO ต้องทำอย่างไร

“...CLV ไม่ได้มีดีแค่การประเมินมูลค่าในอนาคต (Valuation) แต่ยังช่วยกำหนดทิศทางการ  
ตัดสินใจให้ทุกฝ่ายได้สร้างสรรค์ ส่งต่อคุณค่ากับลูกค้า (Proposition) ให้เกิดความผูกพันใน  
ระยะยาว (Retention) ได้อีกด้วย...”



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PATHWAY 2

RFM

+

+

+

FAN

Customer Equity



“มูลค่า (monetary value)” ที่มีมา นั้นมี “คุณค่า (customer value)” ในใจคน หรือไม่

มุ่งมั่นพัฒนานวัตกรรมสุดแจ๋ว แต่อาจจะต้องใจแป้ว เพราะไม่เกิดมูลค่าของลูกค้า “Customer Equity” สักที จึงอยากตรวจสอบซ้ำย้ำให้แน่ใจว่า บริษัทมีชุมชนคนรักแบรนด์ “Brand Community” มากเพียงพอที่จะมอบหัวใจทุกห้อง ลูกค้ามาปกป้องแบรนด์ที่พวกเขารัก แม้เราจะเสียหลัก ก็พร้อมเป็นที่ปักใจ ตั้งตาเฝ้ารอขอเป็น “Super Fan” ตลอดไป มีอยู่จริงหรือไม่ ในบริษัทเรา

“...บริษัทรวยเพราะมีฐานแฟนพันธุ์แท้ หรือ มีแค่คนช่วยซื้อเพียงชั่วคราว...”



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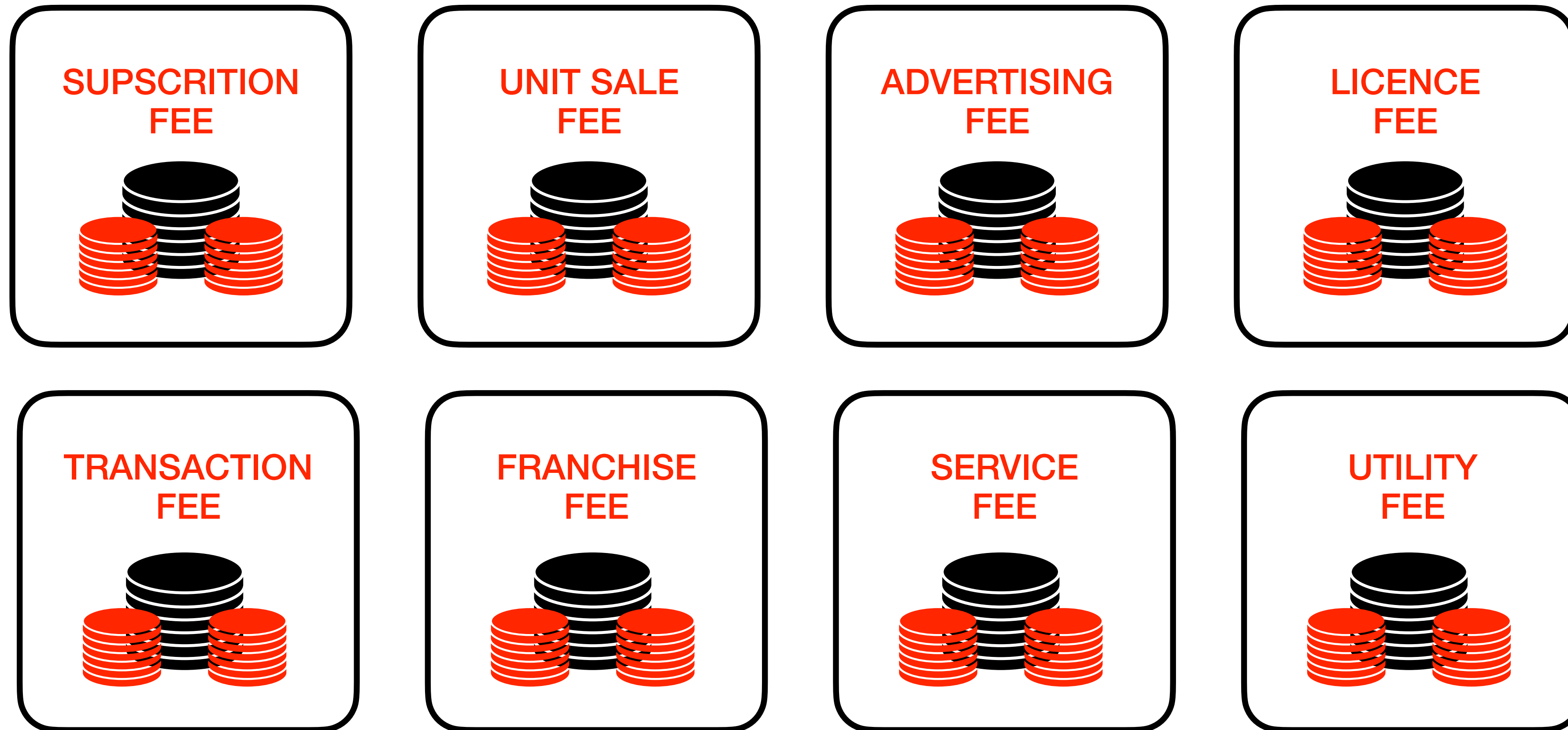
# SUPER FAN POWER

**NOSE TEA** turned **SUPER FAN** asset into business value viability creating an endless ripple of brand communities.





# REVENUE STREAMS



Source: Revenue Streams Exemplars  
illustrated by Anuwat Churyen (2020)



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# GROWTH MODEL PATTERNS



Source: Growth Model Patterns

adapted from Oliver Gassmann, Korolin Frankenberger & Michaela Csik (2014) / illustrated by Anuwat Churyen (2020)



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# AND...WHAT'S YOURS?

## ROBINHOOD

Help  
the Rich  
to Reach  
the Poor

## WHITE LABEL

Sell The Same  
Product with  
Different Brand  
Names

## SHOP-IN-SHOP

Integrate  
Different Brands  
within the Same  
Space

## ULTIMATE LUXURY

Focus on  
the Upper Side of  
Society's Pyramid

## REVENUE SHARING

Share Revenues  
with Their  
Stakeholders

## ADD-ON

Benefit  
Customer from  
a Variable  
Offer

## REVERSE ENGINEERING

Obtain a  
Competitor's  
Product

## LOCK-IN

Incur  
Substantial  
Switching  
Costs

Source: Growth Model Patterns

adapted from Oliver Gassmann, Korolin Frankenberger & Michaela Csik (2014) / illustrated by Anuwat Churyen (2020)

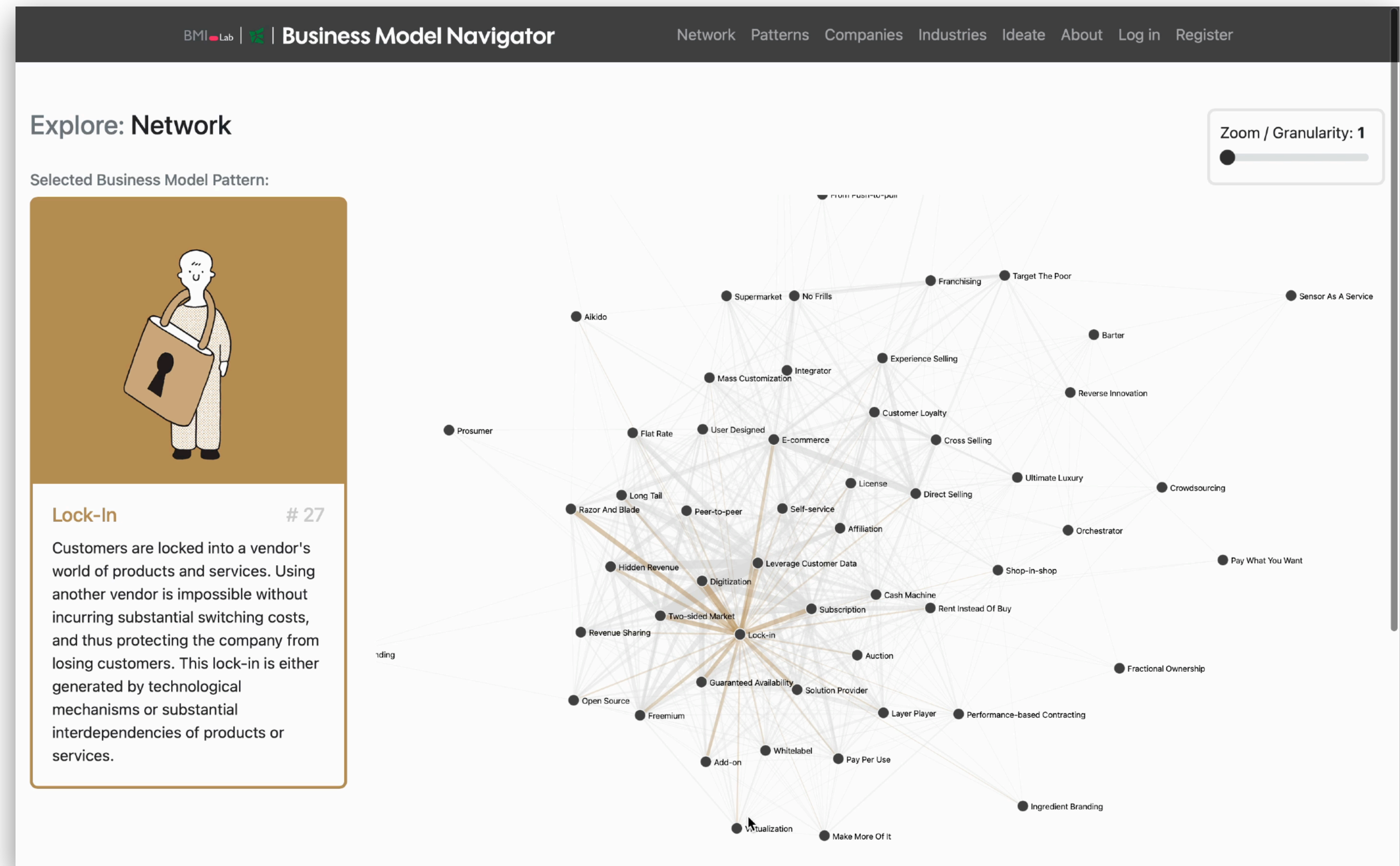
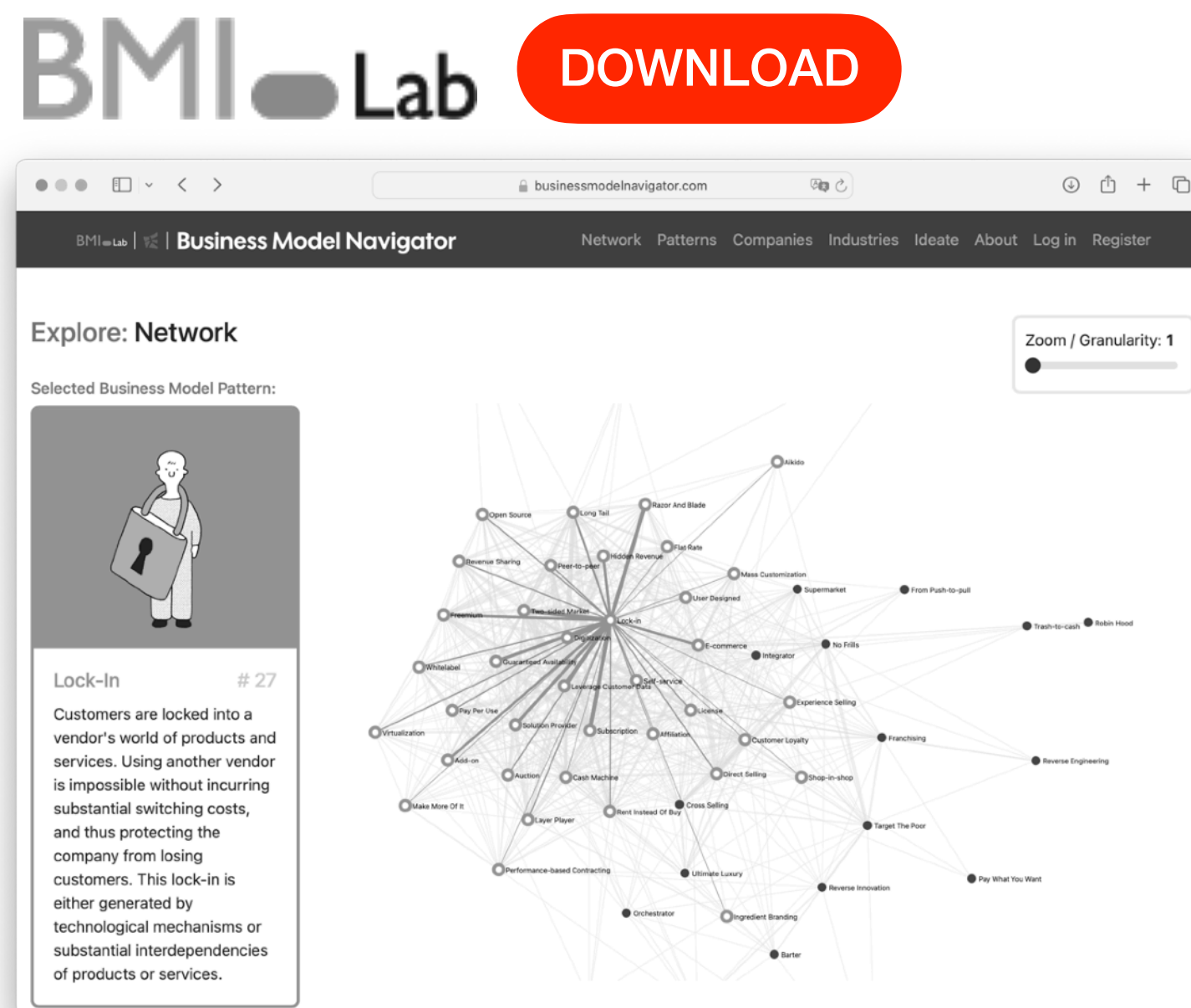


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# ONE SIZE DOESN'T FIT ALL .

