

We plan on last year's market. The category has already moved.

Our plan uses share data that is months old. Buyer needs, rival moves and AI recommendations show where the category is going. We can test where to play before we put money behind it.

WHERE WE STAND

3

growth spaces not in our plan

6 mo

age of data behind the plan

2

rivals moving into our core

1 of 3

markets where we lead in AI answers

GROWTH SPACE WE CAN WIN

Premium night		46%
Plant-based		31%
Value bundles		22%

Sized from reviews, shelf and AI data, 3 markets.

WHY · THREE LAYERS OF EVIDENCE

Human Intelligence · leads

Where buyer needs are growing, and how fast.

Product Intelligence

Where rivals are moving, launching and pricing.

Machine Intelligence

Who AI recommends in each space — the shortlist of the future.

WHAT BUYERS SAY

"I don't mind paying more if it means we all sleep."

Premium night: fastest-growing reason to trade up

SPACE SIZE · GROWTH NEXT 2 YEARS

Premium night		46%
Plant-based		31%
Value bundles		22%
Training pants		14%

PLAN CHECK

Spaces sized on buyer data

1 / 4

Rival moves tracked

Quarterly

AI position by market

Unknown

Options tested

0

Premium night is large, growing and under-served — and we already have the right to win it.

THREE MOVES

01 Re-base the plan

Live buyer, product and AI evidence.

02 Back premium night

Size it and build the case.

03 Watch rival moves

Monthly, not yearly.

What we do next, what we expect and how we measure it.

01

What we do next

ACTION	WHEN	LAYER
Space sizing 4 growth spaces Live evidence · Strategy lead	Days 1–21	HUMAN
Premium night case size, fit, rivals For leadership · Strategy	Days 14–42	PRODUCT
AI position map 3 markets Who AI shortlists · Strategy	Days 7–28	MACHINE
Rival watch monthly Launches, price, claims · Strategy	Ongoing	PRODUCT
Plan refresh with teams Board-ready · Strategy + Finance	Days 60–90	HUMAN

02

What we expect · 90 days

4 / 4
growth spaces sized

6 mo → live
data behind the plan

1
new space approved

3 / 3
markets with an AI view

03

How we measure it

Space size Buyer demand and growth	QUARTERLY
Rival moves Launches and price	MONTHLY
AI position Share of shortlists	MONTHLY
Plan accuracy Forecast vs actual	QUARTERLY
Board readout Plan before / after	DAY 90

Baseline locked day 1. Current annual plan and its data sources.

THE TEAM GETS

Win plan
Where to play

Content bank
Evidence for the plan

Action decks
Board-ready decks

Buyer personas
Test strategic options

The ask: approve a live-evidence plan refresh and the premium night business case.

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