# Strategic Execution Plan: Sarvanom.com Universal Knowledge Platform

# **Executive Summary**

Sarvanom.com has a **\$60B+ market opportunity** within a rapidly expanding Universal Knowledge Platform space, with four critical market gaps representing immediate competitive advantages. The Alpowered knowledge management market is experiencing unprecedented growth (31% of all VC funding), Crowdfund Insider +2) while 54% of organizations struggle with fragmented platforms using 5+ different tools. CAKE +4) This plan provides a comprehensive roadmap to capture market leadership through strategic gap exploitation, generating projected revenues of \$50M+ ARR within 36 months.

## 1. OPPORTUNITY PRIORITIZATION FRAMEWORK

## **Market Gap Analysis and Prioritization**

**Priority 1: Integrated Research-to-Action (Launch: Month 1-6)** 

- Market Size: \$23.58B knowledge management software market growing at 12.3% CAGR (straitsresearch +2)
- Pain Point Severity: 54% of organizations use 5+ fragmented platforms (CAKE +5)
- Revenue Potential: \$10-15M ARR within 18 months
- Investment Required: \$2-3M for MVP development
- **ROI Projection**: 3.5x return within 24 months

#### Priority 2: Enterprise-Ready Al Knowledge Management (Launch: Month 4-12)

- Market Size: \$13.8B enterprise AI spending (6x growth from 2023) (menlovc)
- Pain Point Severity: 78% enterprise AI adoption but lacking sophisticated governance (Moonfare) (menlovc)
- Revenue Potential: \$25-40M ARR within 24 months
- **Investment Required**: \$5-8M for enterprise features and compliance
- **ROI Projection**: 4.2x return within 30 months

#### **Priority 3: Context-Aware Information Synthesis (Launch: Month 8-18)**

- Market Size: 60-75% of organizational data classified as "dark data" (Bloomfire +2)
- Pain Point Severity: \$12.9M average annual cost from poor data quality (Bloomfire +2)
- Revenue Potential: \$15-25M ARR within 30 months
- Investment Required: \$3-5M for advanced AI development

• ROI Projection: 3.8x return within 36 months

#### Priority 4: Semantic Knowledge Construction (Launch: Month 12-24)

- Market Size: Emerging semantic technology trend with limited adoption
- Pain Point Severity: Traditional hierarchical organization creates silos
- Revenue Potential: \$8-12M ARR within 36 months
- **Investment Required**: \$4-6M for semantic layer development
- **ROI Projection**: 2.8x return within 42 months

## **Development Timeline Strategy**

#### **Sequential with Parallel Elements Approach:**

- Months 1-6: Focus 80% resources on Priority 1, 20% on research for Priority 2
- Months 4-12: 60% Priority 1 refinement, 40% Priority 2 development
- Months 8-18: 30% Priority 1, 50% Priority 2, 20% Priority 3 research
- Months 12-24: Balanced 25% each across all four priorities

#### **Resource Allocation Framework**

#### Phase 1 Team (Months 1-12): \$8-12M Investment

- Engineering: 8-12 developers (\$2.4-3.6M annually)
- Product Management: 2-3 PMs (\$400-600K annually)
- AI/ML: 2-3 specialists (\$600-900K annually)
- Design: 2-3 UX/UI (\$300-450K annually)
- Infrastructure: \$60-180K annually

#### Phase 2 Scaling (Months 12-24): \$15-25M Investment

- Double engineering team for parallel development
- Add enterprise sales team (5-8 reps)
- Customer success and support teams
- Marketing and content creation resources

#### 2. GO-TO-MARKET STRATEGY

## **Customer Segment Prioritization**

#### Phase 1: Individual Knowledge Workers (Months 1-12)

• Target Profile: Researchers, consultants, content creators Super

Market Size: 20M+ potential users (based on Notion's user base) (Gemoo) (ClickUp)

Pricing Strategy: \$20-30/month individual plans

• Sales Motion: Product-led growth with freemium model

CAC Target: \$200-400 per customer

Revenue Goal: \$2-5M ARR

#### Phase 2: Team/Departmental Users (Months 6-18)

Target Profile: Marketing teams, R&D departments, consulting firms (Super)

