The Market Verdict™



CROSSCHECK · PILOT EDITION

Set what you believe beside what the market shows.

Use this once both are finished: your workbook, and the outside read (BIR or IIA).

CROSSCHECK Pilot Edition · v4.2 · October 2026

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Crosscheck in seven rules

You wrote what you believe. An outside read looked at the market without seeing your answers. Now you compare them, one field at a time.

1. **Only when both are finished.** You saved a dated, sealed copy of your workbook findings before you opened the outside read. Compare against that copy. Your originals stay as they were; record any later revision separately, with its date.
2. **Behavior beats belief.** What customers did beats what they said, and what they said unprompted beats what they said when asked. What your team believes is not evidence.
3. **The stronger evidence wins, whichever side it is on.** The outside read can be wrong too, especially where it could not see your private numbers. Write down why one side is stronger.
4. **Agreement supports a belief. It does not prove it.** Two weak readings that agree are still weak. A finding neither side can settle stays open, with the next test named.
5. **Reported is not observed.** A review saying “I come here every week” is reported behavior. A booking record or a repeat order is observed behavior. Note which kind each piece of evidence is.
6. **More sources are not independent sources.** The same review on five websites is one voice. Several numbers about the same customers count as one source.
7. **Two things can both be true.** Customers can use you for one thing and still value another. Don’t mark a belief Wrong just because something else is mentioned more often. If the evidence can’t separate them, the verdict is Not tested yet.

The four verdicts, the same words as your workbook

HOLDS	The evidence supports what you wrote.
WRONG	The stronger evidence contradicts it. Write the corrected version.
NOT TESTED YET	Neither side has evidence strong enough. Name the test that would settle it.
HOLDS FOR ONE GROUP	True for some customers, not others. Name the group.

EXAMPLE · TRAIL COFFEE CO. (FICTIONAL)

01 The Real Brand. They wrote: “A premium coffee destination.” The outside read found: 64% of reviews mention working there; 11% mention the coffee; booking-app data shows long weekday stays. The reviews are reported behavior; the stay times are observed. Stronger evidence: the outside read, for *how* people use Trail. But neither side shows whether the coffee is part of why they choose it, and both can be true. Verdict: **Not tested yet.** Next test: pause the single-origin menu for a month and watch weekday visits. Meanwhile, the workspace role **Holds** as a separate finding.

THE COMPARISON

Seven Brief findings, plus your test

Compare fields 01 to 07 of the Brand Brief, then the test condition you wrote in Step 1, Question 3. Field 08, “What changes now”, comes after, on its own page. Name your sources on both sides so anyone can check them.

Prefer to let an AI do the first pass? Use the Crosscheck assistant file: give it photos or files of your workbook and your outside read. Then check its work on this sheet. You decide the verdicts, not the AI.

01 · The Real Brand

WHAT YOU WROTE · PAGE / SOURCE	WHAT THE OUTSIDE READ FOUND · SECTION / SOURCE
“Gear that lasts, for everyone who goes outside.” Brief 01	“Buy once, repair for life.” Resale 71% vs 22%. Big-box 3.6 stars. BIR §1, §4

CUSTOMER GROUP	EVIDENCE PERIOD	☐ REPORTED ☑ OBSERVED	THRESHOLD: WHAT RESULT WOULD CHANGE THE VERDICT
Direct core vs big-box	2023–26		Lite repeat as high as core

WHICH EVIDENCE IS STRONGER, AND WHY

Outside read, and our own orders agree: 38% vs 9% repeat. “For everyone” isn't supported.

Verdict: ☐ Holds ☑ Wrong ☐ Not tested yet ☐ Holds for one group

02 · The job

WHAT YOU WROTE · PAGE / SOURCE	WHAT THE OUTSIDE READ FOUND · SECTION / SOURCE
"Gear that doesn't let you down." Brief 02	"Still my only jacket." 41 own-site reviews. BIR §4

CUSTOMER GROUP	EVIDENCE PERIOD	☑ REPORTED ☐ OBSERVED	THRESHOLD: WHAT RESULT WOULD CHANGE THE VERDICT
Core buyers	2026		–

WHICH EVIDENCE IS STRONGER, AND WHY

Same job, different words. Both are reported, not observed.

Verdict: ☑ Holds ☐ Wrong ☐ Not tested yet ☐ Holds for one group

03 · The Real Customer

WHAT YOU WROTE · PAGE / SOURCE	WHAT THE OUTSIDE READ FOUND · SECTION / SOURCE
Outdoor people of all kinds, direct and in stores. Brief 03	People who use gear hard, buy rarely, think in cost per year. BIR §4

CUSTOMER GROUP	EVIDENCE PERIOD	☐ REPORTED ☑ OBSERVED	THRESHOLD: WHAT RESULT WOULD CHANGE THE VERDICT
Direct vs big-box	2023–26		Big-box repeat reaches 25%

WHICH EVIDENCE IS STRONGER, AND WHY

Our order data: true for direct buyers, not for big-box ones.

