Operating Model & Governance — GROWNET

How Decisions Are Made, Controlled, and Executed

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1. Purpose of This Document

هدف این سند شفاف‌سازی این موارد است:

- چه کسی چه تصمیمی را می‌گیرد
- اختلافات چگونه حل می‌شوند
- پول چگونه خرج و کنترل می‌شود
- تغییرات چگونه اعمال یا متوقف می‌شوند
- کیفیت، امنیت و انطباق چگونه تضمین می‌شود

این سند برای **جلوگیری از chaos** در **مقیاس رشد** نوشته شده است.

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2. Organizational Structure & Decision Ownership

2.1 Core Roles (Initial Stage)

Area	Decision Owner	Accountability
Product Vision & Roadmap	Founder / CEO	User value, retention
Technology & Architecture	Tech Lead	Stability, scalability
Growth & Marketing	Growth Lead	CAC, activation
Sales & Partnerships	Founder / Sales Lead	Revenue
Finance & Budget	Founder + Advisor	Burn & runway
Legal & Compliance	External Counsel	Risk

3. Decision-Making Framework

3.1 Decision Types

Type	Examples	Authority
Strategic	Market entry, pricing model	Founder
Product	Features, UX, roadmap	Product Owner
Technical	Stack, infra, security	Tech Lead
Financial	Budget shifts	Founder + Finance
Operational	Vendors, tooling	Ops Lead

3.2 Decision Principles

- Data over opinion
- Reversible vs irreversible decisions
- Speed > perfection (unless security/legal)

4. Conflict Resolution Mechanism

4.1 Conflict Types

- Product vs Tech
- Growth vs Product
- Speed vs Quality

4.2 Resolution Process

1. Owner presents data
2. Counter-argument documented
3. Founder decides within 48 hours
4. Decision logged and executed

Rule:
Disagreement is allowed. Delay is not.

5. Reporting & Cadence

5.1 Weekly Reports

- Product progress

- Key KPIs
- Risks & blockers

5.2 Monthly Reports

- Burn rate
- User metrics
- Revenue indicators

5.3 Quarterly Review

- Strategy validation
- Assumption check
- Go / No-Go decisions

Reports are **decision-driving**, not decorative.

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6. Change Management & Control

6.1 Change Categories

Change	Approval
UI/UX tweaks	Product Owner
Feature addition	Founder
Architecture change	Tech Lead
Economic logic	Founder + Tech
Legal/Policy	Legal Counsel

6.2 Change Control Rules

- Every change must map to KPI
- No change without rollback plan
- No feature without sunset criteria

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7. Budget Management

7.1 Budget Ownership

- Founder owns total budget
- Leads own their allocation

7.2 Budget Review Cycle

- Monthly actual vs plan
- Reallocation only with KPI justification

7.3 Spend Rules

- No spend without milestone
- No recurring vendor without review
- Kill costs faster than features

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8. Vendor Management

8.1 Vendor Selection Criteria

- Security & compliance
- Cost transparency
- Exit flexibility

8.2 Vendor Review

- Quarterly performance
- Annual renegotiation
- Immediate termination on security breach

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9. Quality Management

9.1 Product Quality

- Acceptance criteria per feature
- Bug severity classification
- SLA for fixes

9.2 Data Quality

- Input validation
- Audit logs
- Monitoring anomalies

Quality is measured, not assumed.

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10. Security & Risk Management

10.1 Security Ownership

- Tech Lead (execution)

- Founder (accountability)

10.2 Core Practices

- Access control
- Encryption
- Penetration testing (phase-based)

10.3 Incident Response

1. Contain
2. Communicate
3. Fix
4. Review

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11. Governance During Scale

11.1 When Team Grows

- Clear RACI model
- Written delegation
- Decision logs mandatory

11.2 Board Interaction (Future)

- Quarterly board pack
- Metric-driven discussion
- No operational micromanagement

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12. Governance Philosophy (Final)

GROWNET is governed by:

- Clear ownership
- Fast decisions
- Hard metrics
- Early killing of bad ideas

Governance exists to protect focus, not to slow down execution.