• Market Size: 500K+ potential team accounts

Pricing Strategy: \$40-60/user/month team plans

Sales Motion: Inside sales with 30-90 day cycles

• **CAC Target**: \$1,000-5,000 per customer

Revenue Goal: \$10-25M ARR

#### **Phase 3: Enterprise Organizations (Months 12-36)**

Target Profile: Fortune 500, government agencies, professional services

Market Size: 10K+ enterprise prospects

Pricing Strategy: \$80-150/user/month enterprise plans

• Sales Motion: Field sales with 6-18 month cycles

CAC Target: \$5,000-25,000 per customer

Revenue Goal: \$25-75M ARR

## **Pricing Strategy to Exploit Competitive Gaps**

#### Three-Tier Value-Based Pricing:

## Starter (\$25/month individual)

- Integrated research-to-action workflow
- Al-powered semantic search
- 10GB knowledge storage
- Basic export/import capabilities

#### Professional (\$55/user/month)

- Team collaboration features
- Advanced AI synthesis capabilities
- Unlimited storage and integrations

Priority support and training

#### **Enterprise (\$120/user/month)**

- Advanced security and compliance (SOC 2, GDPR)
- Custom integrations and API access
- Dedicated customer success manager
- Advanced analytics and reporting

## **Pricing Differentiation Strategy:**

- 15-25% premium over Notion justified by Al-powered features
- 30-40% discount vs Microsoft Viva with superior user experience
- Usage-based AI features for enterprise customers requiring heavy compute

## **Customer Acquisition Optimization**

## **Channel Strategy:**

- Content Marketing (40% of CAC budget): Thought leadership on knowledge work productivity
   (B2B Marketing World)
- Product-Led Growth (30% of CAC budget): Freemium model with viral collaboration features

  (Revenera)
- Direct Sales (20% of CAC budget): Enterprise account development
- Partnership Channel (10% of CAC budget): Integration and reseller partnerships

#### **Customer Acquisition Targets:**

- **Month 6**: 1,000 active individual users, 50 paying customers
- Month 12: 10,000 active users, 500 paying customers, 10 enterprise prospects
- Month 18: 50,000 active users, 2,500 paying customers, 50 enterprise customers
- Month 24: 200,000 active users, 10,000 paying customers, 200 enterprise customers

## **Partnership Strategy**

#### Tier 1 Strategic Partnerships (Months 6-12):

- Slack/Microsoft Teams: Deep integration for knowledge sharing (Medium)
- Google Workspace/Microsoft 365: Seamless document and calendar integration
- Salesforce/HubSpot: CRM integration for customer knowledge management

#### **Tier 2 Channel Partnerships (Months 12-18):**

• **System Integrators**: Deloitte, Accenture for enterprise deployments

- **Technology Consultants**: Regional specialists for vertical market penetration
- Academic Institutions: Research partnerships for Al advancement and credibility

## **Partner Revenue Sharing:**

- Bronze (15% revenue share): Basic integration and co-marketing
- Silver (20% revenue share): Joint go-to-market and sales support
- Gold (25% revenue share): Dedicated support and strategic alliance

## 3. PRODUCT DEVELOPMENT ROADMAP

## **MVP Development Strategy (Months 1-6)**

## **Core Features for Market Entry:**

- 1. Unified Research Interface: Single workspace combining search, note-taking, and task management
- 2. **AI-Powered Semantic Search**: Vector database implementation with contextual understanding (Pinecone) (Nexla)
- 3. **Research-to-Action Workflow**: Automated task generation from research insights
- 4. **Basic Collaboration**: Real-time editing and commenting for team knowledge building (Notion)
- 5. **Integration Framework**: APIs for major productivity tools (Slack, Google, Microsoft) (Notion)

#### **Technical Architecture Foundation:**

- Backend: Microservices architecture with Node.js/Python
- Database: PostgreSQL for structured data, Pinecone for vector storage (ByteByteGo) (menlovc)
- Al Layer: OpenAl GPT-4 with fallback to Anthropic Claude and open-source models (LangChain +2)
- Frontend: React-based responsive web application
- Infrastructure: AWS/GCP with auto-scaling and CDN distribution

## **Feature Development Prioritization**

## Phase 1: Research-to-Action Focus (Months 1-6)

- Integrated search across multiple sources (web, documents, databases)
- Al-powered content synthesis and summarization
- Automated action item extraction and task creation
- Basic knowledge graph visualization
- Export/import capabilities for data portability

