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SCOPE Methodology as a Model of End-to-End Governance of a Digital Company Based on Strategic Context and Cross-Functional Commitments

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Abstract

The article examines the SCOPE methodology as a model of end-to-end governance of a digital company, grounded in strategic context, product logic, and a system of cross-functional commitments. The purpose of the study is to conceptualize SCOPE as a business operating system that connects market environment analysis, commitment formation, execution orchestration, performance assessment, and organizational learning. The relevance of the study is determined by the growing execution gap in digital companies, where functional KPIs may diverge from customer value, revenue, and market dynamics. The scientific novelty is expressed in interpreting the strategic narrative as a mandatory input into the management cycle and in extending the product approach to marketing, sales, service, and development. It is shown that SCOPE establishes a shared coordination language, blocks tasks that are not linked to commitments, reduces the risk of planning outside the context, and supports the company's response to market shocks. Based on the case of Kolesa Group, the relationship between the model and increased platform governability, Discovery discipline, and quarterly reassessment of priorities is identified. The article may be useful to researchers in digital management, technology company executives, CPOs, product leaders, and specialists in organizational transformation.

Keywords: *SCOPE, Strategic Context, Cross-Functional Commitments, Digital Company, Product Approach, Dynamic Capabilities, Performance Management, Orchestration.*

INTRODUCTION

The digital economy is characterized by a transition from classical industrial management models to dynamic ecosystems, in which the speed of adaptation and the depth of understanding of the market context become the principal factors of competitiveness (Furr et al., 2022). Traditional hierarchical structures based on planning and functional division of labor demonstrate inefficiency under conditions of high volatility (Nguyen & Le, 2025). Managing digital businesses is a field that emerged in the early 2000s as software shifted from supplementing business to being the very essence of a company (Han et al., 2024). Meanwhile, classic management models from the era of mass production persisted. This resulted in an execution gap: leaders who envisioned what they wanted to achieve while their teams were not executing it (Choudhury et al., 2025).

The current research is of special relevance because most management frameworks in use today, such as the objectives and key results (OKR) framework, the Scaled Agile Framework (SAFe) and the Spotify model, address only fragments of the coordination task and ignore the dependence of goals on changing contexts. Studies by McKinsey and BCG confirm that only about 30% of digital transformations achieve their objectives, with the primary reason for failure being the lack of end-to-end coordination and the mismatch between operating models and market realities (McCarthy et al., 2023).

The research problem lies in the absence of a comprehensive methodology that would allow a digital company with a staff of 50 to 1000 or more people to maintain a high speed of value delivery while preserving strategic focus and cross-functional connectedness (Abbes, 2025; Kovalchuk, 2025). The aim of the work is to conceptualize and theoretically substantiate the SCOPE methodology as an end-to-end operating system of business. To achieve this aim, the study addresses the tasks of analyzing the limitations of existing models, describing the architecture of SCOPE, and demonstrating its practical results in real market conditions. The scientific novelty of the work lies in integrating product logic across all business functions and introducing a mandatory stage of forming a verified strategic narrative as the primary input to the management cycle.

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MATERIALS AND METHODOLOGY

The methodological basis of this study relies on an interdisciplinary synthesis of theories of strategic management, systems analysis, and organizational design. The theoretical foundation of the work is the concept of dynamic capabilities, which holds that a firm's success depends on its ability to recognize opportunities, mobilize resources, and reconfigure. The study also draws on bounded rationality theory, which explains the need to structure the informational context to improve the quality of managerial decisions.

During the work, the following research methods were used. An analysis of current sources from Scopus, Web of Science, IEEE, and ACM databases was conducted. Particular attention was paid to research in Scaled Agile, product operating models, and performance management.

A comparison was made between the SCOPE methodology and dominant management models, such as OKR, SAFe, and the Spotify Model, based on several criteria: the entry point into the cycle, coordination mechanisms, the role of context, and requirements for organizational transformation.

The main object of empirical analysis was the experience of Kolesa Group, the market leader in classifieds in Central Asia. The study covers the transformation of management processes over several years, involving more than 12 product directions and up to 1000 employees. Internal company artifacts, strategic narratives, quarterly commitment structures, Discovery-cycle protocols, and regulations for conducting Pitches were analyzed.

RESULTS AND DISCUSSION

As digital companies grow, they face challenges with specialization. In digital business, where final value is created at the intersection of technology and user experience, such isolation generates systemic ruptures. The problem lies in the lack of a unified coordination language. Development operates on metrics of release velocity and technical debt; marketing on acquisition cost and return on advertising spend; and service on SLA indicators. Under conditions in which the result is joint, the functional structure creates a situation in which each department formally fulfills its KPIs, while the overall business result, such as revenue and market share, does not grow. The experience of Kolesa Group was later applied to develop the subject of this article, SCOPE.

This problem has been solved partially with strategies like the OKR methodology, which is used by companies like Intel and Google. However, this strategy is transparent about its goal setting but may overlook calculated context. As such, an OKR goal could be based on leaders' ambition with no verification of accurate market conditions. This can result in unrealistic or misaligned goal setting (Wowerath, 2025). While in SAFe (Scaled Agile Framework) the flow of work is well defined, the model is over-complicated and loses the connection between the feature and its planned business value (Eigner & Fahrnberger, 2025). On the other hand, the Spotify Model promotes team autonomy but lacks clear instruments for aligning strategy and execution on the company level.

