THE $0-$100M MARKETING GROWTH ROADMAP

A stage diagnostic for matching priorities, talent, systems, and capital to the next constraint

THE CENTRAL IDEA

A company advances when it solves the dominant constraint limiting its next stage - not when it copies the marketing plan, team structure, or spending level of a larger business.

0-TO-1 | CONSTRAINT | GRADUATION EVIDENCE | STAGE FIT

ANTONIO ADAMS

Practical guidance for owners and senior leaders

Oxogin - Growth & Enterprise Value

READ THIS FIRST

Revenue is a clue - not the diagnosis

DIRECTIONAL RANGES - NOT UNIVERSAL BENCHMARKS

Two companies with the same revenue can be in different stages. Business model, margin, regulation, deal size, automation, capital, and market conditions change what the company needs.

DIAGNOSTIC INPUT	WHAT IT TELLS YOU	HOW TO USE IT
Revenue range	Approximate scale and resource availability	Normalize for business model and revenue quality
Company complexity	Management load, specialization, and operating risk	Account for automation, outsourcing, and regulation
Dominant constraint	The bottleneck with the largest downstream effect	Use as the primary stage diagnosis
Graduation evidence	The observable condition proving the constraint is solved	Require before copying the next-stage playbook
Work mode	Discovery, stabilize, focus, systemize, optimize, architect, scale	Match talent, cadence, and capital posture

ROADMAP AT A GLANCE

Stages 0-4: from evidence to focus

STAGE	NAME	REVENUE	DOMINANT CONSTRAINT	GRADUATION EVIDENCE
0	Market Discovery	$0	No validated market signal	People respond, try, and confirm the problem matters
1	Commercial Validation	$0-$100K	Interest has not become paid proof	Multiple customers pay and confirm value
2	Demand Repeatability	$100K-$500K	Customer acquisition is inconsistent	One channel repeatedly creates qualified demand
3	Revenue-System Alignment	$500K-$2M	Demand, sales, delivery, and success are misaligned	The system converts and fulfills with less heroics
4	Market Focus	$2M-$5M	The company serves too many customer types equally	A priority segment clearly outperforms

ROADMAP AT A GLANCE

Stages 5-9: from systems to the next value curve

STAGE	NAME	REVENUE	DOMINANT CONSTRAINT	GRADUATION EVIDENCE
5	Offer Scalability	$5M-$10M	Value is too custom or hard to repeat	The offer is easier to sell, deliver, measure, and expand
6	Growth-Economics Optimization	$10M-$25M	Growth works, but efficiency is weak	The company knows which motions earn more capital
7	Enterprise Architecture	$25M-$50M	Complexity hides value and risk	Leaders can see and manage the portfolio economics
8	Functional Specialization	$50M-$100M	Generalists cannot carry enterprise complexity	Specialists improve performance without fragmentation
9	Strategic Capital Deployment	$100M+	The current engine may not create the next value curve	A new option has evidence, economics, ownership, and capital logic

THE 0-TO-1 FRAMEWORK

Discovery can happen at any stage

THE DEFINITION

A 0-to-1 problem exists when the desired output is clear but the inputs required to create it reliably are unknown or misdiagnosed.

DIMENSION	DISCOVERY / 0-TO-1	EXECUTION / SCALE
Ambiguity	High; the thesis may be wrong	Lower; inputs and outcomes are understood
Primary skill	Customer and operating diagnosis	Process discipline and quality control
Talent mode	Self-directed builder and systems thinker	Operator, manager, optimizer, specialist
Capital posture	Small, reversible tests and fast learning	Larger allocation against proven thresholds
Failure signal	Activity without changed understanding	Inconsistent execution or capacity limits
Graduation	Inputs are understood and a play can be codified	The system is stable enough to optimize or scale

IMPORTANT

A Stage 9 company can still face a 0-to-1 problem when entering a new market, integrating an acquisition, launching a new product, or building a new channel.

STAGES 0-1

Market Discovery and Commercial Validation

Stage-fit priorities across marketing, sales, product, talent, systems, and capital.

STAGE 0

MARKET DISCOVERY

DIRECTIONAL REVENUE

$0

Dominant constraint

No validated market signal

Next unlock

Prove an urgent problem and meaningful engagement

Graduation evidence

People respond, try, and confirm the problem matters

PRIMARY WORK MODE

DISCOVERY

STAGE 1

COMMERCIAL VALIDATION

DIRECTIONAL REVENUE

$0-$100K

Dominant constraint

Interest has not become paid proof

Next unlock

Validate offer, value, price, and delivery

Graduation evidence

Multiple customers pay and confirm value

PRIMARY WORK MODE

DISCOVERY

STAGES 2-3

Demand Repeatability and Revenue-System Alignment

Stage-fit priorities across marketing, sales, product, talent, systems, and capital.