#### Phase 2: Enterprise Readiness (Months 6-12)

- Advanced security features (SSO, RBAC, audit logging)
- Custom integrations and enterprise API access
- Advanced collaboration with permission management
- Performance optimization for large-scale deployment
- Compliance frameworks (SOC 2, GDPR, HIPAA)

## Phase 3: Al-Native Intelligence (Months 12-18)

- Context-aware information synthesis based on user roles
- Semantic knowledge construction with automatic relationship discovery
- Predictive insights and proactive knowledge recommendations
- Advanced analytics and knowledge gap identification
- Multi-modal content support (documents, images, video)

## **Integration Strategy**

#### **Priority Integrations (Launch within 6 months):**

- Slack/Microsoft Teams for communication context (Notion)
- Google Drive/SharePoint for document repositories (Notion)
- Jira/Asana for project management alignment (Notion)
- Zoom/Microsoft Teams for meeting knowledge capture

#### **Enterprise Integrations (Months 6-12):**

- Salesforce/HubSpot for customer knowledge management
- Confluence/SharePoint for existing knowledge base migration
- Active Directory/Okta for enterprise authentication
- Custom APIs for proprietary enterprise systems

#### Advanced Integrations (Months 12-18):

- Industry-specific databases and research tools
- Business intelligence platforms (Tableau, PowerBI)
- Communication platforms (Discord, Telegram)
- Academic and research databases

#### 4. COMPETITIVE POSITIONING EXECUTION

# **Positioning Against Competitor Categories**

#### vs AI Search Platforms (Perplexity, You.com):

- **Differentiator**: "Beyond search to action" complete workflow integration
- Messaging: "While others help you find information, we help you act on it"
- **Evidence**: Demonstrate 50% faster research-to-decision cycles
- Channels: Developer communities, productivity blogs, enterprise demos

#### vs Knowledge Management (Notion, Obsidian, Roam):

- **Differentiator**: "Al-native from day one" vs retrofitted Al features
- Messaging: "Built for the age of AI, not adapted for it"
- Evidence: Superior semantic understanding and context-aware synthesis
- Channels: Knowledge worker communities, academic researchers, consultants

#### vs Enterprise Platforms (Microsoft Viva, Google Workspace):

- **Differentiator**: "Purpose-built for knowledge work" vs general productivity
- Messaging: "Dedicated knowledge intelligence, not another feature"
- **Evidence**: 3x better knowledge discovery and 2x faster insight generation
- Channels: Enterprise decision-makers, IT evaluators, chief knowledge officers

## **Marketing Message Framework**

**Core Value Proposition:** "The first Universal Knowledge Platform that seamlessly connects research, synthesis, and action in a single Al-powered workspace"

#### **Market Gap Messaging:**

#### **Gap 1 - Integrated Research-to-Action:**

- Problem: "Stop switching between 5+ tools to go from question to decision"
- Solution: "One platform for research, insight, and action"
- Proof Point: "Reduce research-to-decision time by 60%"

#### **Gap 2 - Enterprise-Ready AI:**

- Problem: "Enterprise needs Al sophistication with governance controls"
- Solution: "Enterprise-grade AI knowledge management with full compliance"
- Proof Point: "SOC 2 certified AI with guaranteed data residency"

#### **Gap 3 - Context-Aware Synthesis:**

- Problem: "Information overload with no contextual understanding"
- Solution: "Al that understands your role, team, and objectives"

Proof Point: "Personalized insights based on your specific context"

## **Gap 4 - Semantic Knowledge Construction:**

- Problem: "Knowledge silos prevent organizational learning"
- Solution: "Automatic knowledge relationship discovery and connection"
- Proof Point: "Discover 40% more relevant information through semantic understanding"

## **Thought Leadership and Content Strategy**

#### **Content Pillars:**

- 1. Future of Knowledge Work: Trends, predictions, and strategic insights
- 2. Al Implementation: Practical guides for enterprise Al adoption
- 3. Productivity Optimization: Research-backed productivity methodologies
- 4. Enterprise Case Studies: Customer success stories and ROI demonstrations

#### **Content Calendar (90-day cycles):**

- Week 1-2: Research reports and market analysis
- **Week 3-4**: How-to guides and implementation frameworks
- Week 5-6: Customer case studies and testimonials
- Week 7-8: Industry predictions and thought leadership pieces
- Week 9-10: Product updates and feature deep-dives
- Week 11-12: Community engagement and user-generated content

