

THE OPERATING SYSTEM THEORY OF BUSINESS

BUSINESS MAXIMIZER®

Position → Promote → Maximize

EVERY BUSINESS ALREADY HAS AN OPERATING SYSTEM.

The only question is whether it's intentional.

IF YOU STEPPED AWAY FOR THIRTY DAYS, WHAT WOULD FRACTURE FIRST?

01 · CASH & COLLECTIONS

Invoices age silently. Late-paying clients stay late because chasing them was always your job.

02 · DELIVERY QUALITY

The standard lives in your head. Without inspection, the work renegotiates the standard downward.

03 · DECISION ROUTING

Every exception routes to your phone. The team lacks a written rule to apply.

EVERYONE IS BUYING AI. ALMOST NOBODY IS INSTALLING A SYSTEM.

23% → 40%
→ 58%

SMB AI adoption 2023-25 (US
Chamber)

17.7%

actually pay an AI vendor (JPMorgan
Chase Institute)

~850 hrs/yr

owner admin (36% of ~49-hour weeks)

~50%

five-year failure rate (BLS)

Correlation, not causation. These numbers describe the environment, not your business.

“Businesses don't have marketing problems. They have operating-system problems that show up as marketing problems.”

– Core Story, BM-OS

ONE IDEA IN THREE LAYERS.

01 • LEARN THE THEORY

The Operating System Theory of Business —
published free.

02 • INSTALL THE ARCHITECTURE

Business Maximizer®: diagnostic, pentagons,
supervised install.

03 • EXECUTE THE SYSTEM

BM-OS: measurement, workflows and agents that
run without you.

The layers are sequential in logic, not in obligation.

THE FRAMEWORK NAMES WHAT A HEALTHY BUSINESS RUNS.

It does not, by itself, make one run. The scarce part is measurement, cadence and an operating system that keeps running when the founder leaves the room.

The theory is free. Execution requires instruments.

POSITION

Know your market.

Package what you sell so the right people choose you.

PROMOTE

Make demand run without you.

Connect, deliver value and attract your target audience.

MAXIMIZE

Make it compound.

Scale sales, retention and revenue streams.

Sequence matters. Position feeds Promote. Promote feeds Maximize.

KNOW YOUR MARKET.

1.1 • MARKET RESEARCH

1.2 • PACKAGE YOUR PRODUCT / SERVICE

1.3 • TEST AND VALIDATE YOUR PACKAGE

Research discovers the customer. Packaging turns discovery into an offer.
Validation lets the market vote before promotion spend.

MAKE DEMAND RUN WITHOUT YOU.

2.1 · CONNECT WITH YOUR TARGET MARKET

2.2 · DELIVER VALUE BOMBS

2.3 · ATTRACT YOUR TARGET AUDIENCE

Build a reliable channel, demonstrate competence through useful value, then give qualified interest a clear route to the offer.

MAKE IT COMPOUND.

3.1 · MAXIMIZE AND SCALE SALES

3.2 · MAXIMIZE RETENTION

3.3 · CREATE MULTIPLE REVENUE STREAMS

Instrument the sales process, retain customers through cadence, then add adjacent revenue streams that share the same operating system.

MARKET RESEARCH

Interview the last ten people who bought and the last ten who did not. Record what they compared, what nearly stopped them and what they would pay more for. Count before you conclude.

INSTRUMENT QUESTION

What evidence do you have – not belief – about who buys and why?

PACKAGE YOUR PRODUCT / SERVICE

Turn what you do into something a specific buyer can understand, compare and say yes to without you in the room: a named outcome, defined scope, price logic and repeatable terms.

INSTRUMENT QUESTION

Could a buyer repeat your offer – outcome, scope, price – accurately without you?

TEST AND VALIDATE YOUR PACKAGE

Offer the package to a countable number of real prospects. Record conversion, objections, time-to-decision and discount pressure. Change one variable at a time and retest.

INSTRUMENT QUESTION

What is your measured conversion rate on the current package – and when did you last test it?

CONNECT WITH YOUR TARGET MARKET

Choose where the buyer already pays attention and show up there reliably.
Measure qualified conversations, not impressions or followers.

INSTRUMENT QUESTION

How many qualified conversations did your channel start last month – counted, not estimated?

DELIVER VALUE BOMBS

Give something genuinely useful without a gate or pitch: a worksheet, teardown, benchmark or honest answer. It should be worth keeping even if the recipient never buys.

INSTRUMENT QUESTION

What have you given your market in the last 90 days that they would keep even if they never buy?

ATTRACT YOUR TARGET AUDIENCE

Build a deliberate route from useful value to the packaged offer. Watch the composition of inbound, not just its volume; a mis-targeted message only buys the wrong audience faster.

INSTRUMENT QUESTION

Of your last 20 inbound enquiries, how many matched your target buyer profile?

MAXIMIZE AND SCALE SALES

Write down the stages, questions and criteria from first conversation to signed deal. Instrument conversion by stage, cycle length, average deal size and win/loss reasons.

INSTRUMENT QUESTION

Which stage of your pipeline has the lowest measured conversion – and what did you change there last quarter?

MAXIMIZE RETENTION

Define what active means, list every customer and mark each one. Systematise check-ins, delivery standards and the moment you ask what else they need.

INSTRUMENT QUESTION

What percentage of last year's customers are still active – and do you know why the others left?

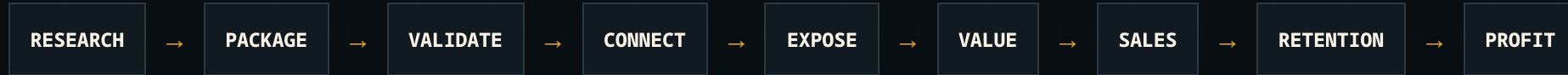
CREATE MULTIPLE REVENUE STREAMS

Build adjacent streams on customers, delivery capability and proof you already have. Judge each stream on margin, founder time and retention.