STAGE 2

DEMAND REPEATABILITY

DIRECTIONAL REVENUE

$100K-$500K

Dominant constraint

Customer acquisition is inconsistent

Next unlock

Prove one repeatable acquisition motion

Graduation evidence

One channel repeatedly creates qualified demand

PRIMARY WORK MODE

STABILIZE

STAGE 3

REVENUE-SYSTEM ALIGNMENT

DIRECTIONAL REVENUE

$500K-$2M

Dominant constraint

Demand, sales, delivery, and success are misaligned

Next unlock

Align funnel, handoffs, CRM, proof, and onboarding

Graduation evidence

The system converts and fulfills with less heroics

PRIMARY WORK MODE

STABILIZE

STAGES 4-5

Market Focus and Offer Scalability

Stage-fit priorities across marketing, sales, product, talent, systems, and capital.

STAGE 4
MARKET FOCUS

DIRECTIONAL REVENUE

$2M-$5M

Dominant constraint

The company serves too many customer types equally

Next unlock

Focus ICP, position, proof, and channel strategy

Graduation evidence

A priority segment clearly outperforms

PRIMARY WORK MODE

FOCUS

STAGE 5
OFFER SCALABILITY

DIRECTIONAL REVENUE

$5M-$10M

Dominant constraint

Value is too custom or hard to repeat

Next unlock

Productize offers and increase customer value

Graduation evidence

The offer is easier to sell, deliver, measure, and expand

PRIMARY WORK MODE

SYSTEMIZE

STAGES 6-7

Growth-Economics Optimization and Enterprise Architecture

Stage-fit priorities across marketing, sales, product, talent, systems, and capital.

STAGE 6

GROWTH-ECONOMICS OPTIMIZATION

DIRECTIONAL REVENUE

$10M-$25M

Dominant constraint

Growth works, but efficiency is weak

Next unlock

Reallocate toward profitable, predictable growth

Graduation evidence

The company knows which motions earn more capital

PRIMARY WORK MODE

OPTIMIZE

STAGE 7

ENTERPRISE ARCHITECTURE

DIRECTIONAL REVENUE

$25M-$50M

Dominant constraint

Complexity hides value and risk

Next unlock

Clarify segment, product, brand, channel, data, and journey

Graduation evidence

Leaders can see and manage the portfolio economics

PRIMARY WORK MODE

ARCHITECT

STAGES 8-9

Functional Specialization and Strategic Capital Deployment

Stage-fit priorities across marketing, sales, product, talent, systems, and capital.

STAGE 8

FUNCTIONAL SPECIALIZATION

DIRECTIONAL REVENUE

$50M-$100M

Dominant constraint

Generalists cannot carry enterprise complexity

Next unlock

Build specialized capability and governance

Graduation evidence

Specialists improve performance without fragmentation

PRIMARY WORK MODE

SCALE / GOVERN

STAGE 9

STRATEGIC CAPITAL DEPLOYMENT

DIRECTIONAL REVENUE

$100M+

Dominant constraint

The current engine may not create the next value curve

Next unlock

Build the next market, product, partner, M&A, or category thesis

Graduation evidence

A new option has evidence, economics, ownership, and capital logic

PRIMARY WORK MODE

PORTFOLIO / 0-TO-1

PEOPLE AND OPERATING MODEL

Talent changes as the constraint changes

STAGES	COMMERCIAL FUNCTIONS THAT BECOME CENTRAL	TALENT MODE	LEADERSHIP JOB
0-1	Discovery, positioning, offer, pricing, founder sales, early proof	Builder / discovery	Learn quickly and validate value
2-3	Demand generation, revenue operations, enablement, onboarding, basic analytics	Operator / manager	Create repeatability and alignment
4-5	Segment strategy, product marketing, packaging, lifecycle, customer proof	Cross-functional leader	Focus and systemize value
6-7	Marketing operations, analytics, brand architecture, channel portfolio, RevOps	Functional leader	Optimize economics and architecture
8-9	Specialized teams, governance, portfolio strategy, M&A integration, next-curve work	Executive / architect	Allocate capital and create options

OWNER'S DIAGNOSTIC

Name the next constraint before hiring or spending

1 **Current stage signal**

What do revenue, complexity, customer behavior, and market conditions suggest?

2 **Dominant constraint**

What one bottleneck has the largest downstream effect on growth, profit, risk, or enterprise value?

3 **Work mode**

Is this discovery, stabilization, focus, systemization, optimization, architecture, scale, or a new 0-to-1 curve?

4 **Value at stake**

What revenue, contribution, cash, risk reduction, strategic option, or enterprise value could change?

5 **Graduation evidence**

What observable condition would prove the constraint is solved?

6 **Talent and ownership**

Who is the right type of leader for this work, and who owns the decision?

THE RIGHT MARKETING PLAN IS THE ONE THAT SOLVES THE NEXT REAL CONSTRAINT.