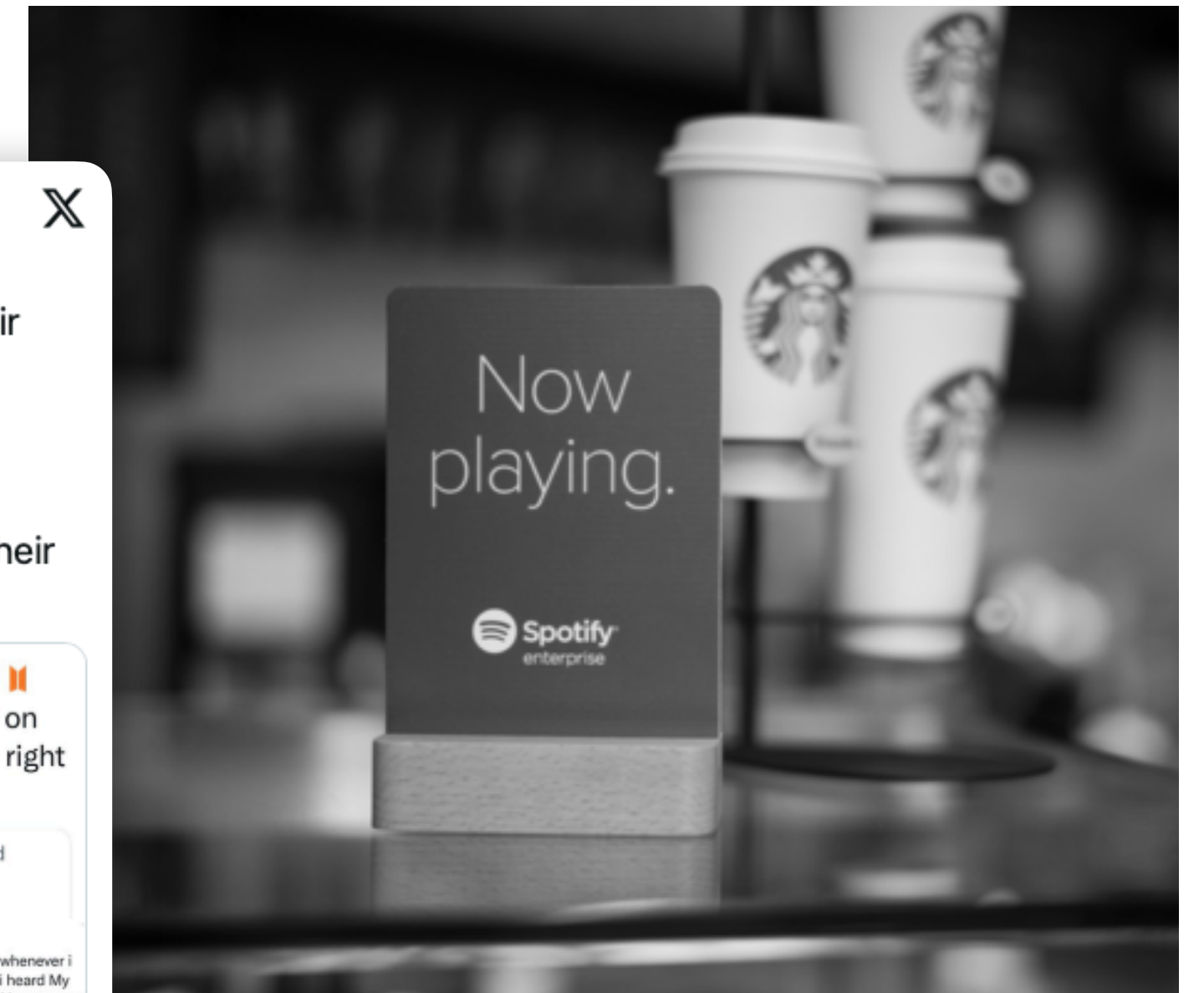


Source: Growth Model Patterns  
adapted from Oliver Gassmann, Korolin Frankenberger & Michaela Csik (2014) / illustrated by Anuwat Churyen (2020)



# EXPERIENCE ECOSYSTEM

Starbucks adds BTS' Jungkook's solo song "**My Time**" to their "**Starbucks Coffeehouse Pop**" playlist on Spotify



Source: Starbucks adds BTS' Jungkook's solo song  
All K Pop (2021)



# EXPERIENCE ECOSYSTEM

**SILPIN** launched the first national front **Gastronomic Experience** at Bangkok Design Week 2024





# The Nation's First Launch of the Scent Space Design

*Unfolding the Flavour Flow System*



Image Credit: iGTC (2023)

#TheSenseStory



# CASE STUDY:

## Enhancing New Experience Increasing New Revenue

### REVENUE PATTERN

- **RAZOR & BLADE**
- **EXPERIENCE & ECOSYSTEM**

Image Credit: Nespresso Thailand (2023)





# CASE STUDY:

## Enhancing New Experience Increasing New Revenue



Image Credit: Nespresso Italy (2023)



# ทำอย่างไรให้ แข่งขันได้นาน เป็นหนึ่งใน “ได้ถาวร”

*What is your Secret Sauce?*

**Entry Barrier Power**

กีดกันผู้เล่นหน้าใหม่ หรือ

**Exit Barrier Power**

กอดรัดผู้ใช้ / ให้เป็นลูกค้าตลอดไป?





# Why being in “The Arena” is the most important place to be?



# GROWTH MODEL





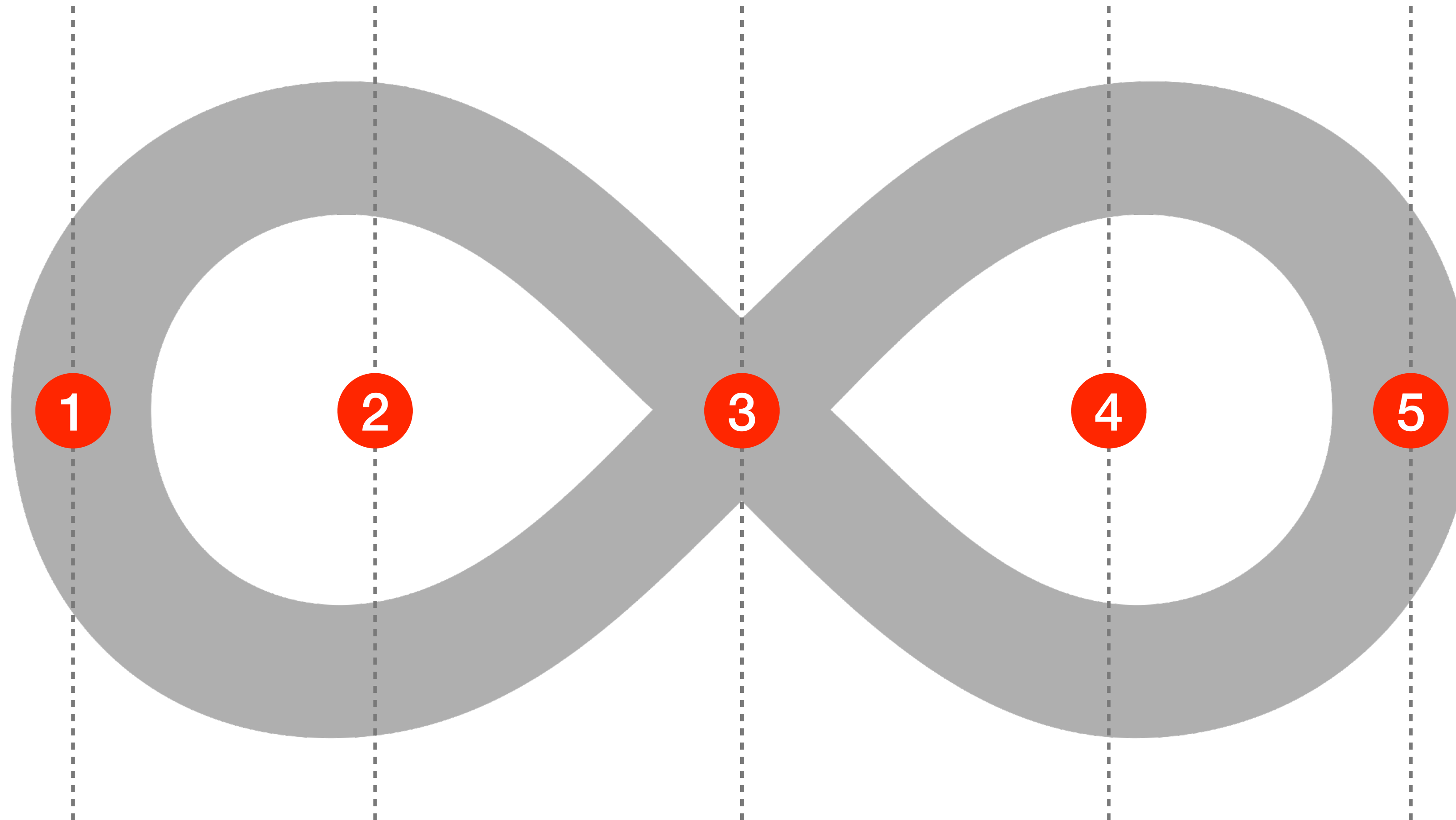
Where To Play

How To Win

How To Grow

What To Do

What To Learn



Goal Setting

Situation Analysis

Marketing Strategy

Marketing Mix

Implementation

Source: The Growth Learning Loop

*adapted from Marketing Planning Process, Malcolm McDonald (2016)*



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#FOREFOOD

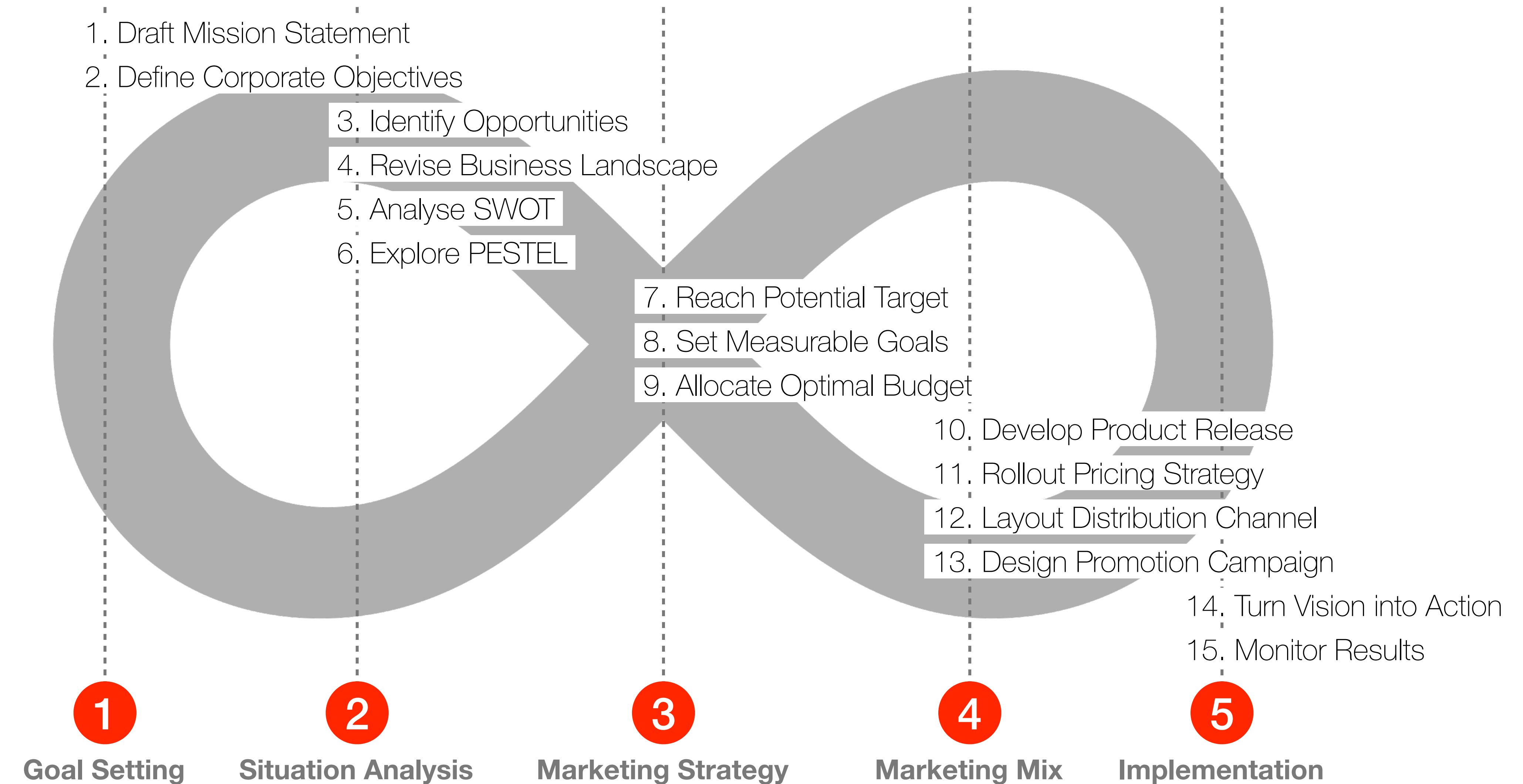
## Where To Play

## How To Win

## How To Grow

## What To Do

## What To Learn



Source: The Growth Learning Loop

adapted from Marketing Planning Process, Malcolm McDonald (2016)



