New SaaS Offering Launch Initiative – Overview

Background

- Releasing 16+ new SaaS offerings in FY21 and FY22. We are forecasting 50% of SaaS revenue from these new offerings;

- In order to ensure that new launches are successful, we need a uniform process that provides specific key activities along with a timeline showing when each activity needs to be completed to achieve an on-time and successful release.

- Post-launch, we require key metrics which will to be tracked and monitored to ensure we are achieving planned adoption rate, revenue, and margin targets.

Objective

- To create and adopt a standardized approach to launching new SaaS offerings which focuses on key activities aligned with critical success factors in GTM planning, Enablement, and Execution;

- Create a **post-launch governance model** ensuring tracking of actual results against plan allowing us to quickly make corrections as needed.

New SaaS Offering Launch Initiative - Outcomes

In Scope

- <u>Pre-Launch Planning Process</u> – Define all key activities necessary for a successful launch along with the associated timeline and the responsible groups and roles for each activity. Areas in scope are GTM Readiness, Sales and Partner Enablement, and Pipeline Development.

- <u>Post-Launch Governance</u> – Define the key activities following launch of a new offering including the key metrics to be tracked as well as interactions between hyper care and customer success teams with the customer.
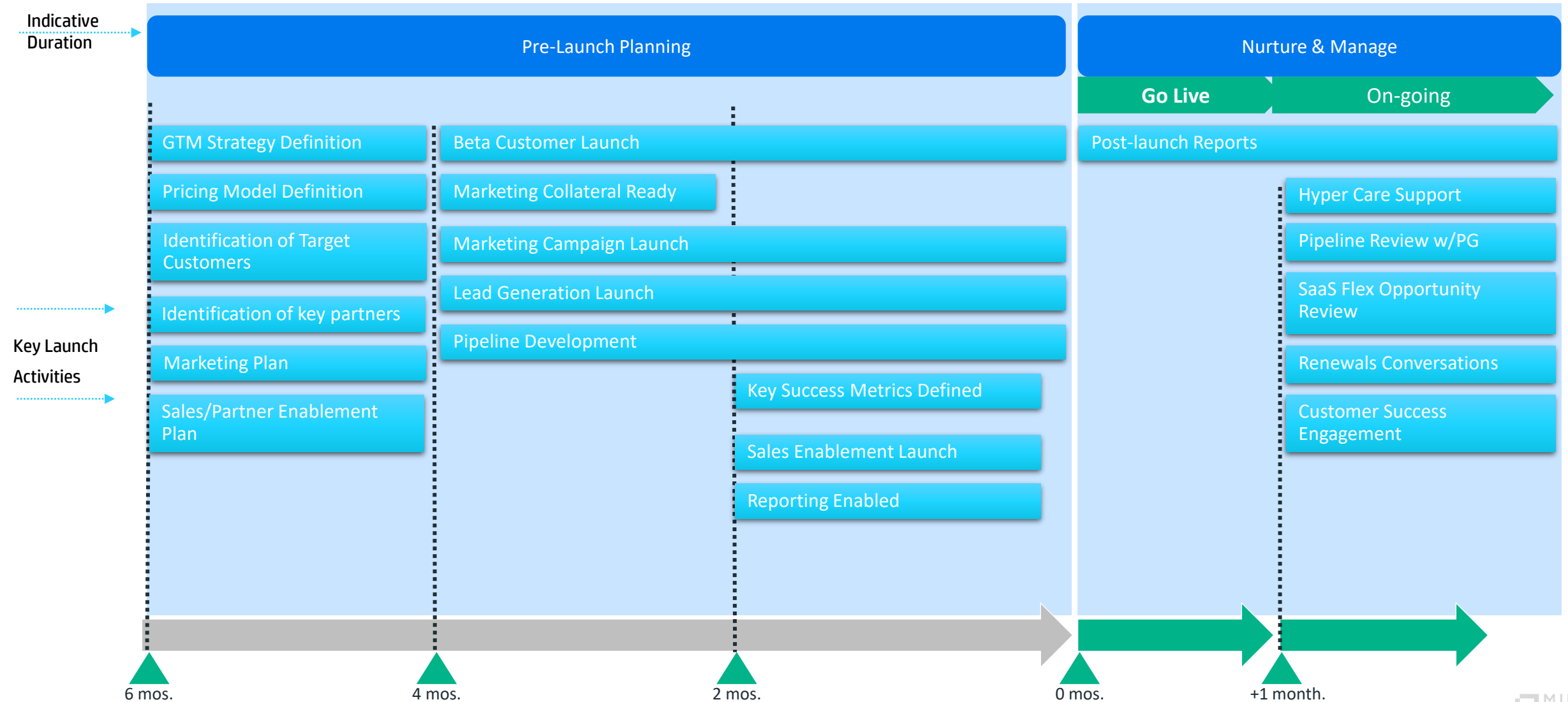
Expected Outcomes

- **SaaS Launch Planning Document** which defines the launch process and identifies key activities required during the launch of a new SaaS offering including target markets/customers, potential early adopters/reference accounts, key partners, lead generation and pipeline development, messaging and collateral, and sales enablement

- **GTM Readiness Document** which walks teams through steps to determine how an offering is sold including migration, direct sales, resellers as well as identification of target customers, especially early adopter/beta customers.

