FROM PLAN TO RESULT, EVERY WEEK

Outcome OS

Start from one outcome. Work it back to the few signals that predict it. Take the actions that move them, and read the score every week until the outcome is hit.

A framework by Graham A.R. Phillips

THE THESIS

Outcome OS is a live, AI-native operating system for growth. It is the brains behind a company's growth engine, not another report.

Most companies now have an intelligence layer: the AI and data tools that sit on top of their CRM and other systems. Most treat it as a place to store what they know and pull reports. Outcome OS puts it to work. It reads the signals, decides what deserves action, drafts the work, and tracks every week whether it's paying off.

It runs on the AI platform a company already uses, such as Claude or ChatGPT, and works with the tools it already has. AI does the work. People decide.

It starts from one business outcome and works it back to four demand signals and four brand signals that predict it. Then it runs a small set of actions that move those signals, and reads the scorecard every week.

Like every GARPco framework, it was built out of necessity in real work, not in theory, and it's repeated only because it worked.

This paper sets out the method, from choosing the outcome to the first 90 days, with a worked example clearly labeled as fictional.

THE CORE IDEA

Your intelligence layer shouldn't just hold data and run reports. It should run your growth.

37%

of organizations report any positive contribution to EBIT from AI, even though 80% of respondents say it has made them more productive.

McKinsey, The State of AI, 2026

40%+

of agentic AI projects are predicted to be canceled by the end of 2027, for rising costs, unclear business value or weak risk controls.

Gartner, June 2025

56%

of CMOs say their marketing organization lacks the budget to deliver its 2026 strategy.

Gartner CMO Spend Survey, 2026

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IN BRIEF

Outcome OS is how GARPco, the brand and growth consultancy Graham A.R. Phillips founded in 2014, plans and runs growth with AI. Each company gets its own Outcome OS: one live, AI-native tool that holds the plan, the brand work and the scorecard. A short runbook says how the team runs it each week. It can be built from a company's own data, or as a first draft from public information.

01

WHY PLANS STALL

Busy is not the same as working

Ask a marketing team how the quarter is going and most will tell you what shipped. Ask how close the business is to its goal and the answer gets vaguer. That gap is not a talent problem. It is how most plans are built.

A typical plan starts from activity: the campaigns, the content calendar, the events. Each gets a metric that is easy to collect, so the dashboard fills up with counts. The real result (revenue, inflows, members, bookings) shows up months later, too late to change the plan. By the time anyone knows it isn't working, the budget is spent.

AI has made the gap wider. Generative tools now sit in most marketing workflows, and they are very good at making more: more drafts, more variants, more posts. But more output only helps if it is pointed at something. McKinsey's 2026 survey found that most people say AI makes them more productive, while only about a third of organizations report any contribution to earnings. AI made activity cheaper. It didn't make it count for more.

1

Activity on the scorecard

Posts, impressions and emails sent are easy to count and say little about whether the outcome is coming.

2

Plans that never run

The plan is a document, signed off once. Nobody reads it weekly, so nothing gets scaled or stopped in time.

3

Speed without direction

AI multiplies whatever the team was already doing. If that was activity, you get more activity.

> **The fix is not a better plan. It is a plan that runs every week, scored on signals that predict the outcome.**

02

ONE OUTCOME, WORKED BACK

Start at the end, then walk it back

Outcome OS starts with one goal, in the company's own terms: bookings, inflows, members, revenue. One goal, not three, and it's the business's goal, not a separate one for marketing. Then it works back, step by step, to how much early activity it takes to get there.

The goal	The one outcome, with a number and a date. Owned by the leadership team, not by marketing alone.
▼	
Wins	How many deals, allocations or customers that takes, at a realistic average size.
▼	
Qualified opportunities	How many real opportunities it takes to get those wins, based on how often the business actually closes.
▼	
Engaged prospects	How many prospects need to show real interest to fill that pipeline.
▼	
Early signals	Four early signs, read weekly, that show whether enough prospects are on the way.

EVERY STEP GETS A NUMBER

Each step in the chain gets a number. If the number comes from the company's own history, it's marked as known. If it's a guess, it's marked *to confirm* and checked in the first month.

WHY IT MATTERS

A big annual goal is hard to act on. A number for each step is something a team can work on this week. It also shows the weak spot early: if the goal needs ten times more prospects than you've ever had, you'll know on day one.