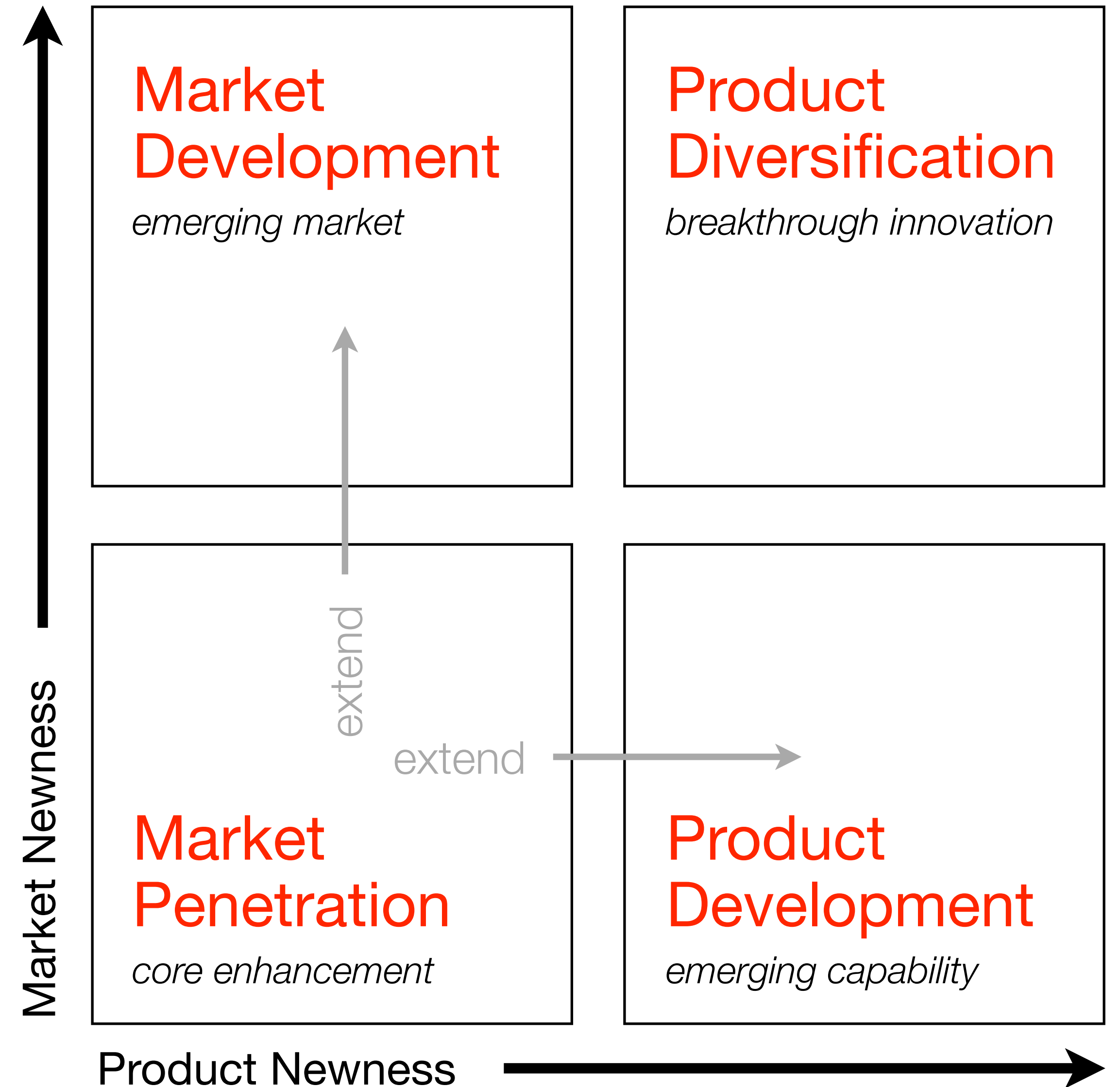


iGTCx CoLAB:  
The Future is Collaborative

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**ANSOFF MATRIX**  
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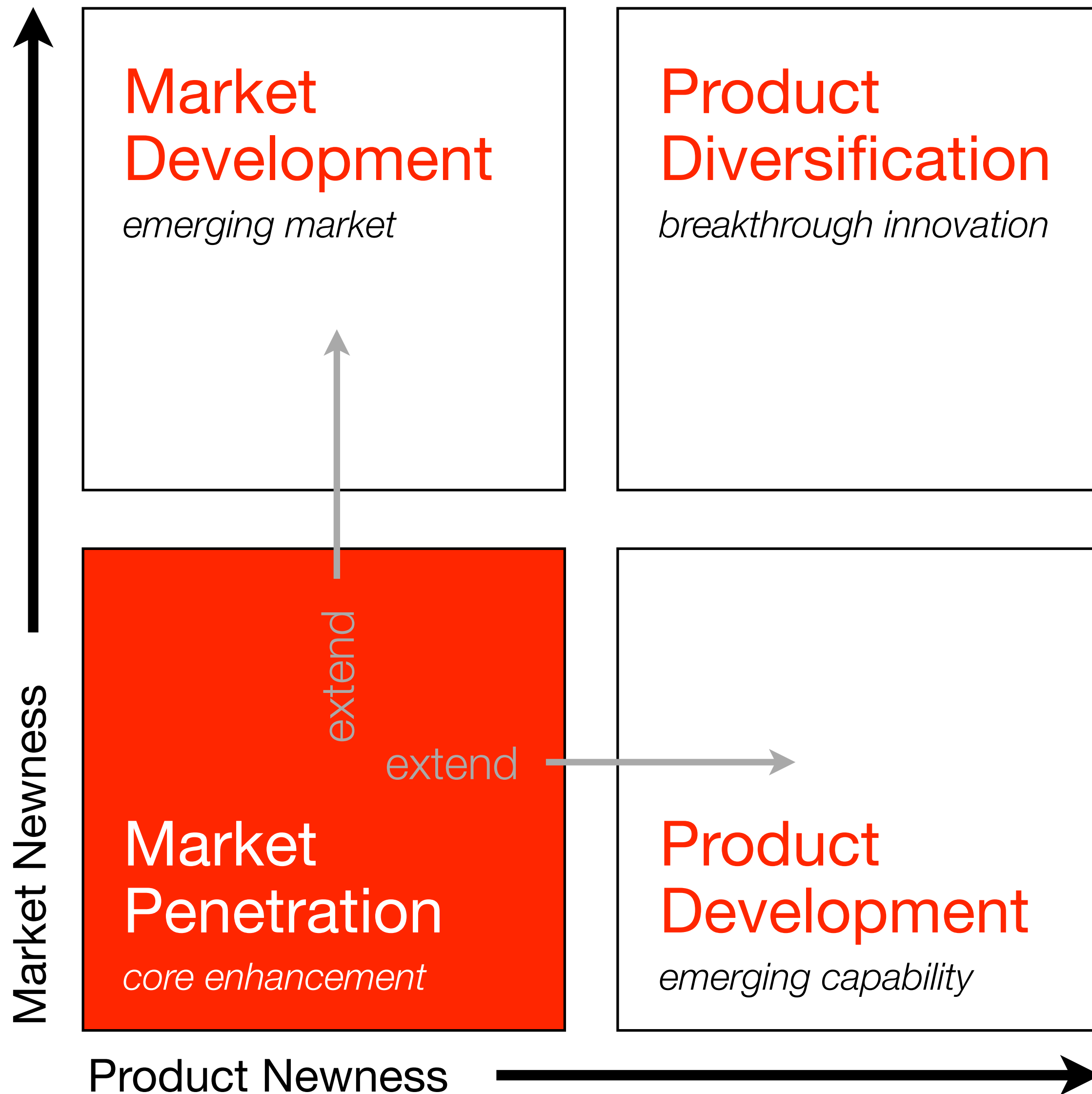
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Source: Adapted from Igor Ansoff (1957)

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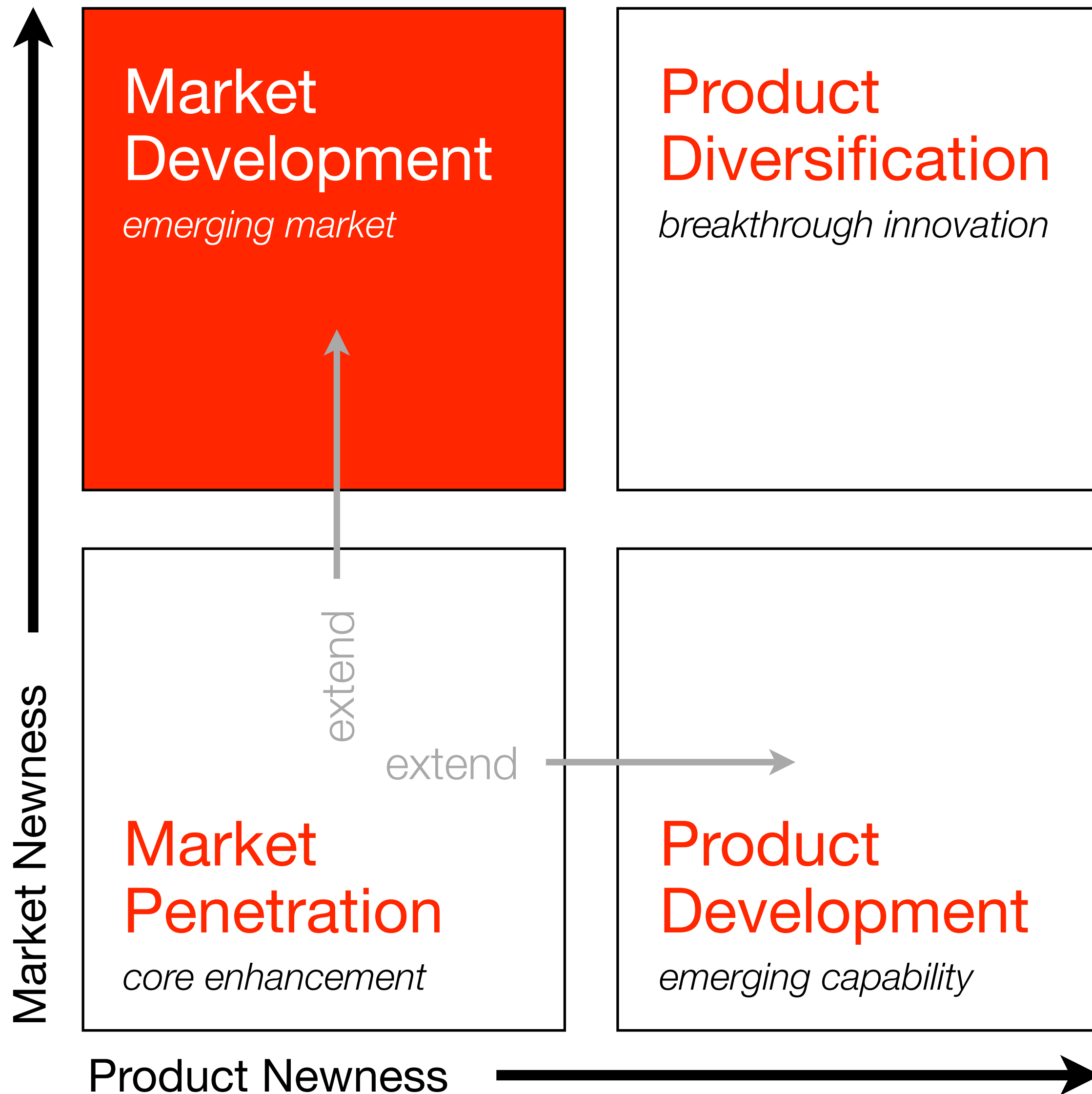


You grow by selling more of your existing products to current markets.

Several ways to do this, including:

- Entice customers away from competitors
- Encourage existing customers to become more frequent users
- Acquire a competitor

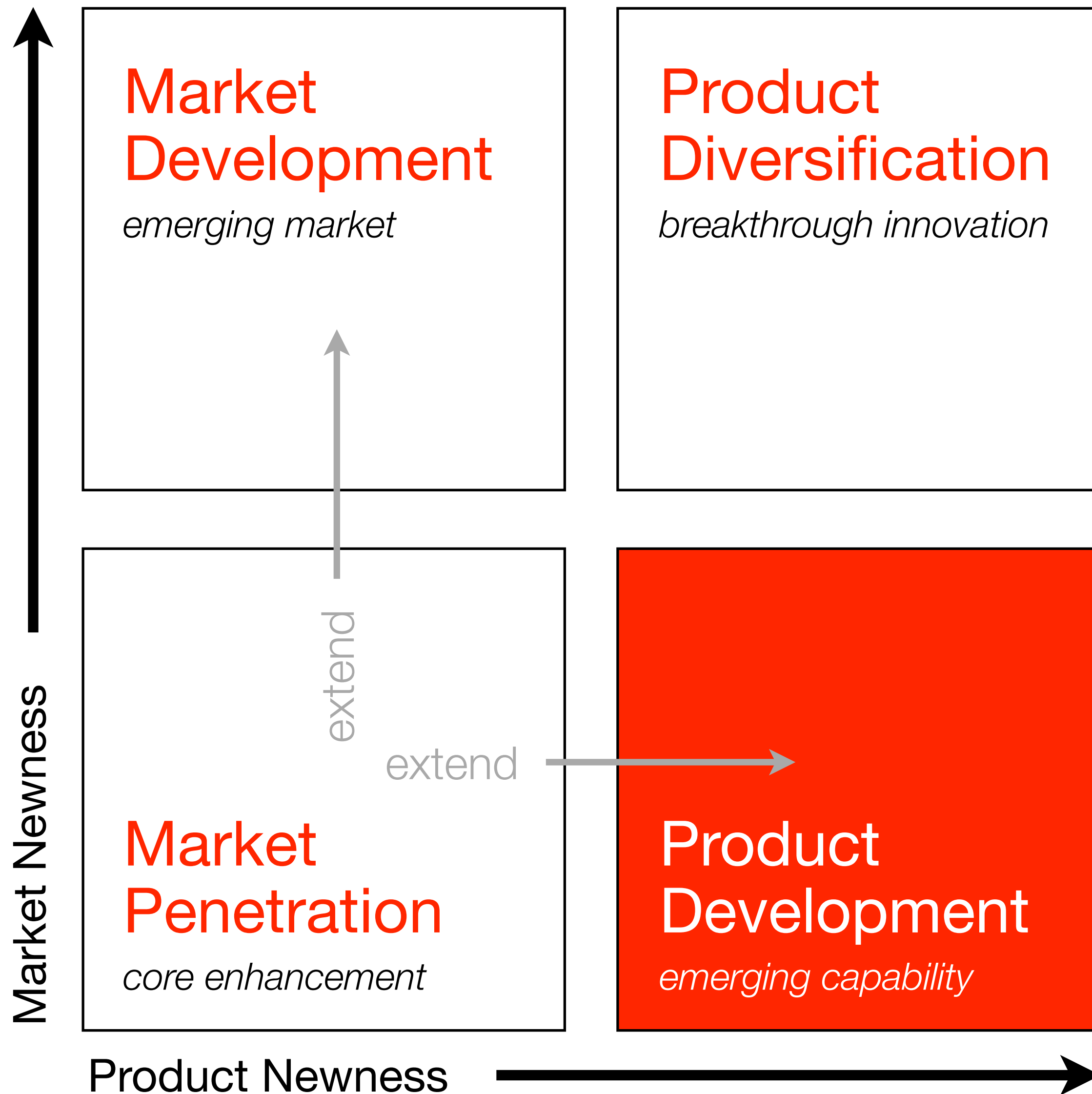




You grow by selling existing products to new markets.

