The First 90 Days

An executive operating plan for meaningful momentum without unnecessary disruption

An original decision framework · Illustrative approach, not client performance data

Earn trust first. Find the constraint. Make the next decision easier.

DAYS 01–30 | LISTEN, DIAGNOSE, BASELINE

- Interview executives, channel owners, finance, analytics, frontline partners, and customers where feasible.
- Map audience segments, customer journeys, investment allocation, vendor scope, and current team responsibilities.
- Establish a baseline: qualified demand, conversion, revenue contribution, spend quality, and reporting reliability.
- Identify quick, low-regret fixes while protecting ongoing performance.

DAYS 31–60 | PRIORITIZE AND TEST

- Translate the business strategy into an accountable media and growth scorecard.
- Rank opportunities by business impact, evidence quality, cost, speed, and execution capacity.
- Launch a targeted test-and-learn agenda; align ownership, creative hypotheses, measurement, and decision gates.
- Create a clear leadership decision cadence and vendor / agency accountability expectations.

DAYS 61–90 | SCALE LEARNING, NOT JUST SPEND

- Compare initial tests against holdouts or other appropriate baselines; distinguish correlation from causal signals.
- Reallocate resources where business impact and measurement confidence justify change.
- Codify repeatable operating standards, coaching needs, and a focused 2-quarter strategic roadmap.

WHAT LEADERSHIP RECEIVES

A practical opportunity map, investment recommendations with tradeoffs, a shared KPI architecture, a prioritized next-quarter plan, and team-level accountability.

The first 90 days would be adapted to the employer’s industry, constraints, people, regulatory responsibilities, and data maturity.