03

FOUR SIGNALS, AND FOUR MORE

A scorecard that looks ahead

The scorecard holds exactly four demand signals, read weekly, and four brand signals, read monthly. Why four? It's enough to see the whole chain, and few enough that people actually read them.

WHAT EARNS A PLACE

Every signal must be **measurable** (there is a number, and a place it comes from), **owned** (one person answers for it) and **tied to an action** (something on the plan exists to move it). A signal with no action is just a report. An action with no signal is just a guess.

WHAT NEVER DOES

Activity counts never make the cut. Posts published, impressions, emails sent and booths staffed say what the team did, not whether prospects are moving. They can live in the team's working reports, but never on the scorecard.

SIGNAL	WHAT IT PREDICTS	READ
Demand signals	Movement through the chain: prospects educated, meetings held, approvals won, pipeline in progress. Chosen to fit each business.	Weekly
Brand signals	Who gets into the chain at all: share of voice, how AI assistants describe the company, unprompted recognition, and how easily the company attracts talent.	Monthly
Baselines	Every signal gets a starting number by Day 30, so progress is something you can see, not guess.	Once, then tracked

HONEST ABOUT WHAT'S KNOWN

Each signal is marked by its state: LIVE captured and in use today, TO CONFIRM likely exists but not verified, or GAP not captured today. A hypothesis is never presented as a finding.

04

SIGNALS IN, ACTIONS OUT

A system, not a calendar

Prospects show intent in many places. Outcome OS maps each signal from where it shows up to the action it sets off. It works with the tools a company already has. Replacing tools is never step one.

CAPTURE	ENRICH	CORE SYSTEMS	ACTIONS
Where prospects show intent: web visits, events, calls, product or account data, and the answers AI assistants give about you.	Who the prospect is: firm, role, contacts, and what they have read, asked and attended.	Where it comes together: the CRM, marketing automation, and the intelligence layer, where Outcome OS reads, drafts, routes and reports.	Repeatable moves, each with a trigger, a job for AI, a job for people, and the signal it moves.

EVERY ACTION RUNS THE SAME LOOP

A signal triggers a prospect engages, a platform opens a review › **AI drafts and tailors** briefings, follow-ups, materials › **A person approves** claims, tone, relationships › **It ships** through the systems already in place › **The signal reads** within weeks: scale it or stop it

ONE TEST PER ACTION

Each action starts with one A/B test (two versions run side by side) that changes just one thing: the message or the audience. For example, half of your prospects might get a tailored information kit while the other half get the standard one. Or some prospects might get a follow-up the same day while others hear back a week later. Whichever version moves the signal more is the one you keep.

AI DOES THE WORK; PEOPLE DECIDE

AI drafts, researches, tailors, routes and reports. People approve claims, own relationships and make the calls. Every Outcome OS spells this out. It's what lets a team move fast without taking risks.

05

THE BRAND LAYER

A blurry brand gets averaged

Demand work moves a prospect through a pipeline. Brand decides who gets into the pipeline at all, and who stays through a weak quarter. So every Outcome OS runs a brand layer alongside demand, and it never assumes the brand's foundations are already clear.

When a brand isn't clear, AI assistants fill in the blanks with what's typical for the category. If you sound like your competitors, AI will describe you like your competitors.

01

The foundations check

Check the four BrandLens™ filters: who you are for, what you do that no one else does, how you do it, and why. Mark each one live, to confirm or gap. If any filter is a gap, BrandLens becomes a Day 30 deliverable.

02

The AI average test

Ask four AI assistants the same five questions prospects ask about the company and two peers. Score how many answers sound like the company rather than the category. Rerun 30 days after the positioning is loaded.

03

The same story, everywhere

Write the core message at every length, from tagline to full paragraph, so every document, bio, database listing and answer tells the same story. A monthly check catches drift.

04

Brand that adapts, safely

Decide what never changes and what can flex by setting or moment, with a simple process to keep it on track. One brand can then speak to customers, press and talent without turning into three brands.

STAYING CLEAR, WEEK AFTER WEEK

Fixing the foundations once isn't enough. New questions come up, AI answers change, and competitors keep publishing. So every Outcome OS runs an always-on loop on the topic the brand most needs to own, usually the one prospects ask about most. It starts with that one topic so the team can run it well, and adds more once it works. It works like the action loop in section 04, with one extra step up front: a person decides whether to respond at all. The rule is one sentence, for example: "We respond when an AI assistant answers a question about us wrong." Agents do most of the listening, drafting and checking. People make the call and have the final word on anything public.