Several ways to do this:

- Enter new territories
- Creating new product dimensions
- New distribution channels
- Create products targeted at different market segments

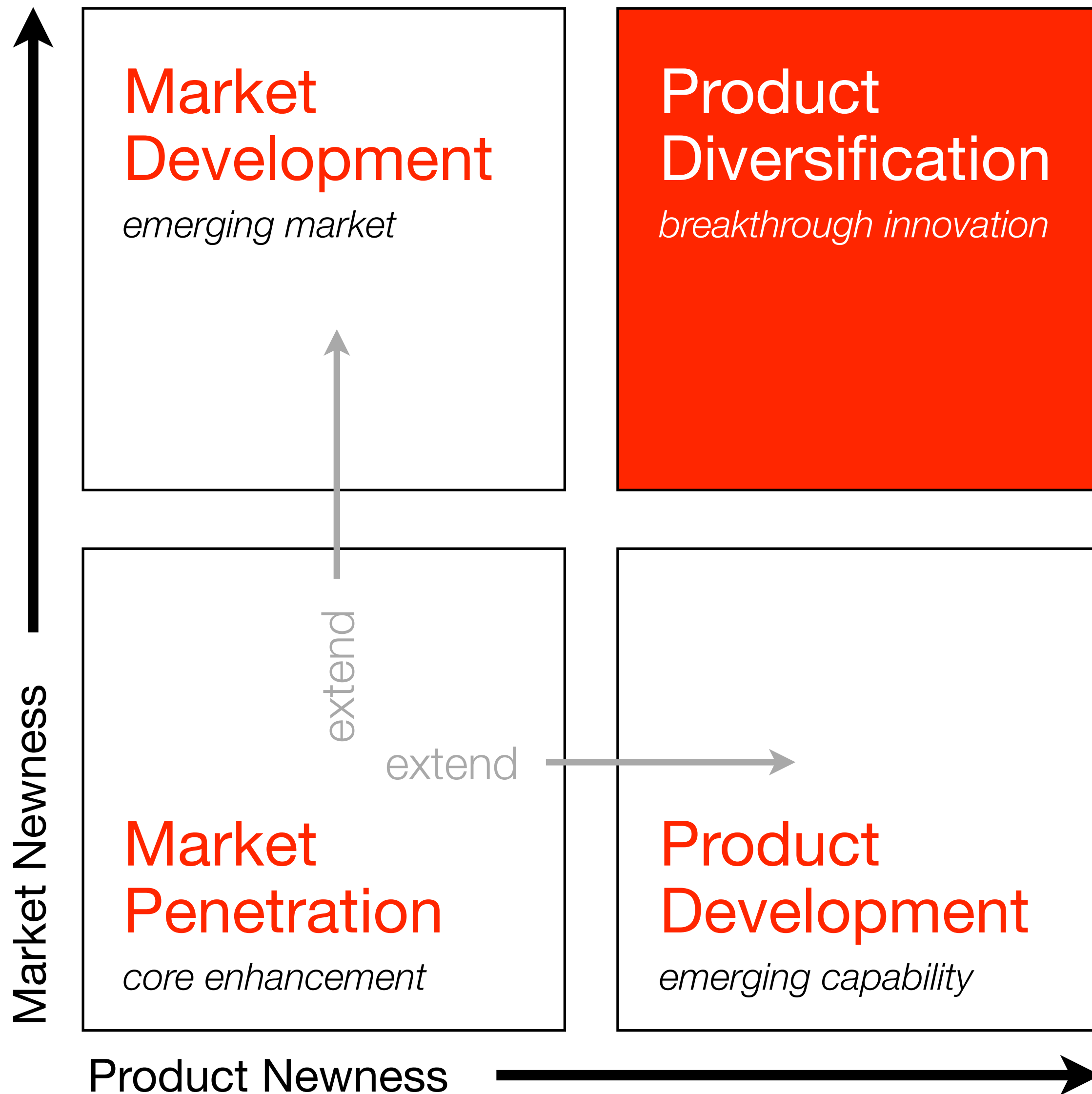


You grow by selling new products to your existing markets.

There are many ways to implement:

- Investment in research and development
- Buying the rights to someone else's product
- Bring out new product updates





You grow by offering new products to new market segments.

There are two types of diversification:

- Related diversification
- Unrelated diversification

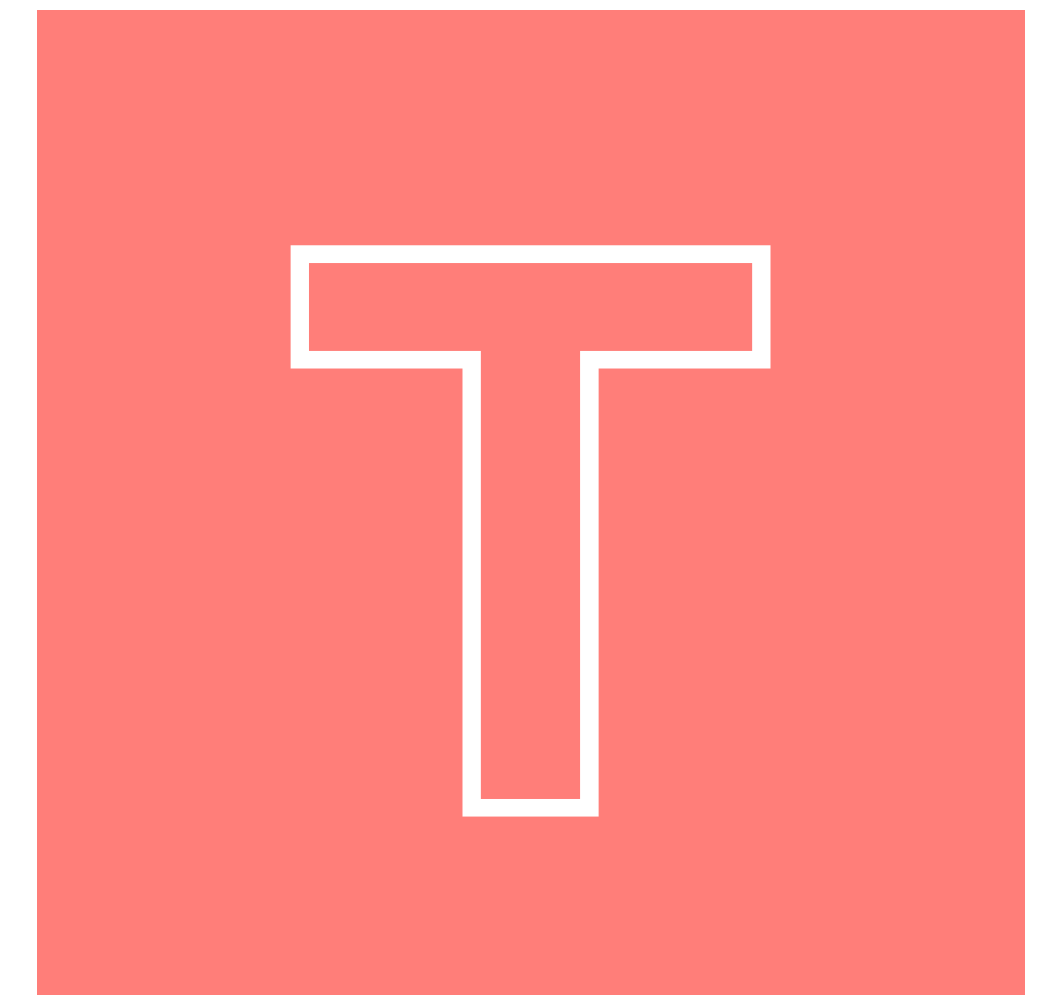
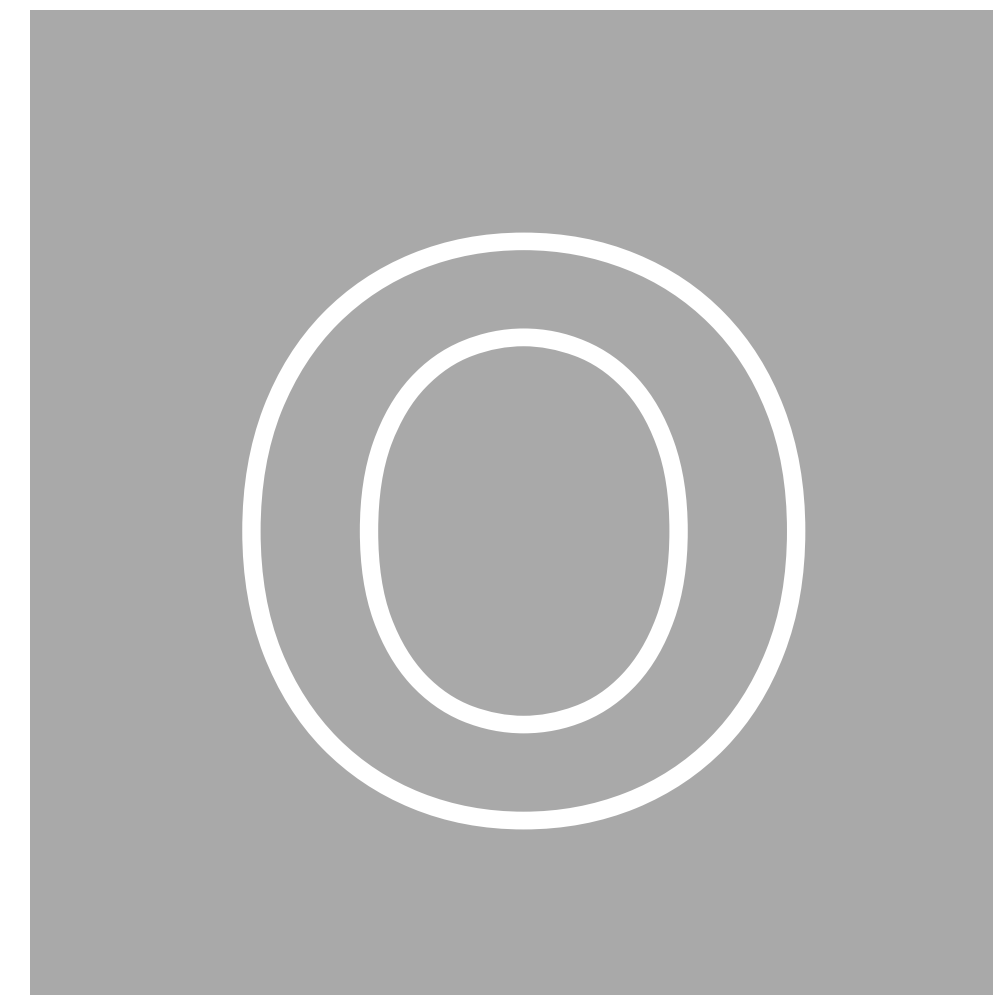


# iGTCx CoLAB: The Future is Collaborative

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**SWOT**

**PESTEL**

OPPORTUNITIES  
[ External Factor ]

O1  
O2  
O3  
O4  
O5

O1  
O2  
O3  
O4  
O5

THREATS  
[ External Factor ]

T1  
T2  
T3  
T4  
T5

T1  
T2  
T3  
T4  
T5





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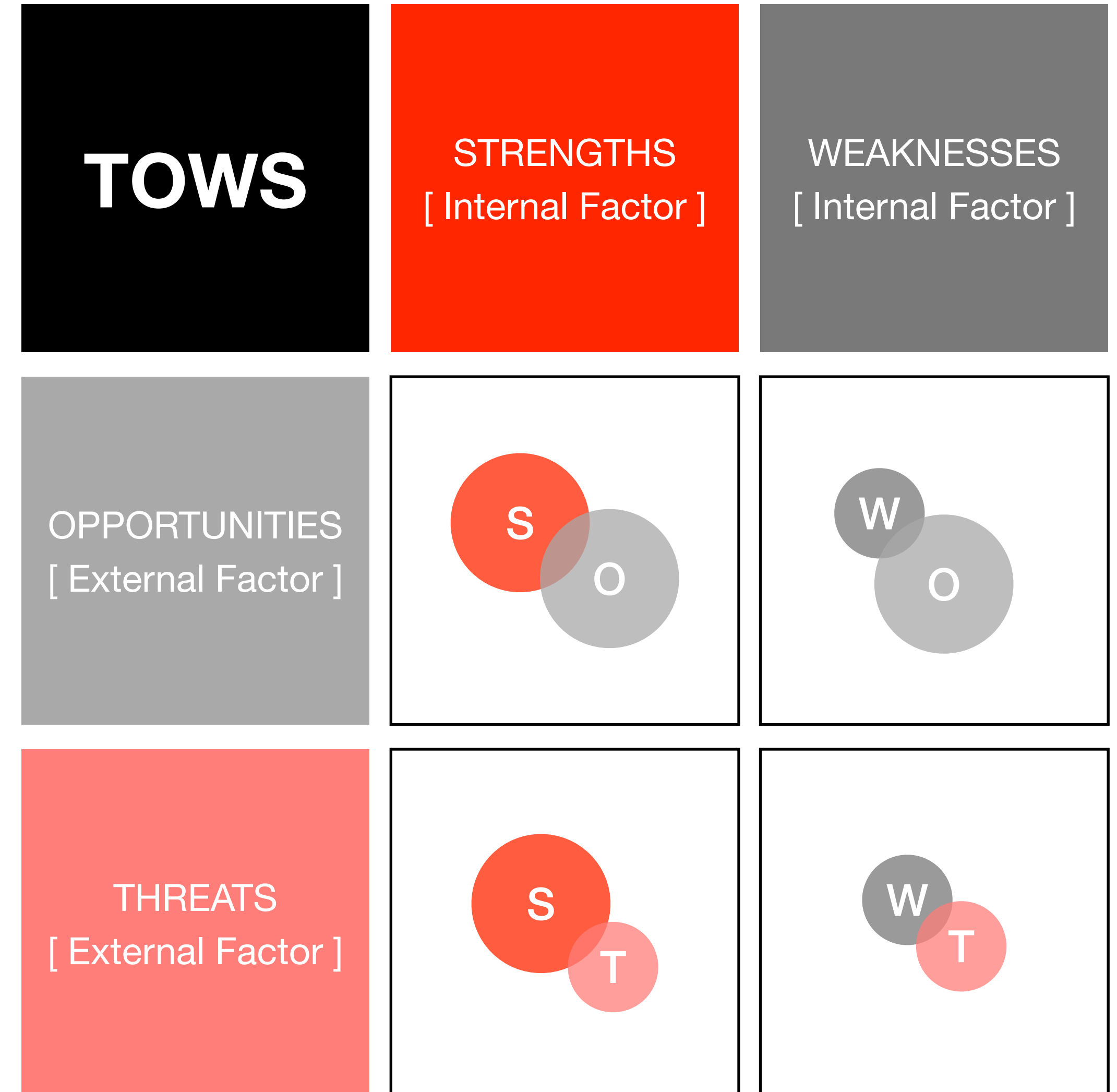
TOWS MATRIX  
TOWS MATRIX  
**TOWS MATRIX**  
**TOWS MATRIX**  
TOWS MATRIX  
TOWS MATRIX





# iGTCx CoLAB: The Future is Collaborative

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TOWS MATRIX  
**TOWS MATRIX**  
**TOWS MATRIX**  
TOWS MATRIX  
TOWS MATRIX





# จะไปต่ออย่างไร เริ่มต้นตรงไหน ทำอะไรก่อนดี ?

## *SPACE - Strategic Position and Action Evaluation Analysis*

The SPACE analysis refers to four groups of factors: financial strength (FS), competitive advantage (CA), industry strength (IS), and environmental stability (ES). It seeks to strike the balance among all variables of the internal and the external environment. The financial strength and the competitive advantage factors refer to the evaluation of the internal strategic position of an organization, while the industry strength and the environmental stability factors deal with its external strategic position.