The SCOPE methodology is based on the recognition that, in the digital environment, the key asset is the organizational capability for its rapid reconfiguration. Dynamic capabilities include three processes: Sensing, Seizing, and Transforming. SCOPE operationalizes these processes through the sequence of its stages. Sensing is implemented at the Strategic Context (S) stage, which represents a mandatory analytical narrative. Seizing is ensured through the formation of Commitments (C). These commitments are understood as interdependent obligations. Transformation occurs within Orchestration (O) and Evaluation (E).

The quality of decisions is limited by the available information. SCOPE addresses this problem by making a detailed description of reality a mandatory input into the cycle. Without a deep understanding of what is happening with the market and the customer, goal setting is considered methodologically impossible.

SCOPE is an abbreviation describing five stages of the management cycle, as shown in Figure 1.

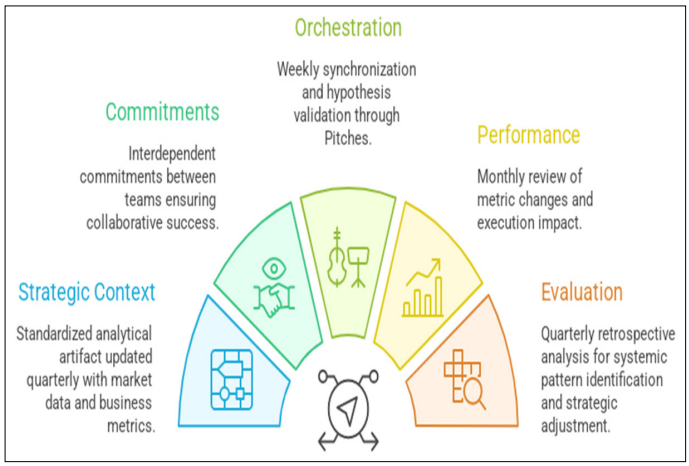

Fig. 1. SCOPE Model Framework

Strategic Context describes the narrative's architecture. In the SCOPE model, context is a standardized analytical artifact. The narrative is updated quarterly and includes market data over a 13-month horizon, m2m and y2y comparisons, the state of the product through the prism of NPS, CSI, and CES, and business metrics structured in a pyramid.

An important element is the mathematical decomposition of revenue, which in Kolesa Group is presented as the product of the number of users, the conversion rate to paying users, and the average revenue per user. Each element of this formula in the narrative is analyzed by segment, for example, private individuals vs dealers.

After each informational block in the narrative, answers to three questions are mandatory: what is happening in the external context, how this affects our current results,

what requires a change of focus as a result, and why. This approach helps avoid planning blindness, in which teams continue to pursue goals that have become irrelevant due to market shocks. For example, in the case of Krisha.kz, which operates in real estate, the narrative enabled the recording of an 8% m2m decline in demand among agents, leading to an immediate shift in focus from base growth to conversion retention.

Commitments describe the interdependence of obligations. Unlike OKR, where Key Results may be autonomous, in SCOPE, obligations are constructed as interdependent. This means that the product team's commitment to releasing functionality is directly tied to marketing's commitment to attracting the target segment and to sales' commitment to monetizing this functionality. The logic of SCOPE commitments is presented in Table 1.

Table 1. Structure of interdependent commits within one direction

Function	Commitment Type	Example Metric	Dependency
Product	Product / Numeric	2× increase in the number of leads	Depends on traffic, Marketing, and stability, Development
Marketing	Resource / Cost-based	Acquisition of the real estate agent segment with CPL < X	Depends on landing page readiness, Product
Sales	Qualitative / Customer-based	Agent NPS not lower than Y	Depends on feature quality, Product
Service	Operational	Chat response time < 5 minutes	Depends on the usability of the communication interface, Product

Such a structure makes success in a vacuum impossible: if the product has not released the module, marketing cannot fulfill its traffic commitment, since there is nowhere to direct users. This compels functions to coordinate because their individual success is methodologically linked to that of their colleagues.

Orchestration is connected with rhythm and pitch. Orchestration in SCOPE is a weekly synchronization mechanism. The key process here is Discovery. All functions participate in hypothesis validation. To defend a task, the Pitch artifact is used.

The Pitch is a diagnostic instrument for the quality of Discovery. It includes qualitative data, that is, signals from the Product Service Manager about customer pains. An example of such a signal may be agents' complaints about long wait times for booking. The Pitch also contains quantitative data. These are confirmed by an analyst. For instance, such confirmation may be reflected in a 24-hour increase in waiting time. The Pitch includes a User Story and acceptance criteria. In addition, it contains a forecast of the impact on the quarterly commitment.

In the Kolesa Group, the Pitch is approved by the orchestrator within one hour in asynchronous mode. If the Pitch is high-quality, the task is created in Jira with a direct link to the commitment. If there is no connection with the commitment, the task is blocked.