#### **Distribution Channels:**

- Company blog with SEO optimization for "knowledge management" keywords
- LinkedIn thought leadership targeting enterprise decision-makers
- Developer communities (Product Hunt, Hacker News, GitHub)
- Industry conferences and speaking opportunities
- Podcast appearances and webinar series

#### 5. FUNDING AND SCALING STRATEGY

# **Milestone-Based Funding Approach**

Pre-Seed/Seed Round: \$3-5M (Months 1-6)

- Milestone: Product-market fit with 500+ paying customers
- Valuation Target: \$20-30M pre-money

- Use of Funds: MVP development, initial team building, market validation
- Investor Profile: Al-focused seed funds, experienced angels, strategic investors

#### Series A: \$15-25M (Months 12-18)

- **Milestone**: \$5M+ ARR with proven enterprise traction
- Valuation Target: \$80-120M pre-money
- Use of Funds: Scale engineering, enterprise sales team, international expansion
- Investor Profile: Top-tier VCs with enterprise SaaS experience

## Series B: \$40-60M (Months 24-30)

- Milestone: \$25M+ ARR with market leadership position
- Valuation Target: \$300-500M pre-money
- Use of Funds: International expansion, platform extensibility, M&A opportunities
- Investor Profile: Growth equity firms, strategic corporate investors

## **Investor Presentation Strategy**

#### **Pitch Deck Narrative Arc:**

- 1. Market Problem: Knowledge worker productivity crisis with fragmented tools
- 2. **Solution**: Unified Al-powered knowledge platform addressing all gaps
- 3. **Market Opportunity**: \$60B+ TAM with 4 distinct competitive advantages
- 4. **Traction**: Customer growth, revenue metrics, and enterprise validation
- 5. **Product Demo**: Live demonstration of integrated research-to-action workflow
- 6. **Business Model**: Clear path to \$100M+ ARR with strong unit economics
- 7. **Competition**: Defensible positioning against all major competitor categories
- 8. **Team**: Proven expertise in Al, enterprise software, and knowledge management
- 9. **Financial Projections**: Conservative growth to \$50M ARR within 36 months
- 10. Investment Ask: Specific funding amount with clear milestone achievements

#### **Key Metrics for Investor Validation:**

- Product-Market Fit: Net Promoter Score \u003e50, \u003c5% monthly churn
- Unit Economics: LTV:CAC ratio \u003e3:1, CAC payback \u003c12 months
- **Growth Rate**: \u003e15% monthly revenue growth, \u003e110% net revenue retention
- Market Expansion: Clear path to multiple customer segments and use cases

# **Team Building Strategy**

#### Phase 1 Core Team (Months 1-12): 15-20 people

- Leadership: CEO, CTO, VP Product, VP Sales
- **Engineering**: 6-8 full-stack and AI/ML engineers
- Product: 2 product managers, 2 designers
- Go-to-Market: 2 sales reps, 1 marketing manager
- Operations: 1 customer success, 1 finance/ops

#### Phase 2 Scaling Team (Months 12-24): 40-60 people

- Engineering: Double to 12-16 engineers across multiple specialties
- Sales: 6-8 enterprise sales reps, 2 sales engineers
- Marketing: Content, demand generation, and product marketing teams
- **Customer Success**: Dedicated teams for different customer segments
- International: Regional teams for key international markets

### **Talent Acquisition Strategy:**

- Competitive Compensation: Top 10% market rates plus equity
- Remote-First Culture: Global talent pool with quarterly team gatherings
- Learning and Development: AI/ML training budgets and conference attendance
- Career Growth: Clear progression paths from startup to scale-up phases

## International Expansion Planning

#### **Market Entry Sequence:**

- 1. English-Speaking Markets (Months 18-24): UK, Australia, Canada
- 2. **European Union (Months 24-30)**: Germany, France, Netherlands
- 3. Asia-Pacific (Months 30-36): Singapore, Japan, Australia enterprise

#### **Localization Requirements:**

- Technical: Multi-language UI, local data residency, regional payment processing
- Legal: GDPR compliance, local data protection regulations
- Go-to-Market: Regional partnerships, local sales teams, cultural adaptation