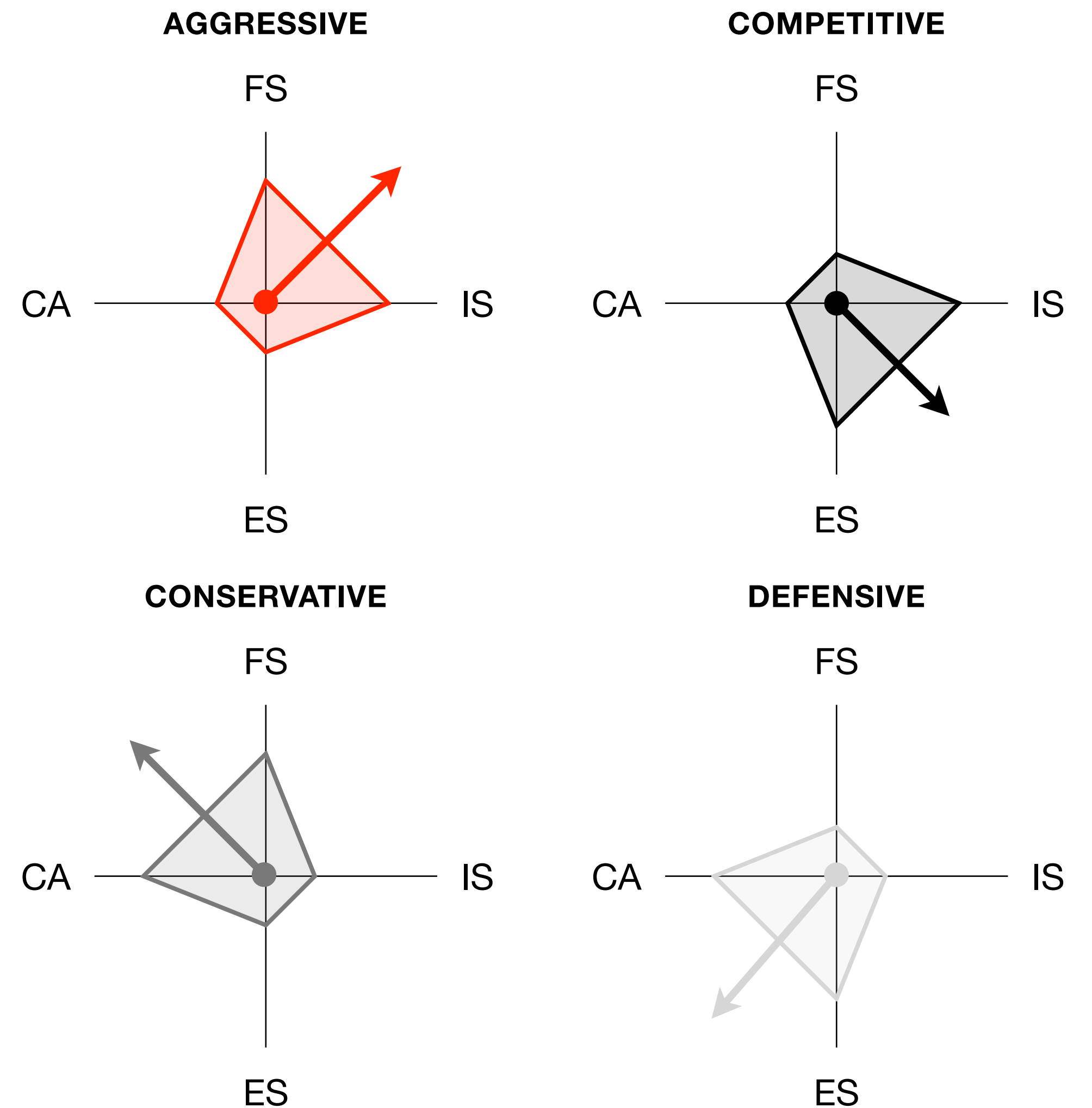


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# SPACE MATRIX

ผลตอบแทนการลงทุน  
หนี้สิน  
สภาพคล่อง  
เงินทุนหมุนเวียน  
กระแสเงินสด  
ความง่ายในการออกจากตลาด  
ความเสี่ยงที่เกี่ยวข้องกับธุรกิจ

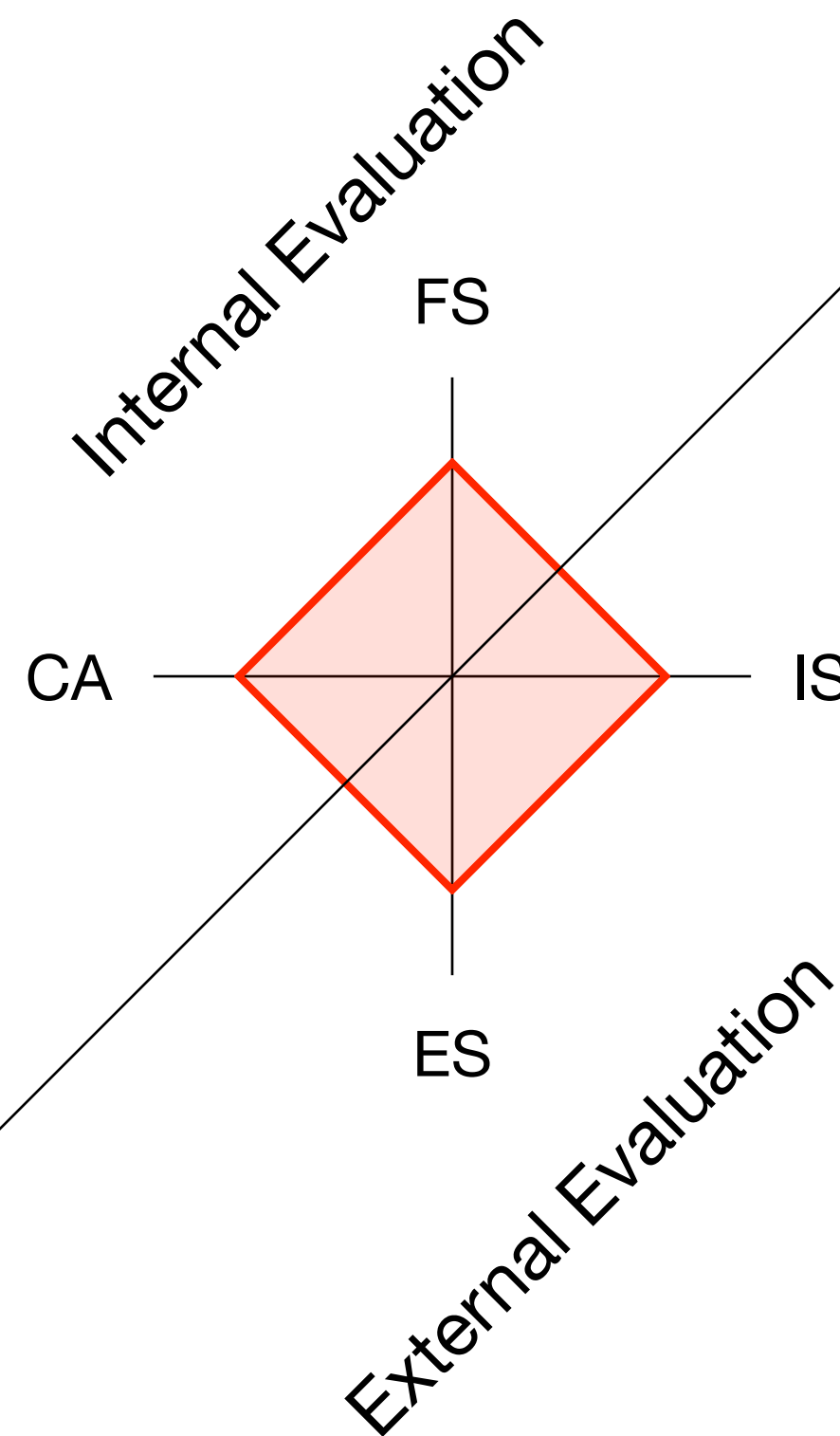
**Financial  
Strength - FS**

[ + ]

ส่วนครองตลาด  
คุณภาพของผลิตภัณฑ์  
วัฏจักรชีวิตผลิตภัณฑ์  
วัฏจักรการทดแทนผลิตภัณฑ์  
ความจงรักภักดีของลูกค้า  
ความสามารถในการแข่งขัน  
การควบคุมช่องทางจัดจำหน่าย

**Competitive  
Advantage - CA**

[ - ]



**Industry  
Strength - IS**

[ + ]

แนวโน้มในการเติบโต  
แนวโน้มการทำกำไร  
ความมั่นคงทางการเงิน  
เทคนิคทางเทคโนโลยี  
การใช้ทรัพยากร  
ความเข้มแข็งทางการเงิน  
ความง่ายในการเข้าสู่ตลาด  
ผลิตภัณฑ์และกำลังความสามารถ

**Environment  
Stability - ES**

[ - ]

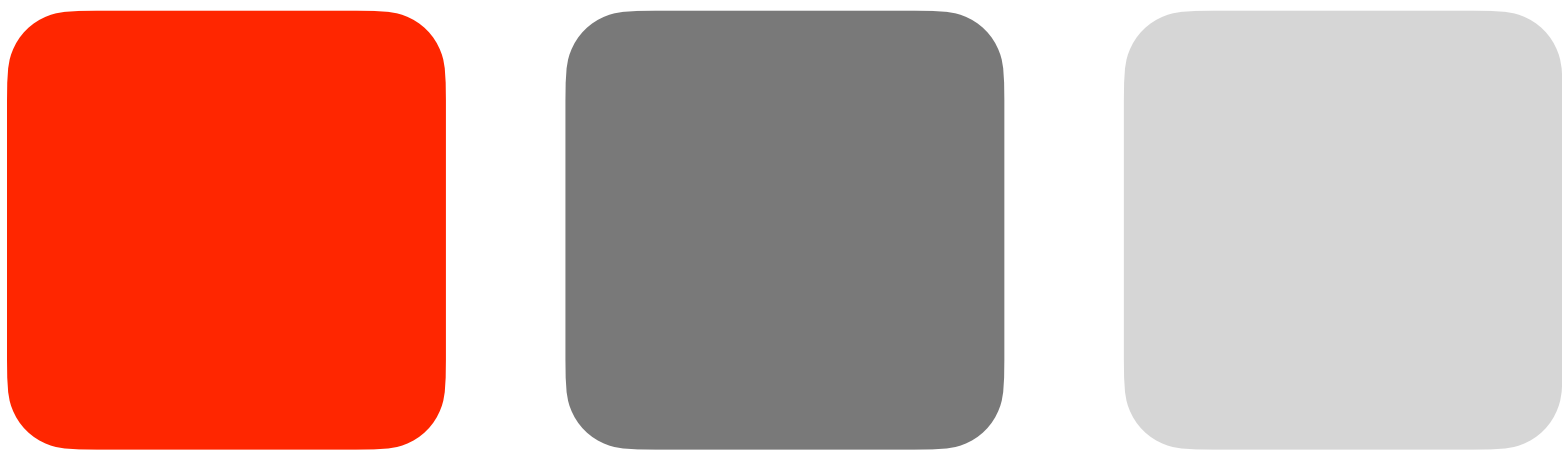
การเปลี่ยนแปลงทางเทคโนโลยี  
อัตราเงินเฟ้อ  
ความผันแปรของอุปสงค์  
ขอบเขตราคาของผลิตภัณฑ์ที่แข่งขัน  
กำแพงในการเข้ามาสู่ตลาด  
แรงกดดันจากคู่แข่ง  
ความยืดหยุ่นราคาอุปสงค์

Source: Strategic Management and Policy  
adapted from H. Rowe, R. Mason, and K Dichel (1982)

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# SPACE FACTORS

*Financial Strength - FS*



|                              |            |   |   |   |   |   |   |   |             |
|------------------------------|------------|---|---|---|---|---|---|---|-------------|
| 1) Return On Investment      | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 2) Financial Leverage        | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 3) Liquidity                 | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 4) Working Capital           | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 5) Cash Flow                 | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 6) Ease of Exit              | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 7) Risk Involved in Business | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |

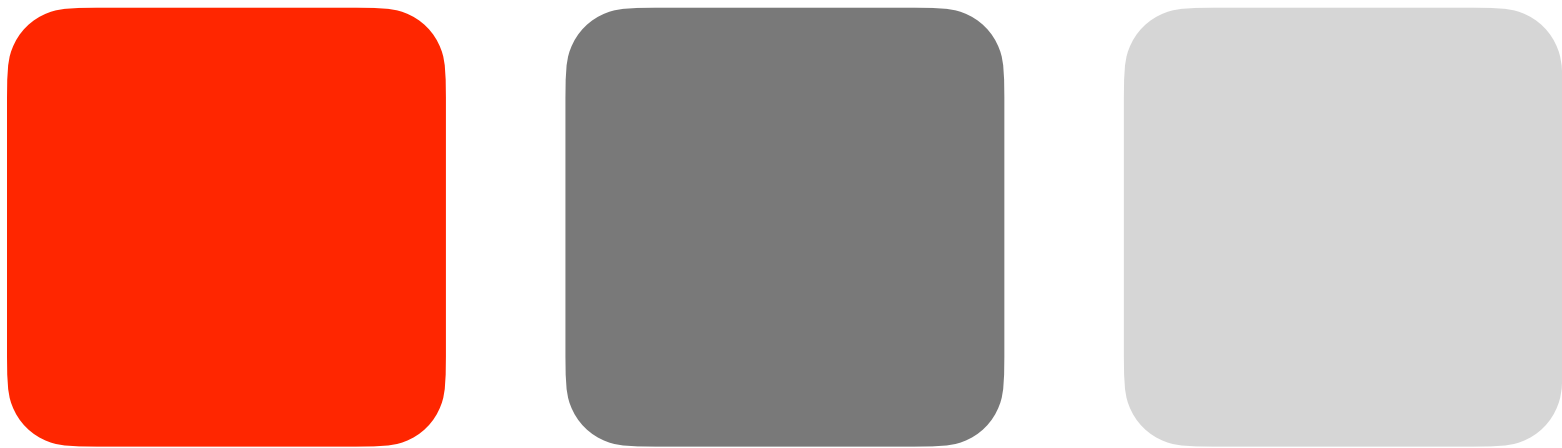


*Toolkit & Legend:  
Average Scores of the Factors / Competitor Comparison Chart*



