

THE OPERATOR EDGE

Cohort group size policy.

How we handle it if a cohort doesn't hit the group size needed to deliver the experience you've paid for.

THE QUESTION

What if the cohort doesn't fill?

It's a fair question to ask before paying. Cohorts are capped at twelve places for a reason: the cross-vertical peer dynamic is a real part of what makes the programme work. Twelve owner-operators in different trust-based service categories, all working on partnership-building together. By the end of the twelve weeks, those people often become each other's real referral partners.

That dynamic needs a viable minimum group size to function. Below that floor, the cohort becomes a different product than the one you signed up for.

This policy sets out what happens if a cohort doesn't reach that floor by the time it's due to start, and what choices you have if you've already paid.

THE POLICY

If a cohort doesn't hit minimum viable group size,

every member who has paid is contacted directly in good time before the cohort's original start date. You get three options, and you choose for yourself which one works.

OPTION A

Delay to the next cohort.

Move to the next intake at no extra cost. Original price honoured. Same programme, slightly later start. You get the time back to prep, and join a fuller cohort when it runs.

OPTION B

Run the cohort smaller, with consent.

Proceed with the members who are confirmed. Smaller group, more 1:1 attention from Matt, same teaching content and Notion operating system. Lifetime access to The Operator Network, where peer-introducer relationships continue to build as future cohorts join.

OPTION C

Full refund. No questions asked.

If neither delay nor smaller cohort works for you, you get your money back. No friction, no "are you sure?" conversation. If we can't deliver the experience you paid for, the right thing is to refund.

You decide for yourself. You don't need the rest of the cohort to agree with you. Members who choose to wait wait. Members who choose to proceed proceed. Members who choose to refund refund. Everyone's decision stands on its own.

HOW YOU'LL KNOW

Communication timeline.

Throughout the run-up	Cohort membership confirms steadily as applications close and places are taken.
Status update	You'll get an update before the start date confirming how many members are in, what verticals they're from, and what the cohort looks like.
Decision point	If the cohort is at minimum viable group size, you get a confirmation pack and the cohort runs. If not, you get a direct email setting out the three options and a 48-hour window to choose.
Your reply	You pick the option that works for you. Decisions are honoured immediately. No follow-up, no pressure, no questions.

The 48-hour window exists to give you time to think without anyone being left hanging on someone else's decision.

WHAT THIS MEANS FOR YOU

Risk on your side, properly named.

When you pay for a place in a cohort, here's what you're actually committing to:

- The price you pay, to The Operator Edge
- A place in the cohort you've signed up to, which runs as advertised if the group reaches minimum viable size
- A guaranteed alternative path if it doesn't: delay to the next intake at the same price, run the cohort smaller with full value preserved, or full refund

What you're not committing to: running a cohort against your will, losing your money if the cohort doesn't fill, or being trapped into a decision someone else makes for you.

Document control. Cohort group size policy. Applies to all cohorts of The Referral Programme. Reviewed annually.