Listen	Decide	Make	Check	Learn
Agents watch the sources for the topic.	A person owns the yes.	Agents draft; people edit so it sounds like this firm, not any firm.	Agents check claims and compliance; a person approves.	Agents report results; people change the rule when the numbers say so.

THE FIRST 90 DAYS

06 Baseline. Fix. Report.

The plan runs in three checkpoints, each with a handful of committed deliverables. Every deliverable states what done looks like, who owns it, what AI does, what it needs and which signal it moves. Anything that doesn't fit waits for "After Day 90."

30

Baseline: know where we stand

Set baselines for all eight signals and map the customer journey. Check the brand foundations, and run BrandLens if any filter is a gap. Agree the plan and scorecard with the CEO.

60

Fix: first things live

Launch the first actions, each with its A/B test. Make sure every document and channel tells the same story about the brand. Fix the biggest gap, which is usually a signal that exists but nobody tracks.

90

Report: running and measured

Deliver the first scorecard readout, comparing all eight signals with their baselines. Decide what to scale, what to stop, and what earns a place in the next quarter.

> **Two campaigns in the first 90 days is plenty. More work starts only when there is capacity to run it well.**

THE WEEKLY RHYTHM

Every Monday, the team gets a short summary of how the eight signals moved. During the week, owners check in and the team meets once. On Friday, the plan's owner updates the company's Outcome OS, the live tool that holds the plan and scorecard, so everyone works from the latest version.

ASKS OF LEADERSHIP

Every Outcome OS lists what it needs from the top: who, what, by when and why. Most stalls trace back to an ask nobody wrote down.

A WORKED EXAMPLE

Arden Vale Outcome OS

FICTIONAL · ILLUSTRATIVE FIGURES

Arden Vale Capital is an invented alternative asset manager in private credit and infrastructure. Every number below is illustrative, chosen to show how the method works. A real Outcome OS uses the firm's own plan and history, and marks any guess "to confirm."

THE OUTCOME, WORKED BACK

$1.5B
GOAL
Private wealth inflows over three years, about $500M a year.

6
PLATFORMS
Wirehouse, RIA and private bank platforms carrying the funds.

1,200
ALLOCATING ADVISORS
At about $400K each a year.

4,000
EDUCATED ADVISORS
Assumes 30% go on to allocate.

THE SCORECARD

DEMAND SIGNALS	READ WEEKLY
Advisors educated	Course completions and briefings, by platform
Platform diligence meetings	Meetings with research and due diligence teams
Platform approvals	Funds added to shelves and model portfolios
Advisor-sourced pipeline	Meetings and allocations in progress

BRAND SIGNALS	READ MONTHLY
Share of voice	Mentions against five peer managers
How AI describes us	Firm named, and sounding like the firm
Advisor recognition	Unprompted mentions in wholesaler feedback
Talent pull	Qualified applicants per open role

SAMPLE ACTION WORKFLOW, END TO END

Wholesaler briefing

1 · TRIGGER
An advisor books a meeting with a wholesaler (the firm's salesperson for advisors).

2 · AI DRAFTS
AI writes a one-page briefing on what that advisor has read, asked and likely cares about.

3 · PERSON ACTS
The wholesaler uses the briefing in the meeting and gives feedback on it.

4 · SIGNAL MOVED
It moves advisor-sourced pipeline: the meetings and allocations in progress.

5 · FIRST TEST
Compare meetings with a briefing against meetings without, and count how many lead to a second meeting.

NEVER AUTOMATED

A person, not AI, responds first to any client complaint or redemption. Nothing goes directly to an advisor's clients. Fund-specific details are shared only through approved platform channels.

07

WHERE IT GOES WRONG

Four ways to lose the outcome

Even a focused system can drift. Four problems come up again and again, and each has a simple fix.

01

Activity creeps back

Under pressure, teams report what they did. The fix is a scorecard that holds only the eight signals, and a weekly digest that leads with them, not with output.

02

Too many actions

Everything looks worth trying, so everything starts and nothing is measured. The fix is to run two campaigns in the first 90 days and start nothing new until there is capacity.

03

Tools before outcomes

It's easier to buy an AI tool than to decide what it should change. Gartner expects more than 40% of agentic AI projects to be canceled by the end of 2027. The fix is to start with a number, not a tool, and to add a tool only if someone has time to run it.

