



**Sample materials:
Ops planning for B2B
SaaS**

Case Study: Arcadia Software Ops Planning

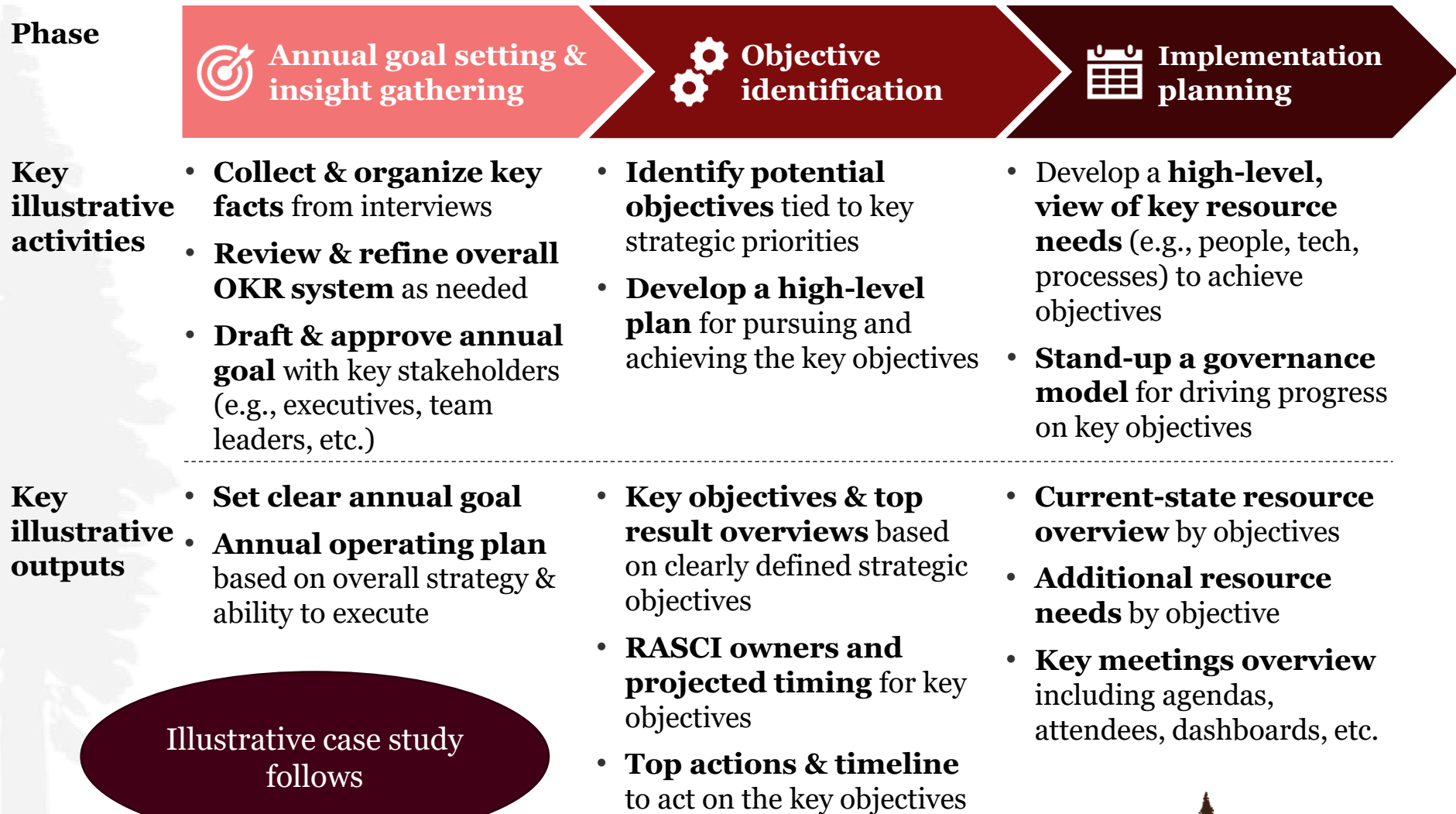
Context:

- The Arcadia Software team has had trouble clearly aligning on high-level strategies, objectives, & next steps
- RWA worked with Arcadia Software to craft an annual operating plan tied to their overall strategy
- The effort focused on pinpointing Arcadia Software's strategic priorities & key objectives from those priorities
- The team identified key actions, timing, owners, and resources needed in order for Arcadia Software to execute on each of their key objectives for the fiscal year

Top illustrative insights:

- Arcadia Software believes **doubling down and upselling out current clients is the best opportunity** to maximize organic revenue growth
- **The top blockers are the lack of a rigorous customer prospecting efforts and thorough customer feedback models**
- **Clear dashboards, reporting systems, and data collection are the top resource needs** to get to action on the key objectives

Operations planning efforts consist of three key phases: annual goal setting, objective identification, & implementation planning



Illustrative case study follows

RWA worked with Arcadia Software leaders to identify key stakeholders to drive the overall 20XX effort

■ C-suite level ■ Dept. level

Key roles	Stakeholders	Role overview
Executive Sponsor	<ul style="list-style-type: none"> Executive AA 	<ul style="list-style-type: none"> Sponsor Ops effort and help set overall goals and plan Provide ongoing input and direction to the team Engage and support on key objectives
Key Project Supports	<ul style="list-style-type: none"> Executive BB Executive CC 	<ul style="list-style-type: none"> Provide key input and insights to identify and prioritize key objectives
OKR Chief	<ul style="list-style-type: none"> Person XX 	<ul style="list-style-type: none"> Drive overall Ops efforts & the supporting OKR system, including driving governance model Provide key input and insights (e.g., value drivers, feasibility of initiatives)
OKR Champions	<ul style="list-style-type: none"> Person AA Person BB Person CC 	<ul style="list-style-type: none"> Drive efforts on individual objectives & key results Lead problem solving effort with OKR chief and supports Own key project work streams including deliverable creation, analysis, high level model development, etc.

Page used as a living document to reflect experts brought in to help drive the Ops effort

The team worked with stakeholders to prioritize the top 3 objectives based on Arcadia Software's aspiration & 1-year goal

Aspiration

Become the leading provider of custom B2B SaaS solutions for medium & large sized distributors & retailers

1-year goal

Drive accelerated bottom-line EBITDA growth across our core markets with a focus on new customers (e.g., medium sized distributors)

Objective

Accelerate bottom-line EBITDA growth

Significantly reduce customer churn

Further diversify core revenue streams

Rationale

Maintain a consistent core growth in the business




Ensure our product quality by retaining our core customers

Ensure long term stability & mitigate risks to revenue

Key results

Next step: Work with stakeholders to identify ~1-2 key results for each objective

For each key result, the team set 3 different goals (budget, target, and stretch)

Goal type	Overview	Use case
 Budget	Goal we are confident in hitting (80%+ probability)	Share with our investors and in public announcements & posts
 Target	Goal that we would like to hit and can reasonably hit (50% probability)	Use as key internal facing goal; track performance against target goal on a monthly or weekly basis
 Stretch	Reflect our true aspiration but may be a “stretch” to hit (10-20% probability)	Use to stretch the team’s thinking on what is possible; stretch the team to think bigger & different

Key results for each prioritized objective follows

Each objective was then assigned 2 key results to measure success with clear budget, target, and stretch goals

Deep dive follows

Objective	Key results		
	Budget goal	Target goal	Stretch goal
Accelerate bottom-line EBITDA growth	<ol style="list-style-type: none"> Increase EBITDA to \$13M+ by EOY Increase sales in top MSAs by 10% YOY 	<ol style="list-style-type: none"> Increase EBITDA to \$15M+ by EOY Increase sales in top MSAs by 15% YOY 	<ol style="list-style-type: none"> Increase EBITDA to \$17M+ by EOY Increase sales in top MSAs by 20% YOY
Significantly reduce customer churn	<ol style="list-style-type: none"> Achieve 65% customer retention Improve our NPS by 3 percentage points 	<ol style="list-style-type: none"> Achieve 75% customer retention Improve our NPS by 5 percentage points 	<ol style="list-style-type: none"> Achieve 90% customer retention Improve our NPS by 8 percentage points
Further diversify core revenue streams	<ol style="list-style-type: none"> No customer represents ~30%+ of annual revenue Increase # of “medium” customers by 15% 	<ol style="list-style-type: none"> No customer represents ~25%+ of annual revenue Increase # of “medium” customers by 25% 	<ol style="list-style-type: none"> No customer represents ~20%+ of annual revenue Increase # of “medium” customers by 35%

The team worked to develop a complete view of key RASCI roles for each key result to ensure accountability & alignment

Key result	RASCI stakeholders					
	Func. driver	Responsible	Accountable	Supporting	Contributor	Informed
EBITDA of \$15M+	1. Sales team	1. Person AA	1. Person DD	1. Person CC	--	1. Person EE 2. Person FF
Retain ~75% of customers YOY	1. Customer Success team	1. Person BB	1. Person EE	--	1. Person CC	1. Person DD 2. Person CC
No customer represents ~25%+ of annual revenue	1. Sales team	1. Person CC	1. Person CC	1. Person FF	1. Person GG	1. Person DD 2. Person EE