# SPACE FACTORS

## Competitive Advantages - CA



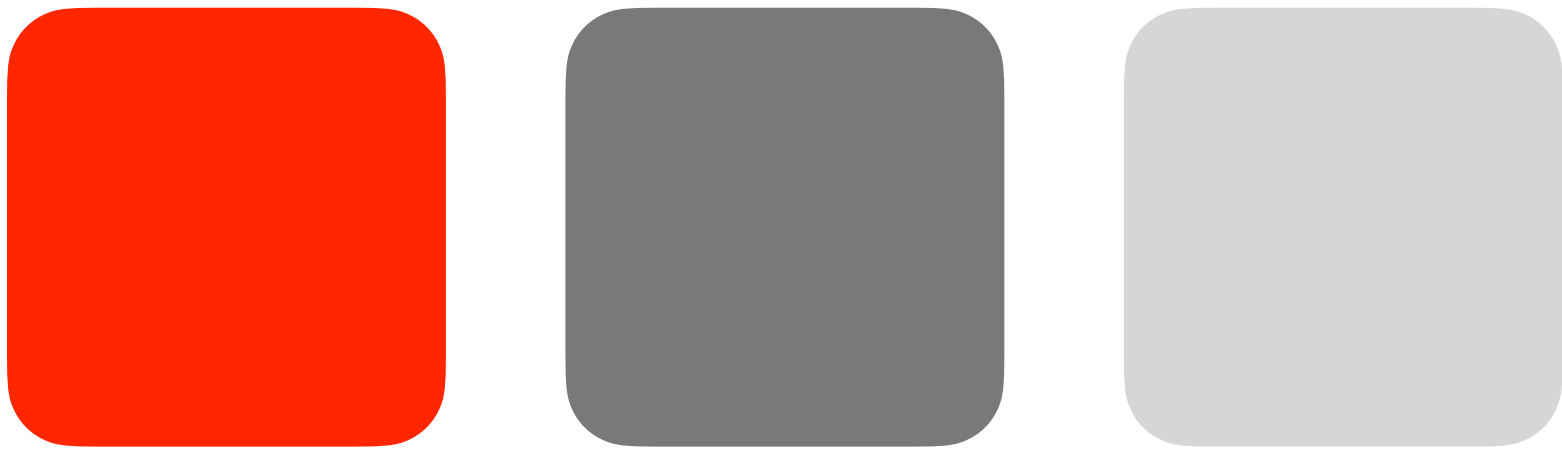
|                                       |     |   |   |   |   |   |   |   |      |
|---------------------------------------|-----|---|---|---|---|---|---|---|------|
| 1) Market Share                       | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 2) Product Quality                    | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 3) Product Life Cycle                 | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 4) Product Replacement Cycle          | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 5) Customer Loyalty                   | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 6) Vertical Integration               | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 7) Speed of New Product Introductions | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |



Toolkit & Legend:  
Average Scores of the Factors / Competitor Comparison Chart

# SPACE FACTORS

## Industry Strength - IS



|                                       |     |   |   |   |   |   |   |   |      |
|---------------------------------------|-----|---|---|---|---|---|---|---|------|
| 1) Growth Potential                   | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 2) Profit Potential                   | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 3) Financial Stability                | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 4) Technological Know-How             | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 5) Resource Utilisation               | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 6) Competition's Capacity Utilisation | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 7) Capital Intensity                  | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 8) Ease of Entry                      | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |



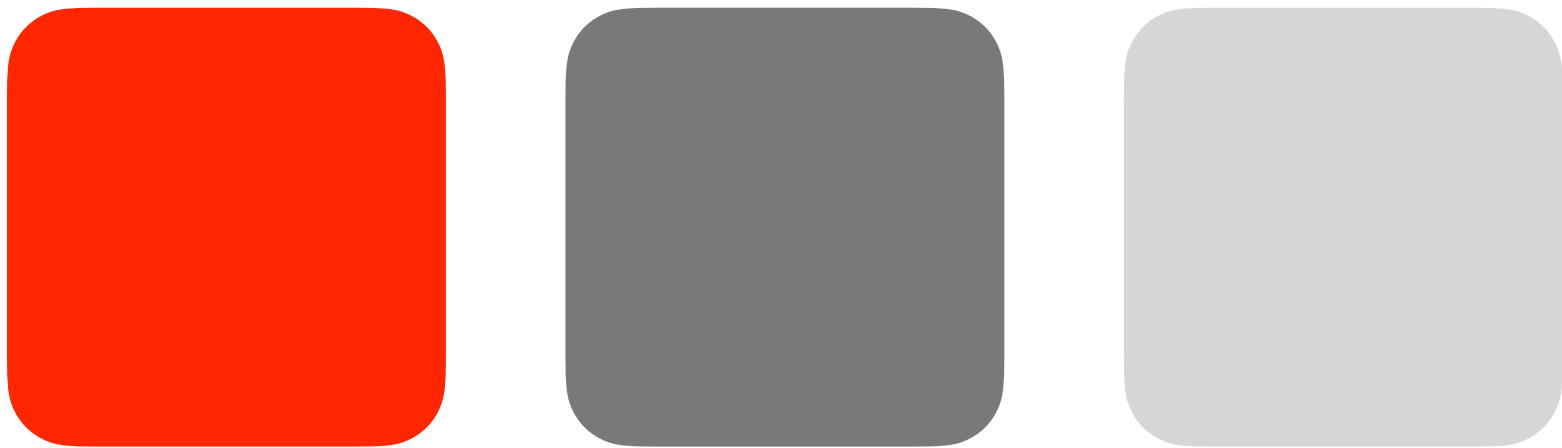
Toolkit & Legend:  
Average Scores of the Factors / Competitor Comparison Chart

Source: Strategic Management and Policy  
adapted from H. Rowe, R. Mason, and K Dichel (1982)



# SPACE FACTORS

## *Environmental Stability - ES*



|                                      |            |   |   |   |   |   |   |   |             |
|--------------------------------------|------------|---|---|---|---|---|---|---|-------------|
| 1) Technological Innovation          | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 2) Inflation Rate                    | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 3) Demand Variability                | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 4) Price Range of Competing Products | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 5) Barriers to Entry                 | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 6) Competitive Pressure              | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 7) Price Elasticity of Demand        | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |
| 8) Pressure from Substitutes         | <i>Low</i> | 0 | 1 | 2 | 3 | 4 | 5 | 6 | <i>High</i> |



*Toolkit & Legend:*  
*Average Scores of the Factors / Competitor Comparison Chart*

**Source: Strategic Management and Policy**  
*adapted from H. Rowe, R. Mason, and K Dichel (1982)*

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# SPACE FACTORS

Financial Strength - FS



|                              |     |   |   |   |   |   |   |   |      |
|------------------------------|-----|---|---|---|---|---|---|---|------|
| 1) Return On Investment      | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 2) Financial Leverage        | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 3) Liquidity                 | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 4) Working Capital           | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 5) Cash Flow                 | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 6) Ease of Exit              | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |
| 7) Risk Involved in Business | Low | 0 | 1 | 2 | 3 | 4 | 5 | 6 | High |



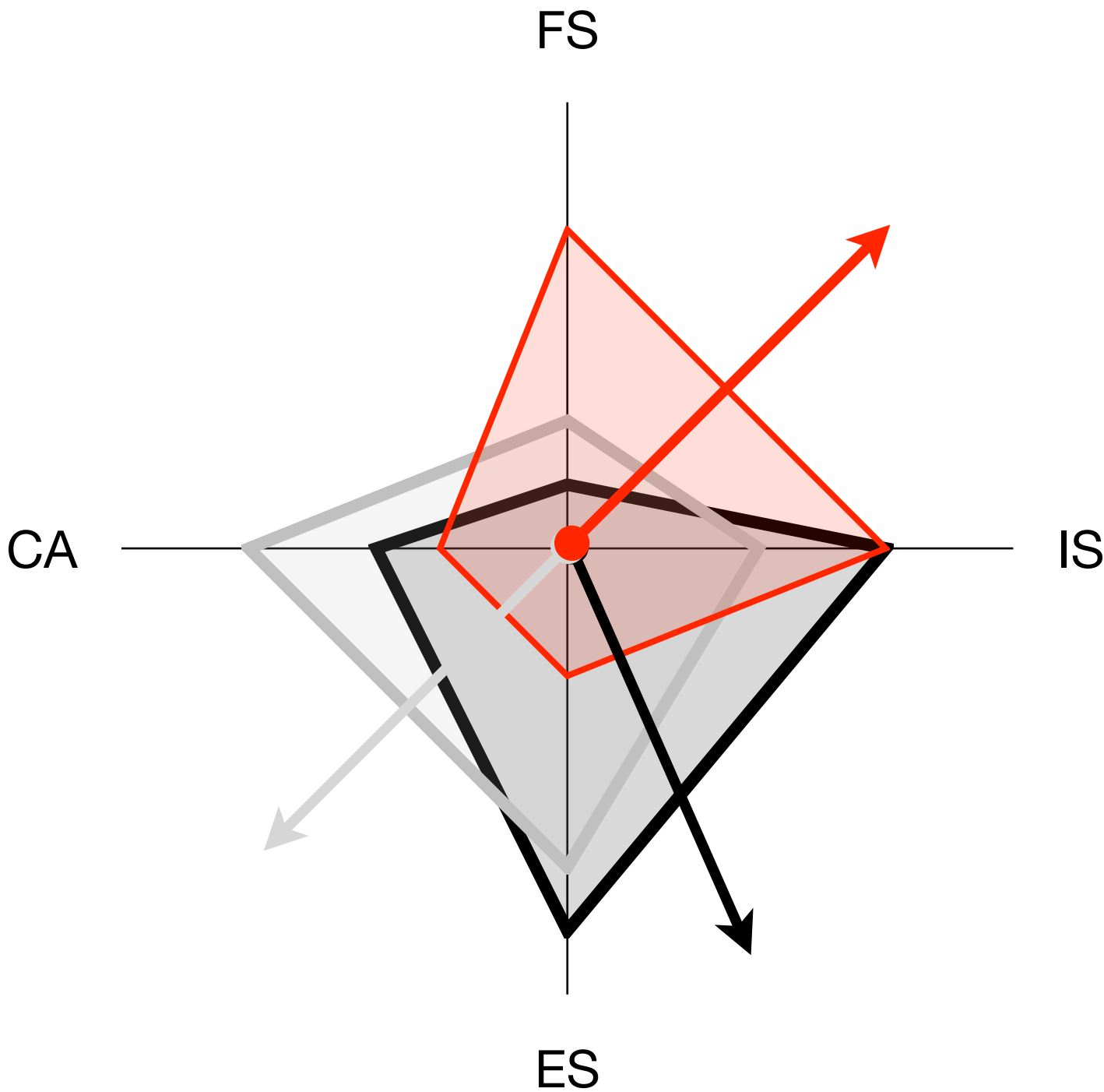
Toolkit & Legend:  
Average Scores of the Factors / Competitor Comparison Chart



