

**STRATEGIC PLAN**

DOCUMENT PURPOSE

1. Help the Senior leadership team allocate resources effectively.
2. Align the board and management around common understandings and objectives
3. Serve as a primary tool for the board to deliver the future the shareholders desire
4. MEDIUM TERM BUSINESS OBJECTIVES
3 year horizon to March 25

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| **METRIC** | **JUN 22.**  | **MAR 25** | **Overall Increase** | **Per Annum Increase** | **Annual % Change** |
| ARR | $15.5M | 95M | $79.5M |  |  |
| CUSTOMERS |  13,800 | 52,500 | 8,700 |  |  |
| FREEMIUM USERS | 0 | 100,000 | 38,700 | NA |  |
| Freemium Monetisation Rate | - | 2% | 1,000 customers pa | NA |  |  |
| ACV New Customers | $5,600 | $7,000 |  |  |  |
| CAC RATIO |  |  |  |  |  |
| NPS | 40 | 50 | 10 | 3.3% | 8% |
| RETENTION - Annual | 94% | 93% | -1% |  |  |
| FTEs | 42 | 120 |  |  |  |
| OFFICES | 2 - Mel, Syd | 3- Mel, Syd, UK, CAN, USA | 1 |  |  |
| TOTAL CAPITAL RAISED | $15.9M | $40.9M | $25M |  |  |
| ENTERPRISE VALUE |  |  |  |  |  |
| IRR |  |  |  |  |  |

1. SWOT/SWOR ANALYSIS

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| **Strengths:** an advantage relative to competitors1. Best-in-class product that is easy to use
2. Happy customers that consistently refer - NPS>40
3. Natural network effects of buyers delivers efficient growth - XX% of sales connected to existing customers
4. Carefully architected business model for low ACV market
5. Capital efficiency is world-class - 5X more efficient than direct competitor (ABC)
 | **Opportunities:** external environment that allow it to increase profitability1. Significant growth upside with more deliberate PLG strategy
2. Marketing engine that is evolving & improving traffic and conversion metrics
3. Customers not impacted by economic cycles
4. SMB market is nascent - <X% penetration in key target markets
5. Demand for SMB specific (Industry) content
6. Few credible players in key markets: AU, CAN, USA & UK
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| **Weaknesses:** a disadvantage relative to competitors1. Product delivery and development has slowed with [some OR pressing?] feature gaps limiting growth
2. Manual processes and disconnected systems creating inefficiencies
3. Lack of headcount and capital to achieve expansion potential i.e. XX% actual VS desired XX% annual growth rate
 | **Risks:** external environment that could reduce profitability1. The "do nothing" option for customers is real - we are not a "must have"
2. Potential flurry of new entrants given barriers to entry are not insurmountable
3. Market entry by a large well-funded competitor
	* ABC Company
	* XYZ Company
4. Too slow to respond to a land grab situation
5. Staff retention challenges given tight labour market
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1. Top 4 MUST DOs
in next 3 Years

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| --- | --- |
| 1. Prove scalable growth model in Australia
 | Demonstrate predictable returns on each incremental investment of $000K in Cost of Acquisition.This pillar takes the overall business, in an orderly fashion, from $xM to $xM to $xM ARR in FY25.* Orientate the marketing function around brand, growth and product marketing.
* Refine and optimise growth marketing including website, performance marketing and big content play.
* Develop a community of partners, users, advocates and influencers.
* Develop sales capability to win partners, influencers and multi-unit sales.
* Extend brand awareness.
* Instrument the sales machine so channel investments are predictable and buying behaviour is optimised.
* Grow ARR to minimum $xM and xx% of total revenues within 3 years to FY25
* Mature our engineering function incl. gaining predictable high output, continuous deployment, flexible tech stack etc.
* Ensure product is ‘market fit’ including minimum features.
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| 1. Centre business on Network Effects and Product Lead Growth
 | Existing business has a partially product lead sales motion and weak network effects built around consistent portfolio experience for (customers). This pillar accelerates the scalable model above to take us from $xM to $xM ARR in FY23 , sets the business up for category leadership and establishes an enduring competitive moat.* Invest in dedicated experiments team with highly motivated cross functional support.
* Rapidly test and deploy in-app enhancements to small test groups in search of increased virality.
* Leverage existing data on AU customer base and experiment in search of significant network effects.
* Experiment with a full product lead sales motion – likely through a freemium offer.
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| 1. Become a world class employer
 | Create real pathways to ‘Autonomy, Mastery and Purpose’ to attract, develop and retain world class talent.* Maintain existing strong culture and loyalty as indicated by xx-xx employee NPS
* Introduce and embed good team performance management hygiene
* Implement leadership training and career development programs.
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1. STRATEGIC FOUNDATION

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| Core Strategy | Story | What makes us worth attention? |   |
| Proposition | What value do we deliver? |  |
| Advantage | What makes us unique and gives us unfair ongoing advantage? |  |
| Market | Who have we chosen to serve?What problem do they have? |  |
| Identity | Vision (short version) | What future do we imagine? |  |
| Purpose | What difference can we make in the world?Why do we exist? |  |
| Values | 3-5 behavioural values that define us and empower our decision making  |  |