INSTRUMENT QUESTION

If you listed every revenue stream with its own margin and founder-hours, which one would you close tomorrow?

SKIPPING AHEAD IS THE MOST COMMON FAILURE MODE.



THE SIX PENTAGONS.

The Quantified Enterprise is the foundational kernel. Five documented systems move its numbers: Giver, Growth Metrics, Dot Com Simplified, Market Positioning and Profit Maximizer.

Source: The Business Maximizer® Framework – 44 pages. Edited for length, not for substance.

THE QUANTIFIED ENTERPRISE PENTAGON

If you cannot quantify the business you want to build, you cannot systematically build it.

01 · Vision

02 · Traction

03 · Marketing

04 · Sales

05 · People

VISION

Where are we going?

Define a specific future point and quantify the few characteristics that best describe the business you want to own.

Don't just visualise your future enterprise. Quantify it.

TRACTION

Are we making measurable progress?

Bridge strategy to execution: 3-year vision → 1-year goals → 90-day priorities → monthly targets → weekly actions.

Vision without measurement is intention. Vision with measurable progress creates traction.

MARKETING

Can we consistently create demand?

$\$1,000,000 \text{ additional revenue} \div \$10,000 \text{ average customer} = 100 \text{ customers} \div 25\% \text{ close rate} = 400 \text{ qualified opportunities.}$

Measure how much qualified demand marketing creates.

SALES

Can we consistently convert demand?

Revenue target → average sale → customers required → closing rate → qualified opportunities required.

Revenue is the result of an equation you can understand and improve.

PEOPLE

Do we have the capacity to deliver and grow?

Marketing creates demand. Sales converts demand. People fulfil the promise. Disconnect those numbers and growth damages the business.

Build the capability required for the business you intend to become.

A MATHEMATICAL MODEL OF YOUR BUSINESS.

VISION	Where are we going?
TRACTION	Are we getting there?
MARKETING	Are we creating enough demand?
SALES	Are we converting enough demand into revenue?
PEOPLE	Do we have the capacity to deliver and grow?

Quantify the destination. Measure the gap. Build the machine.

THE GIVER PENTAGON

Adapted from The Go-Giver – Bob Burg & John David Mann

01 · Get Committed

02 · Inspire to Influence

03 · Vivacious Value Creator

04 · Experiment to Enhance

05 · Ready to Receive

Provide value first. Commit to the customer, demonstrate rather than discount, deliver more value than the customer pays for, experiment to improve, and remain ready to receive the returns of giving.

THE GROWTH METRICS PENTAGON

“What gets measured gets improved.” – attributed in the source to Peter Drucker

01 · Attention

02 · Acquisition

03 · Revenue

04 · Retention

05 · Referral

Five KPIs in sequence. The source cites Dropbox growing from 100,000 to 4 million users in 15 months through referrals — 5900% growth.

THE DOT COM SIMPLIFIED PENTAGON

Online growth without information or technology overwhelm

01 · Traffic

02 · Follow-up

03 · Educate

04 · Close

05 · Retain

Drive qualified traffic, follow up consistently, educate before selling, make buying credible and smooth, then retain with relevant communication.

THE MARKET POSITIONING PENTAGON

Positioning as five answerable questions

01 · Why

02 · Who

03 · What

04 · With

05 · Where

Why buy from you? Who is the ideal customer? What problem are you solving? With what solution? Where does that customer already pay attention?

THE PROFIT MAXIMIZER PENTAGON

Adapted from Profit First – Michael Michalowicz

01 · Monitor

02 · Control

03 · Manage

04 · Plan

05 · Improve

Manage the financial resources of the business through measurement, allocation discipline, operating metrics, forecasting and working-capital improvement.

BUILT FOR AN OWNER-LED BUSINESS.

BUILT FOR

- \$1M–\$10M founder-led business
- 15–50 staff
- Owner still in operations
- Numerate — reads a P&L without flinching
- Has tried a framework and outgrown it

WRONG FOR YOU IF

- Pre-revenue
- Wanting a marketing agency
- Wanting theory without implementation
- Unwilling to write things down

USE IT. ADAPT IT. TEACH IT. BUILD ON IT.

ATTRIBUTION	BUSINESS MAXIMIZER®
COST	\$0. NO GATE. NO EMAIL WALL. NO “FREE TRIAL”.
SCOPE	LAYER 1 OF 3 — THE OPERATING THEORY.

The framework is free the way a published standard is free.

MAKE THE SYSTEM IN YOUR HEAD VISIBLE, MEASURABLE AND DELEGABLE.

DIAGNOSTIC

Score the system before changing it.

PENTAGONS

Apply the architecture to each function.

SUPERVISED INSTALL

Produce written rules, owners and instruments — not a folder of slides.

THE SYSTEM RUNS WHETHER OR NOT YOU ARE IN THE ROOM.

The execution layer is the instrument panel: measurement that updates without you, workflows and agents that carry routine decisions, and a cadence that surfaces exceptions instead of routing every one to your phone.

Systems compound decisions.

HOW MUCH OF THE SYSTEM IS STILL ONLY IN YOUR HEAD?

WRITE THE RULE

Turn judgement into a standard the team can apply.

NAME THE NUMBER

Replace commentary with an instrument reading.

RUN THE CADENCE

Surface exceptions before they become founder emergencies.

EVERY BUSINESS ALREADY HAS AN OPERATING SYSTEM.

Make yours intentional.