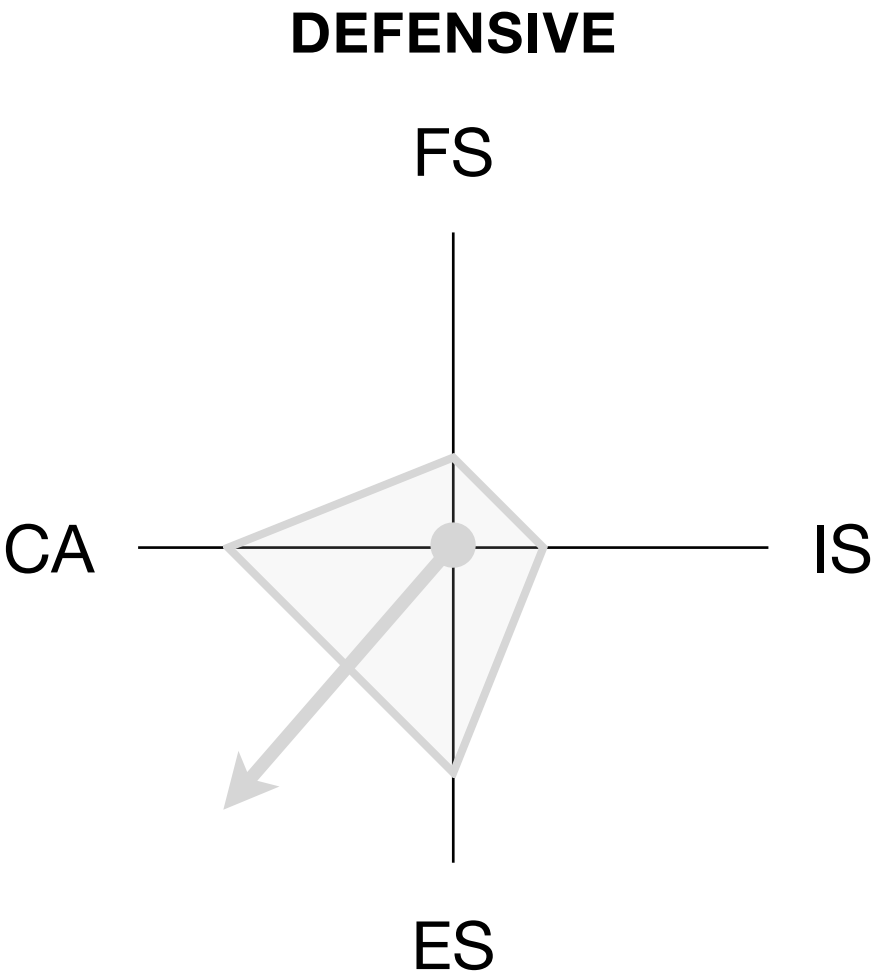
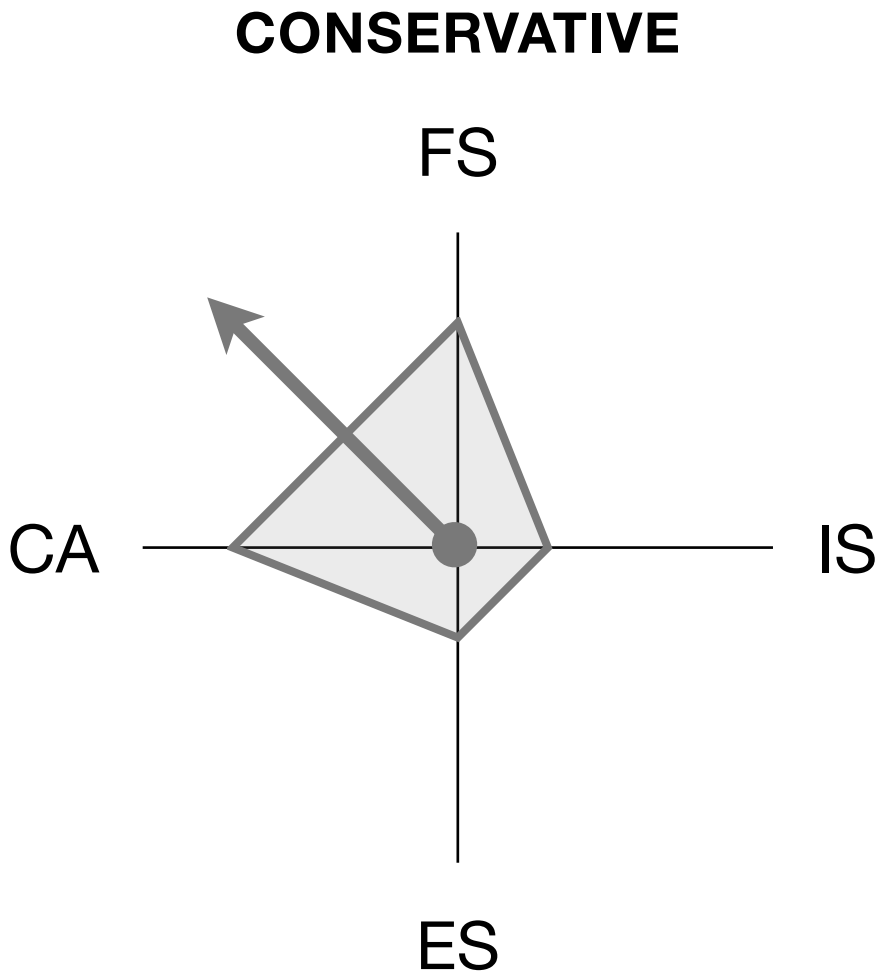
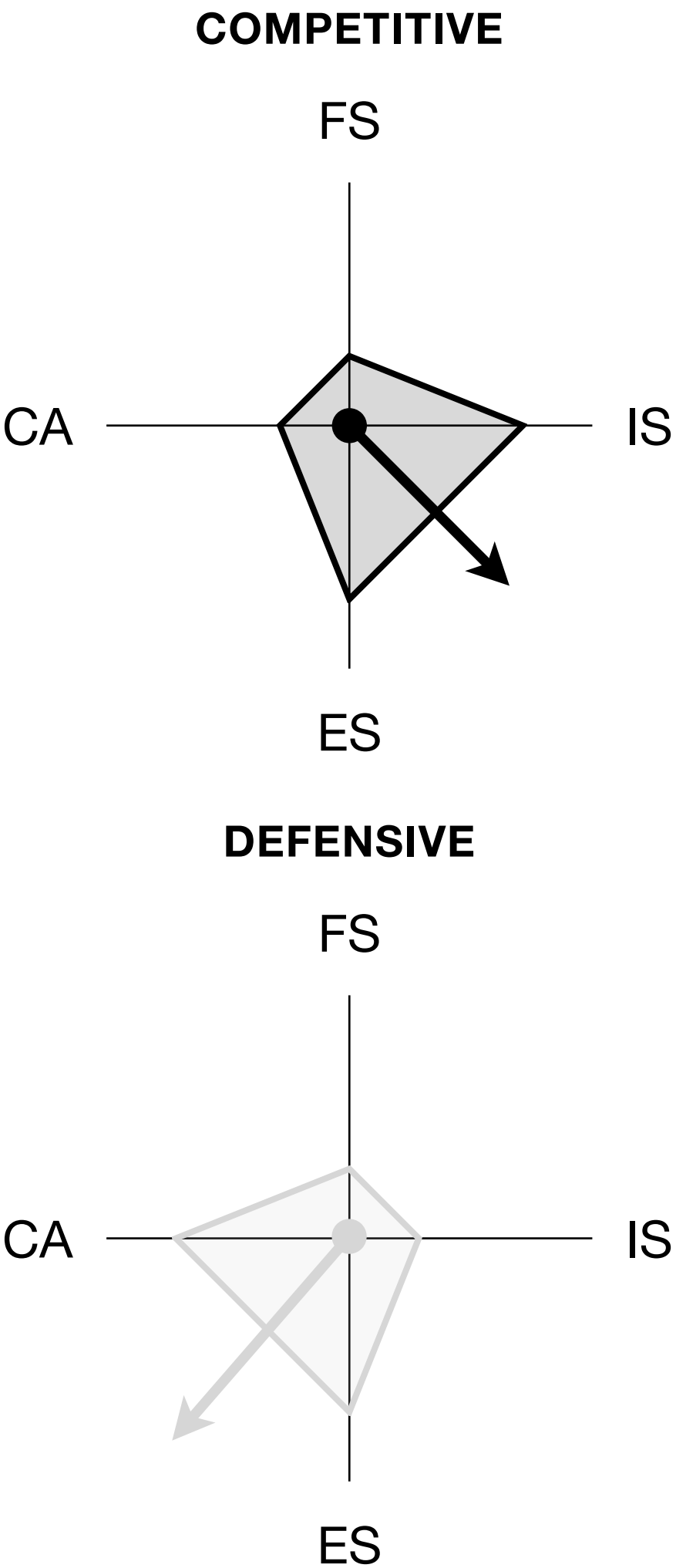
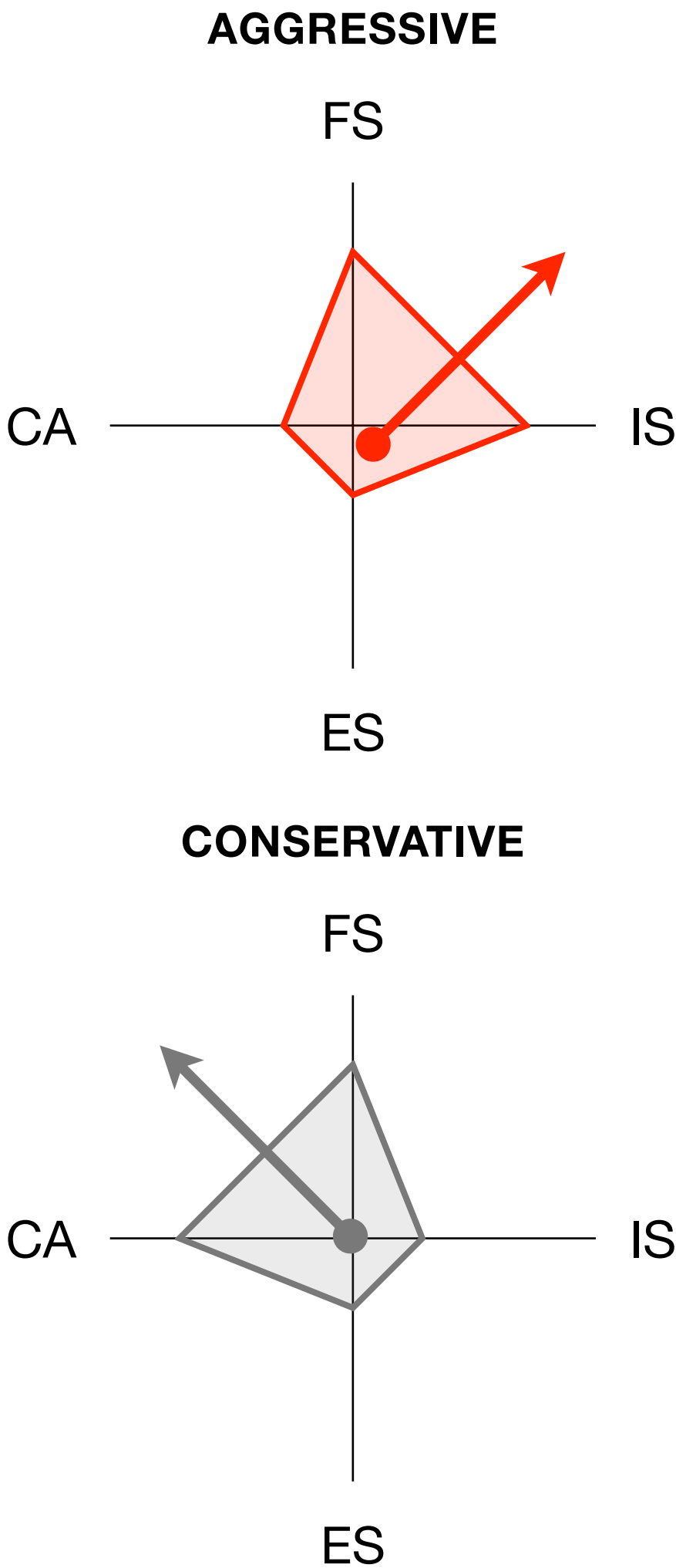
# SPACE MATRIX

Strategic Profile

- Competitor **A**
- Competitor **B**
- Competitor **C**



Toolkit & Legend:  
Average Scores of the Factors / Competitor Comparison Chart



Source: Strategic Management and Policy  
adapted from H. Rowe, R. Mason, and K Dichel (1982)

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# GROWTH TEAM





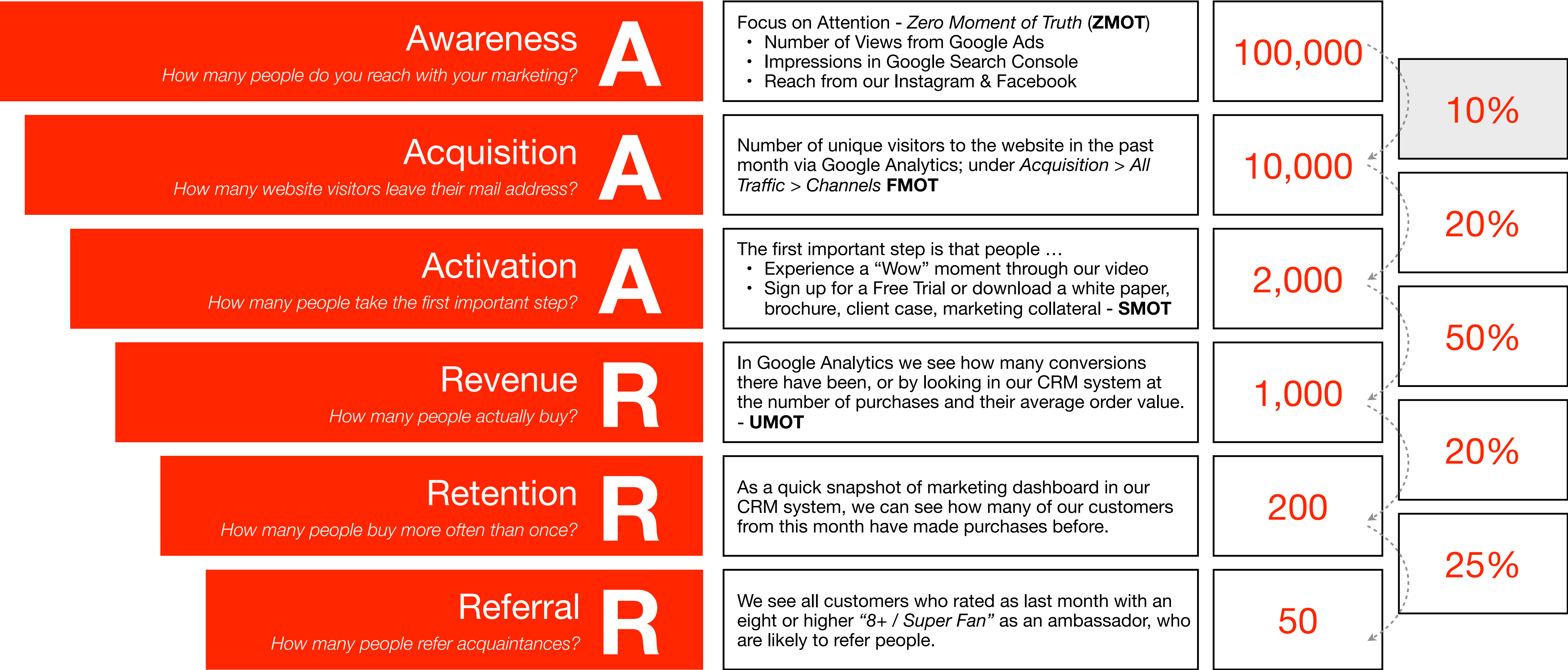
# PIRATE FUNNEL CANVAS

Source: Pirate Funnel AAARRR Framework  
excerpted from Gust De Backer, Ward van Gasteren (2023)

|                                                                                                    | Pirate Metrics | Exact Number | Bottleneck |
|----------------------------------------------------------------------------------------------------|----------------|--------------|------------|
| <div>Awareness</div> <div>How many people do you reach with your marketing?</div> <div>A</div>     |                |              |            |
| <div>Acquisition</div> <div>How many website visitors leave their mail address?</div> <div>A</div> |                |              |            |
| <div>Activation</div> <div>How many people take the first important step?</div> <div>A</div>       |                |              |            |
| <div>Revenue</div> <div>How many people actually buy?</div> <div>R</div>                           |                |              |            |
| <div>Retention</div> <div>How many people buy more often than once?</div> <div>R</div>             |                |              |            |
| <div>Referral</div> <div>How many people refer acquaintances?</div> <div>R</div>                   |                |              |            |

# PIRATE FUNNEL CANVAS

Source: Pirate Funnel AAARRR Framework  
excerpted from Gust De Backer, Ward van Gasteren (2023)





# ตามหา “ดาวเหนือ” Finding North Star

North Star Metric คือ หน่วยวัด 1 ค่าที่สามารถนิยามการเติบโตของบริษัทได้อย่างครอบคลุม แม่นยำ และ ยั่งยืน สะท้อนถึงคุณค่าของบริการ หรือผลิตภัณฑ์ที่ส่งมอบให้กับลูกค้าได้อย่างแท้จริง



# NORTH STAR METRIC DEFINITION

North Star Metric (NMS) is a tool to drive your product's growth. In the Growth Hacking world,

1. NMS is a single metric. The goal is to create focus.
2. NMS is easy to understand, enabling everyone to speak the same language.
3. NMS is customer-centric. Reflects how customers get value from the product.
4. NMS ideally ensures the value is sustainable, typically by forming habits.
5. NMS represents your progress toward vision / mission, fostering alignment among your teams and inspiring them to move in the same direction.
6. NMS is quantitative. It relies on numbers, not opinions.
7. NMS is actionable. Whether it increases or decreases, you will take action based on it. Otherwise, what's the point of tracking it?
8. NMS serves as a leading indicator of your long-term business success.

