

**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 competitors   1. 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 profitability   1. 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 |
| **Weaknesses:** a disadvantage relative to competitors   1. 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 profitability   1. 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 |

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. |
| 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. |
| 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. |

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 |  |