#### **Investment Allocation:**

- 60% product localization and technical infrastructure
- 30% regional team building and market entry
- 10% legal and compliance framework establishment

#### 6. RISK MITIGATION

## **Competitive Response Scenarios**

# Scenario 1: Microsoft Viva Enhancement (High Probability)

- Threat: Microsoft bundles advanced AI knowledge features into Viva suite
- **Timeline**: 6-12 months after sarvanom.com market traction
- Mitigation: Focus on superior user experience and platform integrations beyond Microsoft ecosystem
- Defense: Build strong customer switching costs through data network effects

## Scenario 2: Google Workspace Al Integration (Medium Probability)

- Threat: Google adds sophisticated knowledge management to Workspace
- **Timeline**: 12-18 months with enterprise rollout
- Mitigation: Develop cross-platform integrations and emphasize platform-agnostic approach
- Defense: Target organizations with multi-vendor technology strategies

## **Scenario 3: Notion Al-Native Rebuild (Medium Probability)**

- Threat: Notion develops AI-first knowledge platform architecture (Notion)
- Timeline: 18-24 months for complete platform overhaul
- **Mitigation**: Maintain technical innovation leadership and enterprise-ready features
- **Defense**: Build deeper enterprise moats through compliance and governance

#### Scenario 4: New Al-Native Competitor (Low Probability)

- Threat: Well-funded startup with similar vision and faster execution
- **Timeline**: 12-18 months to market with competitive features
- Mitigation: Focus on customer acquisition speed and market education
- **Defense**: Build community network effects and developer ecosystem

## Technology Risk Management

#### Al Model Dependency Mitigation:

- Multi-Model Strategy: Support for OpenAl, Anthropic, and open-source models (LangChain +3)
- Model Abstraction Layer: Easy switching between Al providers
- Cost Management: Hybrid deployment with selective cloud and local inference
- **Performance Monitoring**: Continuous evaluation of model quality and cost

#### **Data Security and Privacy:**

- Zero-Trust Architecture: Verify every access request regardless of location
- End-to-End Encryption: AES-256 encryption for data at rest and in transit
- Compliance Framework: SOC 2 Type II, GDPR, and industry-specific requirements
- Incident Response: 24/7 security monitoring with \u003c1 hour response time

#### **Platform Dependency Risks:**

- Multi-Cloud Strategy: AWS primary with GCP backup deployment
- API Abstraction: Standardized interfaces for third-party integrations
- Data Portability: Easy export and migration capabilities
- Open Source Components: Strategic use of open-source alternatives

## **Execution Risk Mitigation**

#### **Product Development Risks:**

- Agile Methodology: 2-week sprints with customer feedback integration
- Customer Advisory Board: 10-15 engaged customers providing ongoing input
- A/B Testing Framework: Data-driven feature development and optimization
- **Technical Debt Management**: 20% engineering time allocated to technical debt reduction

### **Market Risk Management:**

- **Customer Diversification**: No single customer \u003e10% of revenue
- Vertical Market Expansion: Multiple industry use cases and applications
- **Geographic Diversification**: International revenue target of 30% by month 36
- **Economic Downturn Preparation**: 18-month runway maintenance and flexible cost structure

#### **Operational Risk Controls:**

- Business Continuity Planning: Disaster recovery with \u003c4 hour RTO
- Key Person Risk: Cross-training and succession planning for critical roles
- Vendor Risk Management: Multiple suppliers and service providers
- Legal Risk Mitigation: Comprehensive insurance and legal compliance monitoring

#### 7. SUCCESS METRICS AND VALIDATION

# **Market Gap Validation Metrics**

## **Gap 1 - Integrated Research-to-Action:**

- Success Metric: 60% reduction in research-to-decision time
- Measurement: Customer time-tracking studies and workflow analysis
- Target: 50+ customers reporting significant productivity gains within 6 months
- Validation Method: Before/after productivity studies with enterprise customers

#### **Gap 2 - Enterprise-Ready Al:**

- Success Metric: 95% enterprise security audit pass rate
- **Measurement**: SOC 2 compliance, penetration testing results
- **Target**: 100+ enterprise customers with \u003e\$50K ACV within 18 months
- Validation Method: Third-party security assessments and customer references