Source: North Start Metric Definition  
excerpted from Paweł Huryn (2023)



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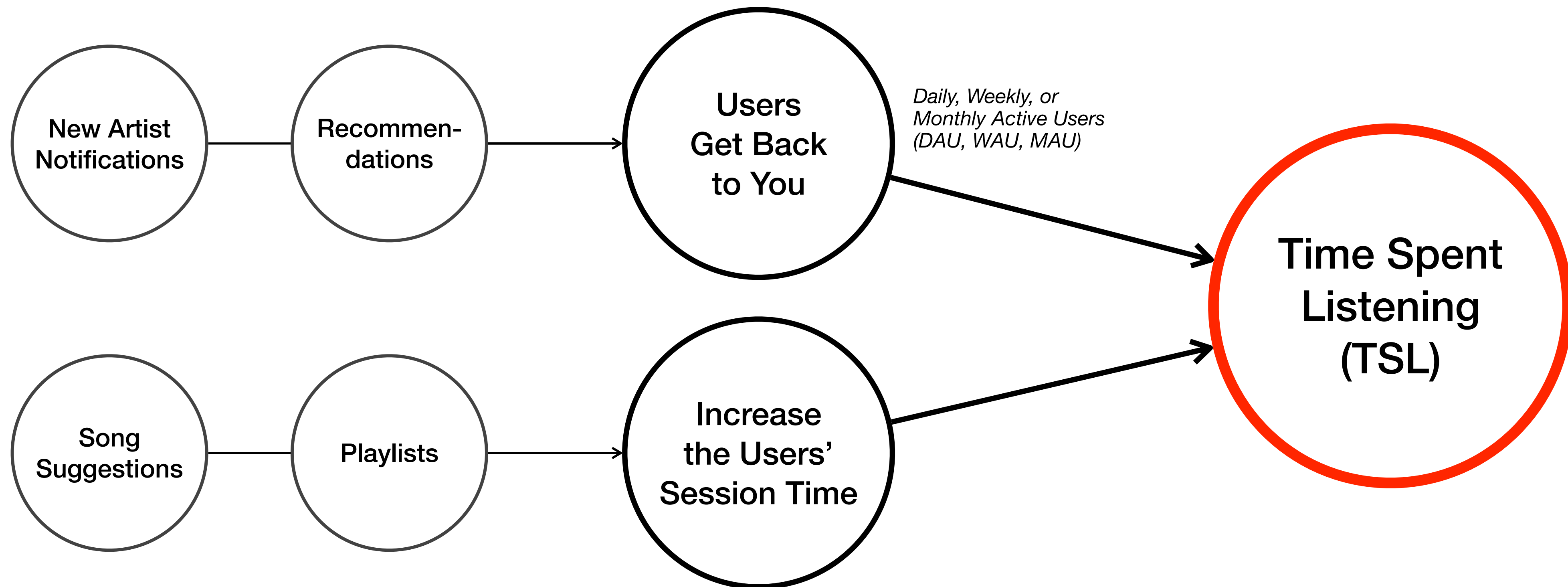




Input Metrics

Input Metrics

Output Metrics - *NMS*



Source: North Start Metric Definition  
excerpted from Paweł Huryn (2023)

**facebook**



**Quora**



# facebook

NSM - **Daily Active User (DAU)**



NSM - **Daily Occupancy Rate (DOR)**



NSM - **Time Spent Listening (TSL)**



NSM - **Monthly Active User (MAU)**



NSM - **Gross Merchandise Value (GMV)**

# Quora

NSM - **No of Replies / Request (NRP)**

# NORTH STAR METRIC (NSM)

Company  
Wide

North Star Metric

2 months

4 months

6 months

Team 1

OMTM

*One Metric That Matters*

OMTM

*One Metric That Matters*

OMTM

*One Metric That Matters*

Team 2

OMTM

*One Metric That Matters*

OMTM

*One Metric That Matters*

OMTM

*One Metric That Matters*

OMTM

*One Metric That Matters*

OMTM

*One Metric That Matters*

Source: North Start Metric

excerpted from Gust De Backer, Ward van Gasteren (2023)

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#FOREFOOD



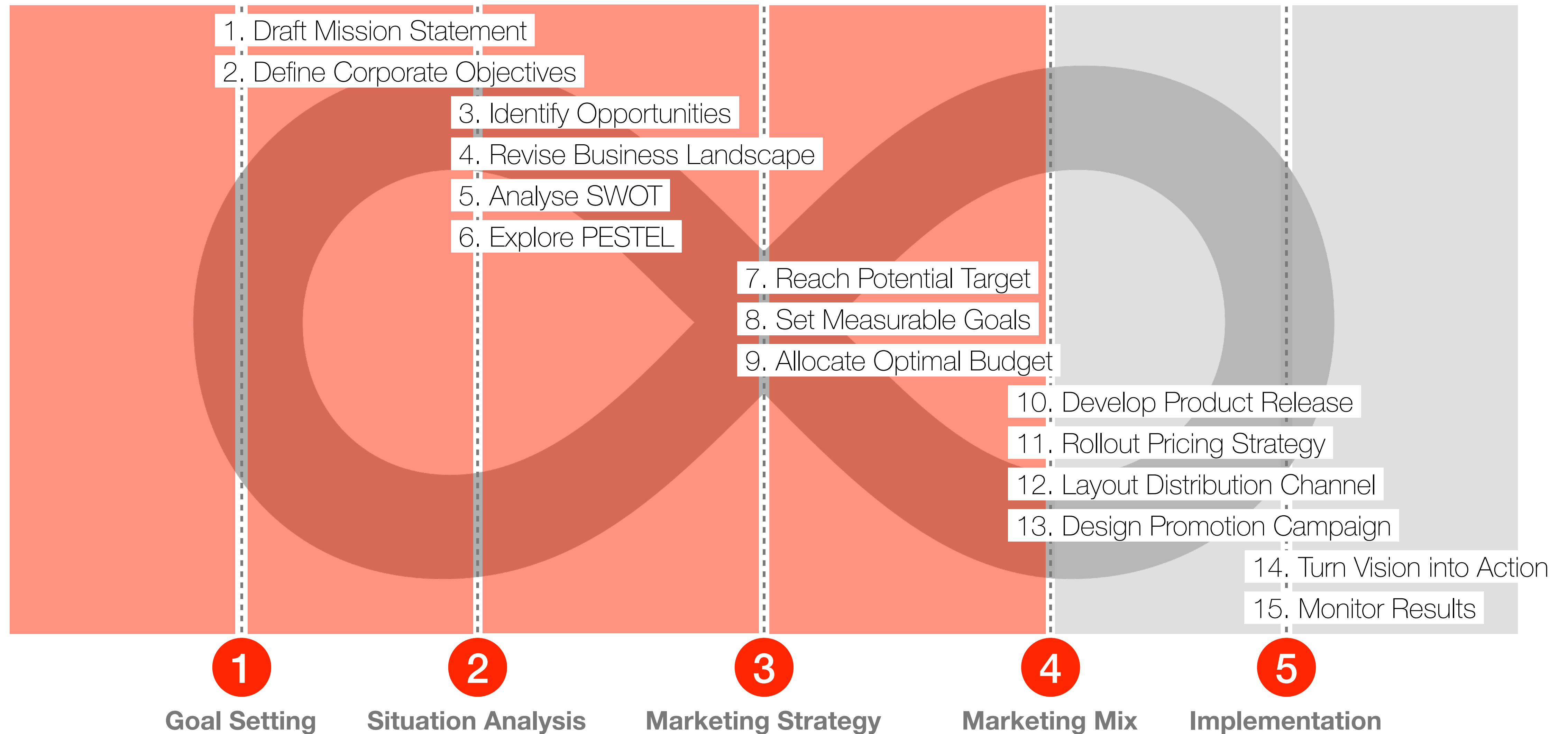
Where To Play

How To Win

How To Grow

What To Do

What To Learn



Source: The Growth Learning Loop

adapted from Marketing Planning Process, Malcolm McDonald (2016)

Where To Play

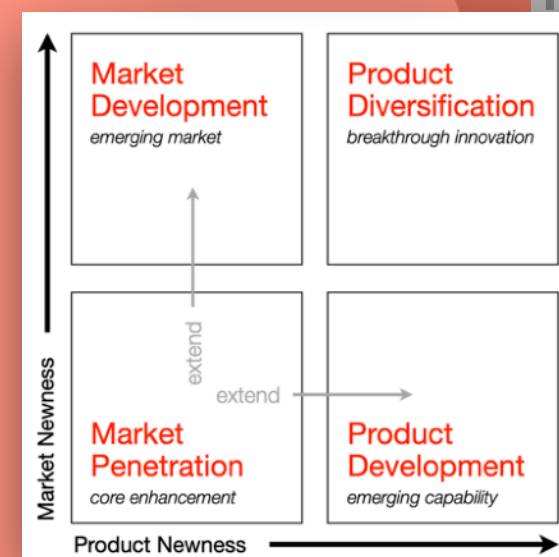
How To Win

How To Grow

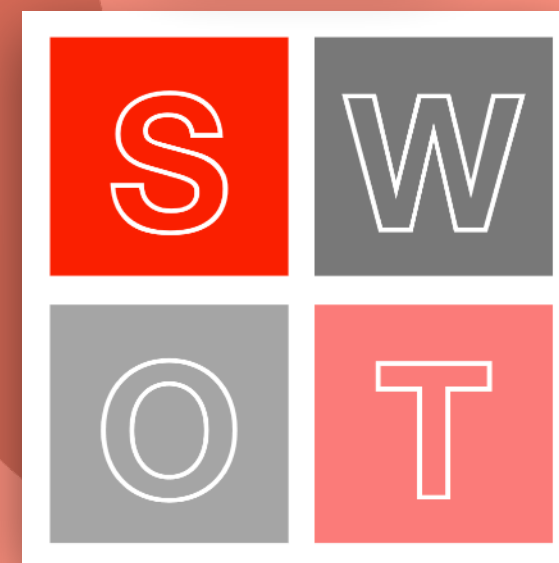
What To Do

What To Learn

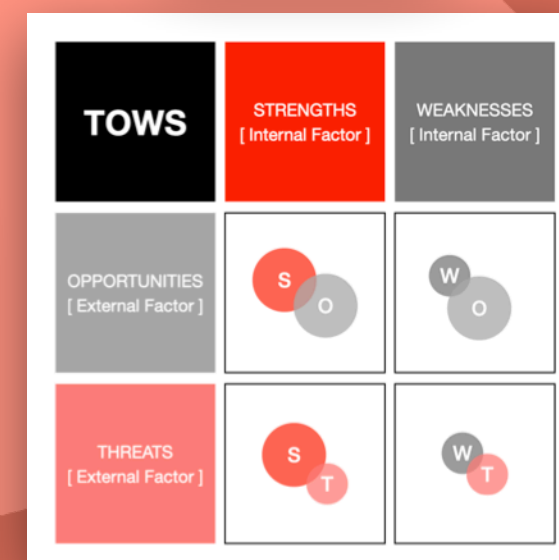
ANSOFF



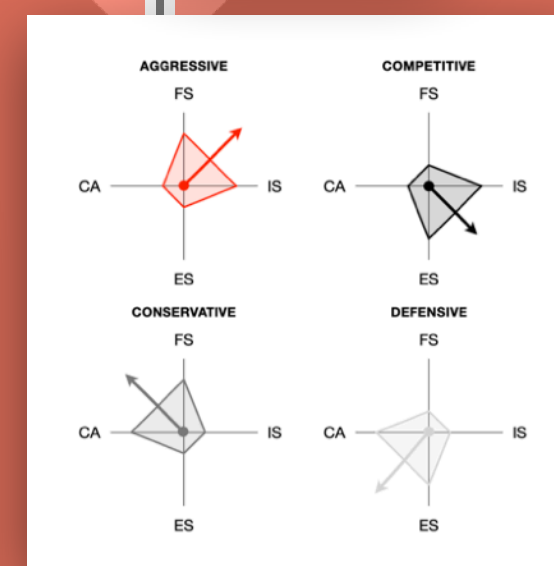
SWOT



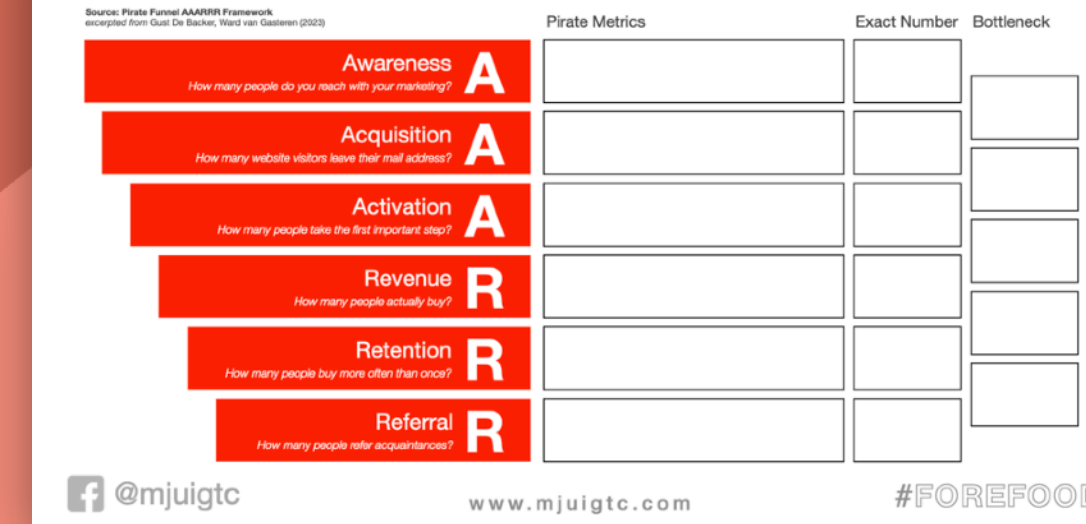
TOWS



SPACE



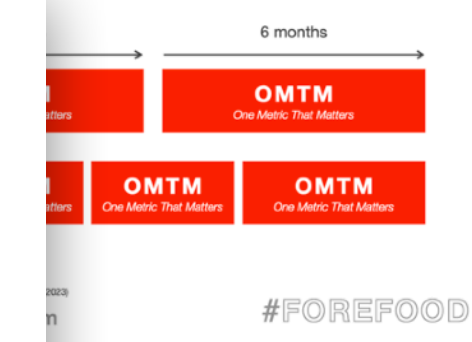
PIRATE FUNNEL CANVAS



FUNNEL

NORTH STAR METRIC (NSM)

North Star Metric



NORTHSTAR

1

Goal Setting

2

Situation Analysis

3

Marketing Strategy

4

Marketing Mix

5

Implementation





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CONNECTING  
COMMUNITIES  
**CONNECTING  
COMMUNITIES**  
CONNECTING  
COMMUNITIES



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ร่วมออกแบบการเรียนรู้  
โดย อ.อนุวัต เชื้อเย็น  
ผู้อำนวยการศูนย์การศึกษา iGTC  
คณะพัฒนาการท่องเที่ยว มหาวิทยาลัยแม่โจ้





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**CONNECTING**  
**COMMUNITIES**  
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