

A decision before a larger commitment.

Organisation X - fictional specialist process-equipment manufacturer. Decision horizon: 90 days.

THE LEADERSHIP DECISION

Which future role should we prepare first, while protecting current delivery?

RECOMMENDED FIRST COMMITMENT

Test one adjacent industrial-monitoring offer with qualified buyers before funding a wider expansion.

ILLUSTRATIVE BASELINE ASSUMPTIONS

GBP 4.8m

Annual revenue

68%

Revenue in one sector

24 hours

Weekly engineering capacity

WHY THIS MOVE IS WORTH EXAMINING

The assumed concentration creates exposure, while application expertise, installed equipment and customer relationships may support a wider monitoring role. That possibility is a hypothesis until a buyer, delivery specification and viable economics are established.

WHAT MUST REMAIN DEPENDABLE

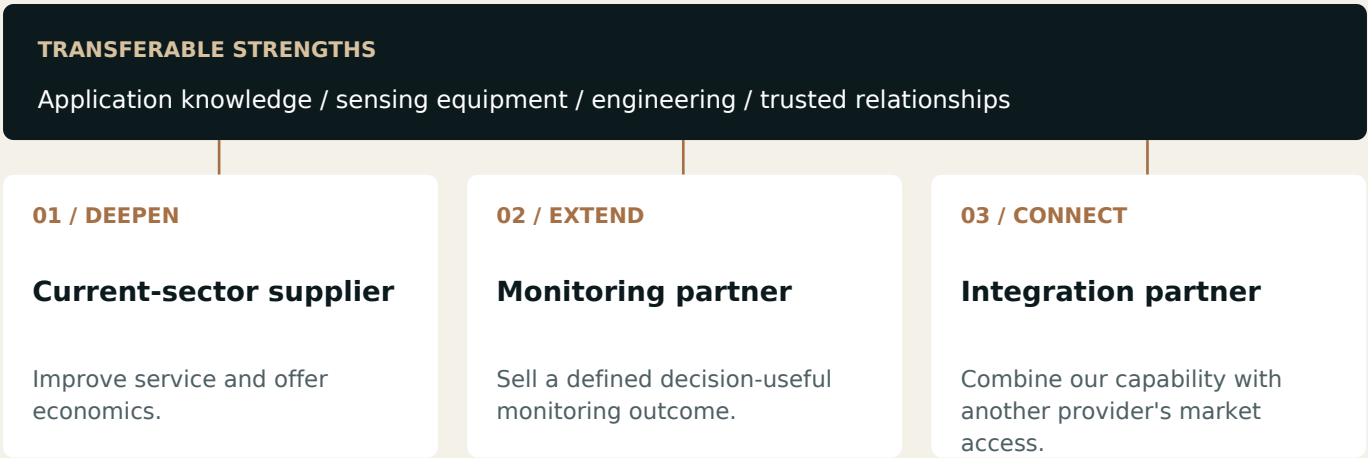
Protect current orders and a 10-working-day delivery baseline. Allocate two engineers up to 12 hours each per week only if core service is maintained. The sponsor owns the resource trade-off.

Approval requested: a discovery experiment capped at GBP 4,000. A technical pilot requires a separate decision after buyer and specialist review.

Capabilities can support more than one role.

Nexus method illustration: compare economic roles, operating changes and the evidence needed to advance.

A DECISION-RELEVANT SYSTEM VIEW



COMPARE COMMITMENTS

Role	Reason to test	Condition to advance
Deepen	Existing demand and access.	Buyer value and contribution improve.
Extend - first test	Transferable capability; modest initial commitment.	One paying buyer, feasible specification, positive contribution.
Connect - reserve	Access to a more distant market through a partner.	Named partner, clear rights and suitable technical review.

EVIDENCE STATE

Synthetic inputs: revenue concentration, available capacity and service baseline. Inference: adjacent monitoring may use existing strengths. Unproven: buyer willingness to pay, adaptation cost, partner availability and technical suitability.

Disconfirming evidence: no accountable buyer, adaptation exceeds available resources, or the current service deteriorates. Any of these changes the recommendation.

Make the next step accountable.

One bounded experiment. Explicit economics. A review before resources and commitments grow.

FIRST EXPERIMENT / DAYS 1-30

Validate an adjacent industrial-monitoring buyer and prepare a paid pilot specification.

ACCOUNTABLE OWNER

Client executive sponsor; commercial lead runs buyer work.

RESOURCE BOUNDARY

GBP 4,000 discovery cap; up to 24 engineering hours weekly. No wider hiring or equipment commitment.

PASS CONDITION

Two qualified buyers confirm a specific need; one agrees paid pilot terms. Specialist confirms the technical review needed.

STOP OR REVISE

No committed buyer by day 30; discovery exceeds cap; or existing delivery cannot maintain its baseline.

PILOT ECONOMICS / EXAMPLE THRESHOLDS ONLY

Assumed pilot fee: GBP 18,000. Assumed direct delivery cost: GBP 12,000. Contribution: GBP 6,000 (33.3%), before overhead and the separate discovery spend. With 20% delivery-cost overrun, contribution falls to GBP 3,600 (20%). These are decision thresholds, not forecasts or validated prices.

90-DAY SEQUENCE

DAYS 1-30

Confirm buyer problem, specification and willingness to pay. Review specialist requirements and approve or stop.

DAYS 31-60

If approved, deliver one controlled pilot with named technical and client owners. Log cost, quality, service impact and people's capability.

DAYS 61-90

Compare realised contribution and buyer acceptance with the baseline. Scale, revise or close; update role options and review cadence.

People and continuity: participation and development needs are agreed with affected employees. The client sponsor reviews results at days 30, 60 and 90. Verenth monitoring or implementation is separately commissioned.