- **Sales and Partner Enablement Checklist** to ensure completion of key actions before launch such as collateral to show how we are better than competitors, value of moving to SaaS, creation of sales plays. Enable salesforce on platform/product and value selling motions

- **Post-Launch Governance Plan** Creation of a document outlining all of the key activities that will monitor our trajectory towards objectives. Establish relevant success metrics which define our success: Lead generation, Pipeline growth, Lead to Closure rate, Revenue Growth, Customer churn rate, Customer Experience/Sat, Revenue Growth, Operating Costs, Customer Acquisition Cost of a new Launch showing cadence and metrics to be reviewed to make sure the SaaS offering

New SaaS Offering Launch Deliverables

	Deliverables	Completion Date	Status	Comments
1	Working Group Launch	1 November		▪ Kickoff Call with key stakeholders / working groups
2	Identification and Definition of Key Activities	12 November		▪ Activities will be produced by each WG
3	GTM Strategy Document	12 November		• Defines most likely customers and what channels we leverage to reach them New Logos, Migrations, etc. • Identification of target customers, early adopters • Plan what sectors to target and how to identify early adopters. • Identification of key partners
4	Marketing Plan Template	19 November		▪ Identifies all activites and collateral necessary for Marketing Launch
5	Sales Enablement Checklist	19 November		▪ Identifies all activites and collateral necessary for Sales and Partner Enablement
6	Key Success Metrics Template	26 November		▪ Defines KPIs that measure our success: Lead generation, Pipeline growth, Deal Closure rate, Revenue Growth, Costs
7	Customer Success Plan Template	26 November		▪ Defines key post-launch activites related to customer support and communication
8	Saas Launch Process Document	1 December		▪ Outline of overall process which includes all other deliverables

Launch Initiative Timeline (WIP for WG)

Indicative Duration

Pre-Launch Planning	Nurture & Manage

Go Live | **On-going**

Key Launch Activities

- GTM Strategy Definition
- Pricing Model Definition
- Identification of Target Customers
- Identification of key partners
- Marketing Plan
- Sales/Partner Enablement Plan

- Beta Customer Launch
- Marketing Collateral Ready
- Marketing Campaign Launch
- Lead Generation Launch
- Pipeline Development

- Key Success Metrics Defined
- Sales Enablement Launch
- Reporting Enabled

- Post-launch Reports

- Hyper Care Support
- Pipeline Review w/PG
- SaaS Flex Opportunity Review
- Renewals Conversations
- Customer Success Engagement

6 mos.　　4 mos.　　2 mos.　　0 mos.　　+1 month.

New as-a-Service Offering Launch Initiative Planning Activities
TBD by Working Groups

- GTM Strategy Definition- Define most likely customers and what channels we leverage to reach them New Logos, Migrations, etc.

- Identification of target customers, early adopters – Plan what sectors to target and how to identify early adopters.

- Identification of key partners – Decide which partners are best suited to reach customers by sector and/or geo.

- Marketing Plan – Lay out details of events, direct mail, email, social media, webinars, and content strategy, to execute on GTM Strategy

- Sales/Partner Enablement Plan – Decide how and where to provide MF Sales and Partners with information, tools, collateral, training, and other forms of support.

New as-a-Service Offering Launch Initiative Pre-Launch Activities
TBD by Working Groups

- Marketing Collateral Ready – Review and finalize all collateral for marketing launch

- Beta Customer Launch – Engage and enable Beta Customers

- Lead Generation Launch – Begin lead generation in coordination with marketing launch

- Marketing Campaign Launch – Rollout of online webinars, email, social media, and other outbound campaigns.

- Sales Enablement Launch – Availability of training and collateral for MF Sales, Pre-sales, and Partners

New as-a-Service Offering Launch Initiative Launch / Post-Launch Activities TBD by Working Groups

- Key Success Metrics Defined – Identify metrics and set targets to be tracked to ensure a successful launch.

- Reporting Enabled – Work with reporting team to configure reports for above metrics.

- Begin Review with PG – Establish regular cadence of reviews with key stakeholders immediately following launch.

- Flex Opportunity Review – Begin review of potential opportunities with sales team

- Hyper Care Support – Establish a working relationship between sales and our first customers .

- Customer Success Engagement – Establish regular conversations with customer to provide help with additional services under SaaS flex, issues with service interruptions, and gather feedback

- Renewal Conversations – Begin conversations with customers to identify commonly asked questions and create FAQ