RWA then began working with the working teams to more develop actionable plans to reach the key result

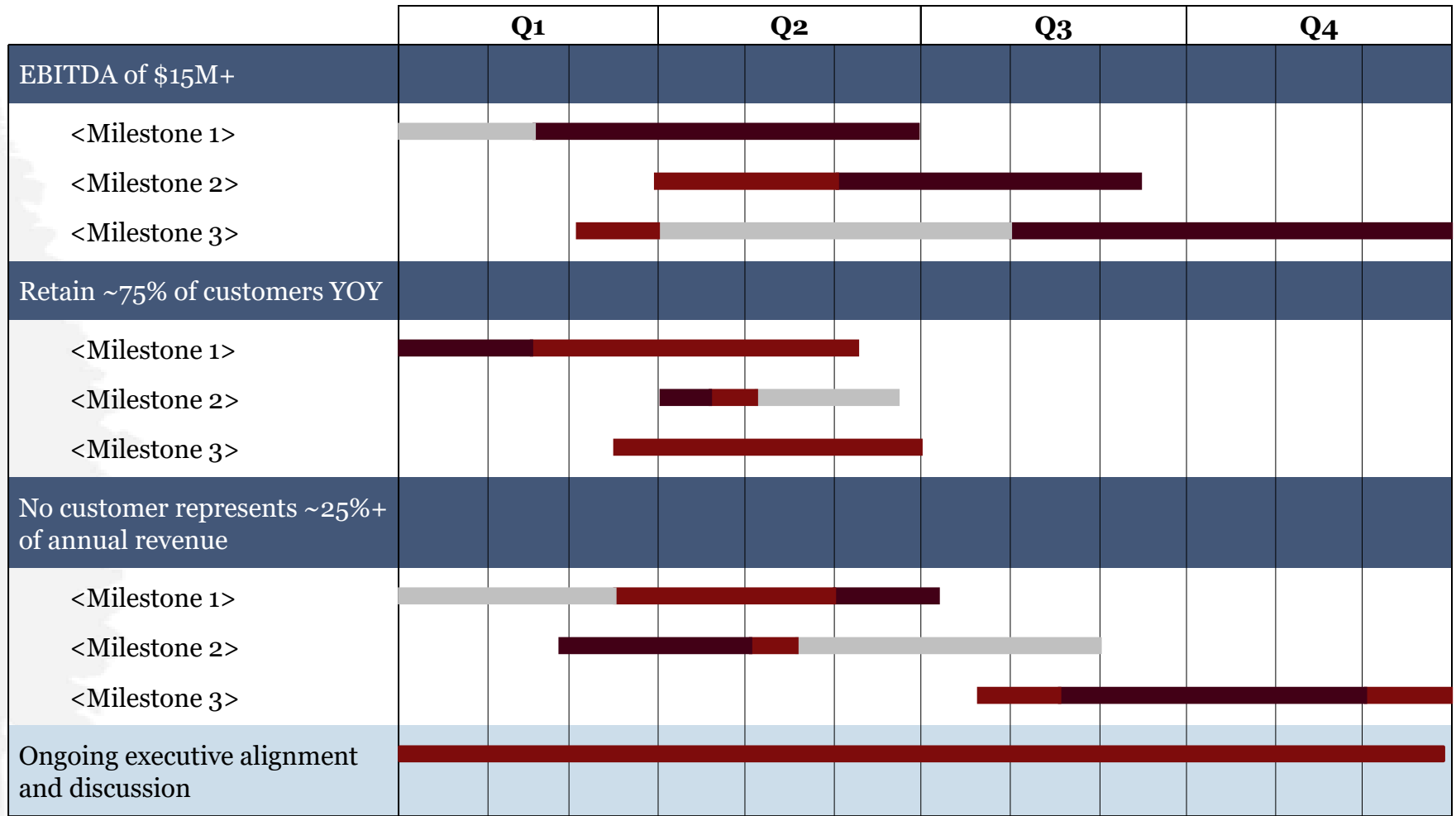
Key result	Responsible	Key “must-haves”	Top next steps	Due date
EBITDA of \$15M+	<ul style="list-style-type: none"> Person AA 	<ul style="list-style-type: none"> Grow sales in core product categories to key customer base 	<ul style="list-style-type: none"> Design & approve actionable dashboard with key stakeholders Develop governance model for driving progress in sales team 	<ul style="list-style-type: none"> ~\$8M EBITDA by Q3 ~\$15M EBITDA by Q4
Retain ~75% of customers YOY	<ul style="list-style-type: none"> Person BB 	<ul style="list-style-type: none"> Clear up-sell and cross-sell practices in-place and implemented Regular customer prospecting process 	<ul style="list-style-type: none"> Compile current-state process documentation and refine as needed Create dashboards to track perf. of cross-sell and up-sell campaigns 	<ul style="list-style-type: none"> Q2
No customer represents ~25%+ of annual revenue	<ul style="list-style-type: none"> Person CC 	<ul style="list-style-type: none"> Clear customer records kept and shared to key stakeholders Customer feedback process implemented 	<ul style="list-style-type: none"> Build-out view of key data needs for customer profiling Lay-out enterprise best practices for customer check-ins including timing and key goals of interactions 	<ul style="list-style-type: none"> Q4