Verdict: ☐ Holds ☐ Wrong ☐ Not tested yet ☑ Holds for one group

04 · The evidence

WHAT YOU WROTE · PAGE / SOURCE	WHAT THE OUTSIDE READ FOUND · SECTION / SOURCE
Repair records, repeat rate by channel, ten calls. Brief 04	Resale prices, repair counts, reviews, forum. BIR §8

CUSTOMER GROUP	EVIDENCE PERIOD	☐ REPORTED ☑ OBSERVED	THRESHOLD: WHAT RESULT WOULD CHANGE THE VERDICT
All	2023–26		–

WHICH EVIDENCE IS STRONGER, AND WHY

Different sources, both observed. They point the same way.

Verdict: ☑ Holds ☐ Wrong ☐ Not tested yet ☐ Holds for one group

05 · The Planned Brand

WHAT YOU WROTE · PAGE / SOURCE	WHAT THE OUTSIDE READ FOUND · SECTION / SOURCE
"Outdoors, every day": style for everyone. Brief 05	The same plan, in 220 stores. BIR §4

CUSTOMER GROUP	EVIDENCE PERIOD	☐ REPORTED ☑ OBSERVED	THRESHOLD: WHAT RESULT WOULD CHANGE THE VERDICT
n/a	2026		–

WHICH EVIDENCE IS STRONGER, AND WHY

We agree on what the plan is.

Verdict: ☑ Holds ☐ Wrong ☐ Not tested yet ☐ Holds for one group

06 · The Non-Negotiable

WHAT YOU WROTE · PAGE / SOURCE	WHAT THE OUTSIDE READ FOUND · SECTION / SOURCE
Quality at a fair price. Brief 06	The repair promise, kept in reasonable time. BIR §4

CUSTOMER GROUP	EVIDENCE PERIOD	☐ REPORTED ☑ OBSERVED	THRESHOLD: WHAT RESULT WOULD CHANGE THE VERDICT
Core buyers	2025–26		Repairs fall while sales hold

WHICH EVIDENCE IS STRONGER, AND WHY

Ours too: 7,900 customers paid shipping and waited 6–8 weeks. They protect the repair, not the price.

Verdict: ☐ Holds ☑ Wrong ☐ Not tested yet ☐ Holds for one group

07 · What we are not

WHAT YOU WROTE · PAGE / SOURCE	WHAT THE OUTSIDE READ FOUND · SECTION / SOURCE
Not a luxury brand. Brief 07	Not the cheapest jacket on a big-box shelf. BIR §4

CUSTOMER GROUP	EVIDENCE PERIOD	☑ REPORTED ☐ OBSERVED	THRESHOLD: WHAT RESULT WOULD CHANGE THE VERDICT
All	2026		—

WHICH EVIDENCE IS STRONGER, AND WHY

Both can be true. Keep ours, add theirs.

Verdict: ☑ Holds ☐ Wrong ☐ Not tested yet ☐ Holds for one group

The test · Your Step 1, Question 3: what would prove you wrong

WHAT YOU WROTE · PAGE / SOURCE	WHAT THE OUTSIDE READ FOUND · SECTION / SOURCE
If Lite buyers don't buy again within 12 months, the growth plan is wrong. Step 1, Q3	Lite resale 22%. A quarter of Lite reviews complain. BIR §2

CUSTOMER GROUP	EVIDENCE PERIOD	☐ REPORTED ☑ OBSERVED	THRESHOLD: WHAT RESULT WOULD CHANGE THE VERDICT
Lite buyers	Mar 2026–now		25% repeat at 12 months

WHICH EVIDENCE IS STRONGER, AND WHY

Neither side yet: only 7 months. Our 9% at 6 months points to Wrong.

Verdict: ☐ Holds ☐ Wrong ☑ Not tested yet ☐ Holds for one group

CONTINUATION

More room

For any field that needs more space, a second source, or a later revision (write the date).

FIELD	DATE

FIELD	DATE

FIELD	DATE

What changes now

Fields that hold: 4 of 8. **Wrong:** 2 **Not tested yet:** 1 **Holds for one group:** 1

Your updated Real Brand, in one sentence

Buy once, repair for life: outdoor gear people keep, fix and pass on.

The three decisions this changes

1	The Lite range gets its own name from spring 2027. "Velmont" means repairable.
2	Repair wait back to 3 weeks: four more technicians, a second bench.
3	Big-box: the repairable core range only, with repair tags. Test in 20 stores first.

The tests for everything "Not tested yet"

Field	The test	Result that settles it	Who runs it	Check date
Q3 test	Lite repeat at 12 months	25% or more keeps the plan. Under 15% ends it	Ruth, Finance	Mar 2027
03 Customer	Repair tags in 20 stores	Rating reaches 4.0, or doesnt	Priya, Wholesale	Feb 2027

Decided by: Marisol Vance, CEO **Date:** Week 10 **Re-check on (six months):** May 2027

A person signs the verdicts. An AI may help assemble the comparison, but it does not decide.



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