Where value flows. How value is captured.

Revenue is earned. Value is built.

A working thesis for turning product, distribution and operating advantages into ventures.

For manufacturers, brand owners, investors and operators.
Commercial judgment. First-order economics.
Evidence that earns the next commitment.

Find the useful position. Build the economic model.

An opportunity becomes a venture when someone needs its contribution, the business can deliver it economically, and there is a basis for retaining the value it creates.

Access to a customer is valuable. What the business builds around that access determines what can endure. A campaign can earn a sale; a product can create repeat demand; an operating service can become necessary to a transaction. Each has a different economic model and different rights.

The position

Where are we useful?

A customer need, distribution opening, product capability, supply advantage or operating constraint.

The model

How do we earn and retain value?

Product contribution, service revenue, repeat customer relationships or agreed commercial rights.

> **Earn demand.**
> **Make delivery repeatable.**
> **Establish what can endure.**

Ventr connects these decisions across consumer brands, commerce infrastructure and technology commercialisation. The breadth of the work supplies different ways to recognise and resolve the same commercial constraints.

The participation model

A paid commercialisation mandate defines a scope, delivery responsibilities and fees. A venture partnership defines each party's contribution, ownership, governance and economics in a separate agreement. Capital, technology, supply and market access are distinct contributions.

Historical cases demonstrate specified work and reported outcomes. They are not a list of assets available for investment. No universal equity split, investment product or return is implied.

Five variables. One commercial system.

The original Scaling framework names Niche, Transformation, Price, Mechanism and Access. Changing one can change the viable business.

N	**Niche**	Who buys, in what situation? Examine a recent real occurrence, the alternative used, spending authority and trigger for action.
T	**Transformation**	Which outcome justifies changing? Specify the promise and the evidence that this product or service can deliver it.
P	**Price**	What exchange will a suitable buyer actually accept? Test the offer, quantity and terms with behaviour, not enthusiasm alone.
M	**Mechanism**	What does delivery really cost? Include the product, fulfilment, fees, refunds, support burden and operating constraints.
A	**Access**	How can acquisition repeat within the economic ceiling? A cheap first customer does not establish a durable channel.

The dependency that changes the decision

Price and delivery costs constrain what acquisition can cost. Refunds and fees change that ceiling. Inventory and settlement timing change the cash needed to operate—even when contribution is positive.

Screen rights, delivery feasibility, category constraints and cash requirements early. The work can overlap; a larger commitment should depend on evidence for the assumptions that could invalidate it.

STATE THE CONNECTED HYPOTHESIS

This buyer accepts this offer at this price; we deliver through this mechanism and can reach another suitable buyer within this acquisition cost.

A sale is the beginning of the calculation.

Illustrative manufacturer example. Every figure below is a modelling assumption, not a forecast or a Ventr case result.

300 shipped orders · $95 price · $24 product cost · $10 fulfilment · $22 acquisition · 8% full refunds · $7 handling per return · 3% + $0.30 fees · $6,000 setup.

PER SHIPPED ORDER	CALCULATION	USD
Gross selling price	P	$95.00
Expected full refunds	P × 8%	−$7.60
Retained revenue	P × (1 − 8%)	$87.40
Product + fulfilment	$24 + $10	−$34.00
Payment fees	$95 × 3% + $0.30	−$3.15
Expected return handling	8% × $7	−$0.56
Contribution before acquisition	Acquisition ceiling before setup	$49.69
Acquisition cost	Per shipped order	−$22.00
Contribution after acquisition	Before setup & overhead	**$27.69**

300 × $27.69 − $6,000 = $2,307

Illustrative cohort result after setup, before excluded costs. Setup is covered at 217 orders if the same per-order assumptions hold. At 300 orders, acquisition must stay at or below $29.69 per order to cover setup.

The $49.69 acquisition ceiling before setup is not a recommended bid. It leaves no contribution for setup or excluded costs. A workable acquisition limit needs room for those obligations and uncertainty.

Assumes all orders ship, refunds are full, product/fulfilment/acquisition costs are incurred for all orders, payment fees are retained on refunds and returned stock has no recovered value. Tax, ongoing overhead, financing, reserves, repeat value and intra-day cash requirements are excluded.

A positive result still needs funding.

In the same example, inventory is paid 45 days before shipment, settlement arrives on day 7 and refunds are paid on day 30.

CASH EVENT	NET MOVEMENT	CUMULATIVE
Day −45 · inventory	−$7,200	−$7,200
Day 0 · acquisition, fulfilment, setup	−$15,600	−$22,800
Day 7 · gross sales less fees	+$27,555	+$4,755
Day 30 · refunds + return handling	−$2,448	+$2,307

Peak funding deficit

$22,800

Largest modelled cumulative cash shortfall.