Intensity of focus

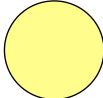
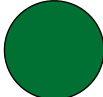
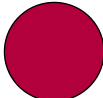
High Medium Low

Sanitized & Illustrative

RWA also supported key owners to build out actionable key result roadmaps with milestones & timelines














The team then outlined current-state resources available for each key result to support the teams get to action

Key result	Resource current state	Resource level
<p>EBITDA of \$15M+</p>	<ul style="list-style-type: none"> ▪ Automated reporting and analysis on quarterly sales values including sales-to-budget reports ▪ Automated conversion and lead data reporting for key marketing channels 	
<p>Retain ~75% of customers YOY</p>	<ul style="list-style-type: none"> ▪ CRM tool with some tracking of key data points (e.g., customer name, segment) ▪ High-level process guidelines for customer interaction 	
<p>No customer represents ~25%+ of annual revenue</p>	<ul style="list-style-type: none"> ▪ Process for reviewing sales performance to-date ▪ Automated reporting and analysis on quarterly sales values ▪ Underdeveloped SMB sales processes 	

Additional resources needs were identified & prioritized for each top result, as helpful

 People
  Technology
  Processes / capabilities

Key 20XX resource needs

Key result	Key 20XX resource needs	
	Next 0-6 months	6-12 months
EBITDA of \$15M+	<ul style="list-style-type: none">  Governance model for revenue and EBITDA analysis  Reporting dashboard for key revenue and EBITDA breakdowns 	<ul style="list-style-type: none">  1+ performance analyst(s)
Retain ~75% of customers YOY	<ul style="list-style-type: none">  Detailed customer interaction process plan  Customer data collection best practices for sales team 	<ul style="list-style-type: none">  Advanced customer data reporting  Enterprise-wide customer info database
No customer represents ~25%+ of annual revenue	<ul style="list-style-type: none">  Governance model for reviewing customer values  Reporting dashboard for pot. high-value customers 	<ul style="list-style-type: none">  Clear reporting structure for pot. high value customers  Updated SMB up-sell processes

The team identified & facilitated the key project meetings to drive progress on the 20XX annual goal & its key results

Key RWA meeting	Meeting date / time	Key topics for discussion
Project kick-off	Friday, January 30th <i>9am – 11am</i>	<ul style="list-style-type: none"> • Kick-off new effort and share background with owners and support • Align owners on expectations and cadence of overall project • Share cadence of meetings, dashboards, agendas, etc.
Key objective meetings	Bi-weekly on Thursdays <i>2pm – 4pm</i>	<ul style="list-style-type: none"> • Owners of key objectives to present their dashboards and share successes, status on milestones and KPIs, and ask for support from ELT or other meeting attendees • Leadership to align with key stakeholders on next steps
Additional obj. meetings	Monthly on the last Friday of the month <i>10am – 11:30am</i>	<ul style="list-style-type: none"> • Owners of additional objectives to present their dashboards and share successes, status on milestones and KPIs, and ask for support from ELT or other meeting attendees • Leadership to align with key stakeholders on next steps
Project close-out	Friday, March 5th <i>1-4pm</i>	<ul style="list-style-type: none"> • Share final outcome of overall project (e.g., final RR savings) • Highlight key successes from project

To support this process all upcoming key meetings were scheduled to ensure accountability & visibility

Sample Q1 20XX calendar of objective and executive team governance meetings

Bi-weekly review of top objectives Monthly review of all remaining objectives

January 20XX

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

February 20XX

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

March 20XX

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

April 20XX

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		



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