## **Gap 3 - Context-Aware Synthesis:**

- Success Metric: 40% improvement in information relevance scores
- Measurement: User satisfaction surveys and engagement analytics
- Target: \u003e90% user satisfaction with Al-generated insights
- Validation Method: Blind A/B tests against existing solutions

## **Gap 4 - Semantic Knowledge Construction:**

- Success Metric: 30% increase in knowledge discovery through relationships
- **Measurement**: Usage analytics of relationship-based features
- **Target**: 70% of users actively using semantic navigation within 3 months
- Validation Method: Feature adoption tracking and user behavior analysis

#### **Customer Validation Framework**

#### **Product-Market Fit Indicators:**

- **User Engagement**: \u003e40% daily active users among monthly users
- **Customer Satisfaction**: Net Promoter Score \u003e50 for enterprise customers
- Retention Rates: \u003c5% monthly churn for paid customers
- Usage Depth: \u003e80% of customers using 3+ core features regularly
- **Expansion Revenue**: \u003e120% net revenue retention from existing customers

#### **Enterprise Validation Methods:**

- Pilot Program Success: \u003e80% of pilot programs convert to paid subscriptions
- **Reference Customer Program**: 20+ reference customers willing to speak with prospects
- Case Study Development: 10+ detailed case studies showing quantified ROI

- Industry Recognition: Awards and analyst recognition for innovation
- **Competitive Win Rate**: \u003e60% win rate against direct competitors in evaluations

## **Revenue Milestone Planning**

#### 90-Day Milestones:

- Month 3: \$50K ARR with 100+ active users
- Month 6: \$250K ARR with 500+ paying customers
- Month 9: \$750K ARR with 50+ team accounts
- Month 12: \$2M ARR with 10+ enterprise customers

## **Annual Revenue Targets:**

- Year 1: \$5M ARR with established product-market fit
- Year 2: \$25M ARR with proven enterprise traction
- **Year 3**: \$75M ARR with international market presence

#### **Market Share Capture Targets:**

- Knowledge Management Software: 2% market share within 36 months
- Enterprise Al Applications: 5% market share within 42 months
- Integrated Research Tools: 10% market share within 48 months

## **Key Performance Indicators Dashboard**

#### **Product Metrics:**

- Monthly Active Users (MAU): Growth target of 20% month-over-month
- **Feature Adoption**: 70% of users adopting new features within 30 days
- **Search Success Rate**: \u003e90% of searches result in useful information
- **Time to Value**: \u003c7 days for new users to achieve first success

#### **Business Metrics:**

- Monthly Recurring Revenue (MRR): 15% month-over-month growth target
- Customer Acquisition Cost (CAC): \u003c\$500 for SMB, \u003c\$5K for enterprise
- Customer Lifetime Value (LTV): \u003e\$15K average across all segments
- Sales Conversion: 15% lead-to-customer conversion rate target

#### **Team and Operations:**

• Employee Net Promoter Score: \u003e70 for team satisfaction

- **Product Development Velocity**: 85% of planned features delivered on time
- **Customer Support**: \u003c24 hour average response time, \u003e95% satisfaction
- **System Performance**: \u003e99.5% uptime with \u003c200ms average response time

# **Implementation Roadmap Summary**

## 90-Day Sprint Plan

#### **Month 1-3 Priorities:**

- 1. Complete MVP development and beta user onboarding
- 2. Validate integrated research-to-action workflow with 50+ users
- 3. Establish foundational partnerships with Slack and Google Workspace
- 4. Launch content marketing and thought leadership strategy
- 5. Begin seed funding conversations with target investors

## 12-Month Strategic Milestones

**Quarter 1**: MVP launch and product-market fit validation **Quarter 2**: Enterprise feature development and first enterprise customers **Quarter 3**: Series A fundraising and team scaling **Quarter 4**: Market expansion and competitive positioning establishment

#### 24-Month Vision

Establish sarvanom.com as the definitive Universal Knowledge Platform with \u003e\$25M ARR, 200+ enterprise customers, and clear market leadership in integrated research-to-action workflows. Position for Series B funding and international expansion with a sustainable competitive moat built on network effects and Al-native architecture.

This comprehensive strategic execution plan provides sarvanom.com with a clear roadmap to capture the Universal Knowledge Platform market opportunity while building sustainable competitive advantages and achieving rapid, profitable growth.