Performance is responsible for the monthly meeting at which teams present the updated narrative. Here, what matters is how what was done changed the metrics in the 13-month window. Evaluation is a quarterly retrospective analysis at the top-management level. The purpose of this stage is to identify systemic patterns. For example, if several teams failed to fulfill commitments due to poor analytics, the orchestrator diagnoses a competency deficit in the analytics department and includes it in the next quarterly plan as a strategic priority.

In the Kolesa Group, the SCOPE methodology enabled the management of three platforms: Kolesa.kz, Krisha.kz, and Autoelon.uz, as a single organism. The management vertical in this logic is built through several levels of responsibility. The company's CPO acts as the chief orchestrator. This role is responsible for connecting strategy and Revenue across all platforms. The CPO or HoP of platforms reproduces the SCOPE cycle at the level of a specific business.

Senior PMs are the owners of commitments within directions. An example of such a direction may be auto lending. The Product Service Manager is a unique role. This is a representative of the service who is physically located within the product team. The PSM knows the narrative and commitments. This role serves as the customer's advocate in daily Discovery.

An example of cycle implementation: during the launch of online booking on Krisha.kz, an Airbnb analog for short-term rentals, the PSM highlighted a problem: customers leave because they wait days for booking confirmation. The analyst confirmed a 15% decline in conversion. A Pitch was formed for confirmation automation. The direction commitment was linked to growth in the number of completed bookings. As a result of integrating these data into Discovery, the task was prioritized, leading to a 22% increase in the direction's revenue over the quarter.

To understand the place of SCOPE in the landscape of management models, it is necessary to identify the key differences shown in Table 2.

Table 2. Fundamental differences between SCOPE and dominant frameworks

Criterion	SCOPE	OKR, Doerr	SAFe, Leffingwell
Primacy of Context	Mandatory verified narrative	Context is implied, but not formalized	Focus on Portfolio Vision, indirectly
Functional Connectedness	Interdependent commitments, failure of one = failure of all	Independent Key Results, often in silos	Coordination through Agile Release Trains, ART
Coordination Language	Product approach, funnels, NPS, for everyone	No prescribed shared language	Technical language of development / Agile
Meaning Management	A task is blocked without a link to a commitment	Focus on achieving ambitious goals	Focus on task flow speed, Flow
Adaptability	Trigger-based narrative review in response to shocks	Quarterly cycle, rigid	PI Planning, rigid 8–12 week cycle

The main advantage of SCOPE over OKR lies in preventing planning hallucinations. In OKRs, teams often set objectives based on past experience, whereas SCOPE forces them to prove the relevance of their hypotheses anew every 3 months through the narrative. Compared with SAFe, SCOPE is a much lighter model that does not require a radical restructuring of the company's structure, and adapts the rhythm and interaction artifacts.

The implementation of SCOPE is a universal solution, but it also carries several risks. One of them relates to the cultural barrier, as reflected in management's sensitization. If leaders are not ready to work in a transparent, error-acknowledging mode, the methodology becomes Agile theater. Psychological safety becomes a critical condition for an honest narrative.

Another risk is related to analytical complexity. The model requires a high level of data maturity. If a company is unable to measure NPS or build funnels in real time, stage S or Context becomes a set of subjective opinions.

There is also a resource risk. Preparing a high-quality narrative and conducting Discovery cycles require time. Organizations focused only on Output, that is, the number of features, may perceive this as a slowdown.

A separate problem arises when scaling to 1000+ people. At very large scales, for example, in the banking sector, SCOPE may require integration with SAFe to manage complex technical dependencies across platforms.

Based on this analysis, it can be argued that SCOPE is an operating system of digital business. An operating system creates an environment in which applications can safely exchange data and use shared memory. SCOPE creates an infrastructure in which strategy becomes an emergent pattern arising from context, execution becomes a process of continuous hypothesis testing, and learning is embedded in the cycle through Evaluation and narrative renewal.

This approach makes it possible to solve the main problem of digital transformation, the gap between the digital facade, associated with the presence of a mobile application, and analog management, associated with hierarchy, silos, and the absence of data.

CONCLUSION

The study of the SCOPE methodology allows the conclusion that it is effective as a model of end-to-end governance for a digital company. Unlike traditional frameworks, SCOPE shifts the emphasis from achieving abstract goals to deep engagement with market reality through the strategic narrative.

The conclusions of the work confirm the achievement of the stated objectives. The use of the product approach as a shared language for coordination enables synchronization among marketing, sales, and development around a unified customer journey. The mechanism of interdependent commitments and the mandatory Pitch filter guarantee that no task enters production without a proven impact on strategic priorities. Quarterly narrative renewal ensures the organization's dynamic vigilance, allowing it to respond to market shocks in a timely manner, as demonstrated in the Krisha.kz case.

The practical significance of the work lies in the possibility of adapting the SCOPE model by technology company executives to improve operational efficiency and reduce Time-to-Market. The model provides a reproducible management rhythm that maintains a balance between team autonomy and corporate-wide focus. Further research in this area may focus on automating narrative generation with large language models and on integrating predictive analytics into the orchestration of commitments.

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