04

Guesses dressed as facts

A guessed conversion rate quietly becomes "the number." The fix is to mark every figure as known or to confirm, and to confirm the big ones by Day 30.

> KNOW WHEN NOT TO ACT
>
> Every Outcome OS lists the moments it never automates: a drawdown, a complaint, a relationship a client trusts a person with, anything regulated. The system needs a "do nothing" option, and someone owns it. For cautious firms, start here: set what AI must never do, require human sign-off, and begin with internal work (research, prep, drafts for review) before anything goes out.

08

WHAT COMES NEXT

More outcome for the effort

Everyone wants agentic AI to make marketing more efficient. The useful kind of efficiency isn't more output per hour. It's less time and money per result. Outcome OS tracks it directly: how fast the team acts on a signal, how many hours each piece of work takes, and which actions get stopped because they don't move anything. It also keeps the plan and its history in the tool, not in anyone's head, so a new leader or team can pick it up without starting over.

THE GARPCO TOOLKIT

01 · DEFINE	02 · MAP	03 · GOVERN	04 · DELIVER
BrandLens™	**XDFources™**	**Parametric Branding**	**Outcome OS**
Who, what, how and why, stacked into one north star.	What people see, say, think and do, moment by moment.	A fixed core and a fluid edge, governed by a loop.	One outcome, worked back and run every week.

The first three tools define the brand, map how people experience it and govern how it flexes. Outcome OS ties them to a business result: BrandLens supplies the foundations check, XDFources maps the customer journey, and Parametric Branding keeps the brand consistent across every audience.

IN CONCLUSION

AI has made marketing activity almost free. That makes the old habit of counting activity more dangerous, not less. The teams that win will pick one outcome, read the signals that predict it every week, and let AI do the work while people make the calls. **Do less, and point it at the result.**

SOURCES & NOTES

Sources

1 **McKinsey & Company, "The state of AI in 2026: On the road to ROI" (August 2026).**
Online survey of 1,719 participants in 97 countries, May to June 2026. 80% of respondents say AI has improved their own productivity; 37% report that AI has made any positive contribution to their organization's EBIT (earnings before interest and taxes), essentially unchanged from the prior year.
mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai

2 **Gartner, "Gartner Predicts Over 40% of Agentic AI Projects Will Be Canceled by End of 2027" (press release, June 25, 2025).**
A prediction, not a measured result. Gartner attributes the expected cancellations to escalating costs, unclear business value or inadequate risk controls.
gartner.com/en/newsroom/press-releases/2025-06-25-gartner-predicts-over-40-percent-of-agentic-ai-projects-will-be-canceled-by-end-of-2027

3 **Gartner, 2026 CMO Spend Survey (press release, May 11, 2026).**
Survey of 401 CMOs and marketing leaders in North America, the UK and Europe, January to March 2026, mostly at companies with over $1 billion in revenue. 56% say their marketing organization lacks the budget to deliver their 2026 strategy.
gartner.com/en/newsroom/press-releases/2026-05-11-gartner-2026-cmo-spend-survey-finds-cmos-allocate-15-point-3-percent-of-marketing-budgets-to-ai-but-only-30-percent-are-ready-to-scale-ai-capabilities

A NOTE ON THE FIGURES AND THE EXAMPLE

This paper sets out a proprietary GARPco framework. Industry figures are drawn from published research and used to frame the problem, not as claims about the results Outcome OS produces. The Arden Vale example is fictional: the company, its goal and every figure in it are invented for illustration.

BACKGROUND & LINEAGE

Like every GARPco framework, Outcome OS was built out of necessity, inside a live client engagement. That's deliberate: GARPco only repeats what has worked and delivered the outcome the client needed. It is now used in client engagements and in first drafts built from public information. It draws on the papers for the other tools in the GARPco toolkit: BrandLens™ (2014), XDFources™ (2016) and Parametric Branding (2026), and on the point of view in AI-Led Growth (2025), including the principle of knowing when not to act. Engagements run in the Triple A sequence: Audit, Architect, Activate.

A plan details the intent.

An operating system delivers the outcome.



ABOUT THE AUTHOR

Graham A.R. Phillips is a brand and marketing leader with 25 years across global agencies and growth-stage companies, putting data and AI to work in marketing since 2017. He founded GARPco, his brand and growth consultancy, in 2014.

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