Sustained recovery

Day 7

52 days after the first outflow. Later refunds still leave the balance positive.

Change the assumptions. Change the decision.

SCENARIO	RESULT AFTER SETUP	PEAK FUNDING
Base assumptions	$2,307	$22,800
Acquisition +25%; refunds 8% → 13%	−$873	$24,450
Settlement delayed 30 days	$2,307	$25,248

The pressure case loses money in this model. Later settlement preserves the result but increases funding and delays sustained recovery to day 37. The cash sequence groups movements on the same day; it does not model intra-day balances.

Run the question that matters to your starting point.

The online lab includes manufacturer, brand-owner and capital-partner examples, editable inputs, acquisition sensitivity, cash timing, a downloadable scenario brief and optional transfer into an inquiry.

Open the economic lab ↗

Different businesses. Consequential decisions.

Selected work in order of relevance to the studio's current positioning. Roles and evidence differ; the complete cases retain source and attribution boundaries.

GuardedPay Pro

Separate the operating responsibilities.

A documented commerce-infrastructure architecture connects customer, merchant and operations journeys. The public reconstruction explains those responsibilities without publishing the confidential source brief.

Ventr project / design and architecture evidence. No processing volume or live-service performance claimed.

Revion CAPS

Resolve the purchase origin.

Distinct direct-brand and partner-originated purchase journeys required distinct rules. The case connects the original identity to that commerce decision and retained implementation artifacts.

Ventr project / design and implementation evidence. Historical routes are not presented as currently live services.

BALMAIN PARIS HAIR COUTURE

Show the actual acquisition record.

The regional licensee's historical platform report records $517,361.60 in purchase conversion value on $37,743.99 spend: reported ROAS of 13.71×.

Earlier agency engagement / 1 Jan–21 Dec 2020. Source: the original Ads Manager image embedded in the agency's historical published portfolio, not a data export. Platform attribution, not profit, incrementality or audited returns.

Manna Vitality

Keep the company record precise.

The historical company presentation reports $8,094,354.70 total sales and 66,487 orders from 1 May 2022 to 4 March 2025.

Earlier co-founded business / company-reported history. The total covers the whole reported period, including the partial 2022 and 2025 months. Not audited profit, investor returns, present ownership or sole-founder attribution.

Explore the cases and broader work library ↗

Establish what survives the next dependency.

Customer relationship

Can the venture serve the customer again? Who controls the experience and permitted use of customer data?

Distribution

Is access rented, contracted, exclusive or transferable? Does it depend on one person, platform or channel?

Product & supply

Which IP, manufacturing, quality and supply rights are real? What depends on a supplier's continuing discretion?

Operating infrastructure

Which useful function is difficult to replace? What systems, knowledge and accountable delivery support it?

These questions require specific evidence and the relevant agreements. They do not produce a universal moat score or valuation.

An inspectable AI-assisted research decision

Recover the source. Challenge the tempting headline.

Retained Manna accounts contained different monthly sales figures and periods. The research returned to the original company presentation and its embedded Shopify analytics record.

01 **Recover:** the exact period, total sales, net sales and order count.

02 **Challenge (separate AI agents, not a human audit):** historical results versus forecasts; sales versus profit; company results versus an individual's contribution.

03 **Publish:** $8.09m total sales, exact period, company-reported source and separately described co-founding role.

> The output demonstrates bounded source recovery and analytical challenge. It does not establish automated investment judgment, universal speed or cost advantages, or a commercial result caused by AI.

Inspect the source-to-publication decision ↗

Make the next test earn its place.

Use evidence from actual buyers, delivery and economics. Mark assumptions explicitly. Set the continuation and stopping rule before committing.

THE BUYER, SITUATION AND IMPORTANT OUTCOME

THE USEFUL POSITION WE CAN OCCUPY

THE MODEL AND RIGHTS THAT RETAIN VALUE

THE ASSUMPTION WHOSE FAILURE CHANGES THE CASE

Demand, delivery, acquisition, rights, cash or another specific dependency.

THE TEST AND EVIDENCE THAT WILL COUNT

Buyer, offer, actual behaviour, conditions and source of measurement.

OWNER, TIMING AND MAXIMUM EXPOSURE

CONTINUE / CHANGE / STOP CONDITIONS

REQUIRED AGREEMENTS AND CONSTRAINTS TO RESOLVE FIRST

Bring a specific commercial question.

A capability, opportunity or constraint worth building around.

CEO@Ventrstudio.com

Field Guide 02 · revised 30 October 2026. Illustrative calculations support commercial inquiry; they do not verify inputs, predict performance or provide personalised investment, legal or financial advice. Every engagement requires separately agreed scope, responsibilities and terms. The site's case pages identify historical source and attribution limits.