WHEN
GRIT
IS
NOT
ENOUGH

AN ENTREPRENEUR'S PLAYBOOK

FOR TAKING YOUR BUSINESS

TO THE NEXT LEVEL

DEAN GUIDA

WHEN

AN ENTREPRENEUR'S PLAYBOOK

GRIT

FOR TAKING YOUR BUSINESS

IS

NOT

TO THE NEXT LEVEL

DEAN GUIDA

ENOUGH

AN INC.
ORIGINAL

1 Do what you say you'll do, and stick to timelines	2 Don't blame people or label them	3 Praise, praise, praise	4 Be consistent and authentic
8 Encourage participation in meetings	7 Make meetings matter	6 Bring the team along	5 Be clear in your communications

9 Have fun

Figure 2.1. Nine key behaviors that create trust among people and teams

Objectives

Goals that inspire and set direction

Where do I need to go?

Key activities

Tasks required to drive progress of key results

What will I do to get there?

Results

Steps that measure progress toward an objective

How do I know I'm getting there?
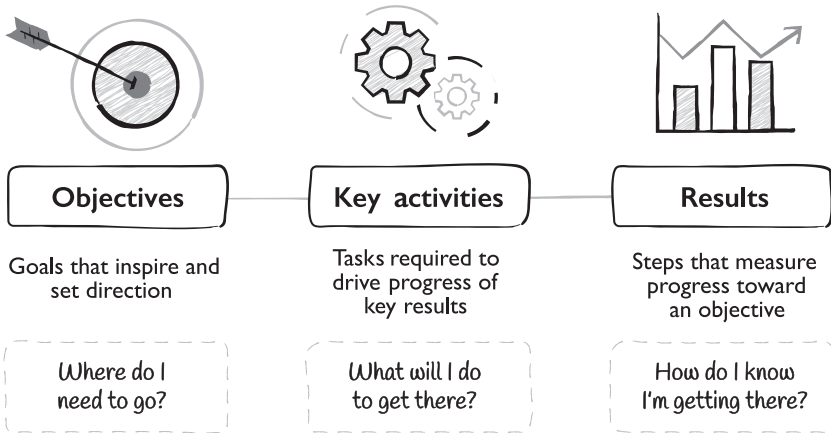
Figure 3.1. The OKR framework

Our Slingshot BHAG is to have

1 million
active users

within

24
months

What's your big hairy audacious goal?

Figure 3.2. Slingshot BHAG

NPS

Improve net promoter
score from X to Y

Increase repurchase
rate from X to Y

Maintain customer
acquisition cost under Y

*Figure 3.3. Ways the key results directly support the
objective of creating an awesome customer experience*

Step 1

Examine the data

Step 2

Formulate hypotheses
about cause and effect

Step 3

Discuss which experiment(s) to test
hypotheses, and define what you want to know

Test!

Learning

Step 4

Learn from the experiments
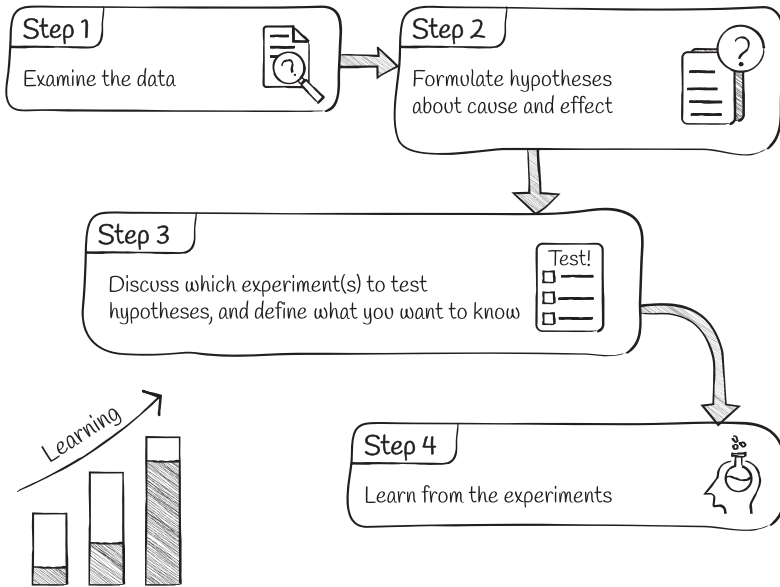
Figure 4.1. The scientific method for business
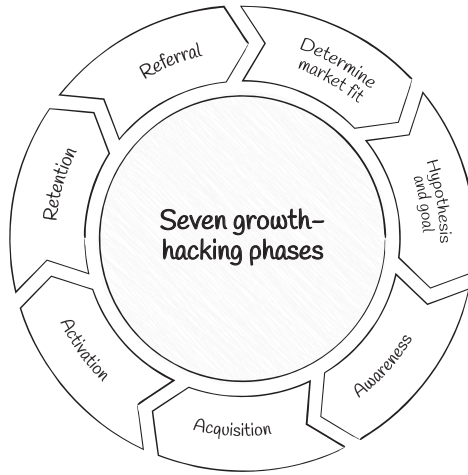
Figure 4.2. The Infragistics seven growth-hacking phases

Intensive users of customer analytics are

19x
as likely to be profitable
as nonintensive users

23x
more likely to outperform
in customer acquisition

Figure 5.1. Statistics on intensive users of customer analytics

7. Encouraging a company of citizen data scientists

6. Cataloging and socializing data sources

5. Building data literacy programs

5. Creating agreed-on metrics and OKRs

4. Commitment from the entire organization

3.

2. Trusting the data and the tools

1. Leadership building a data-driven culture
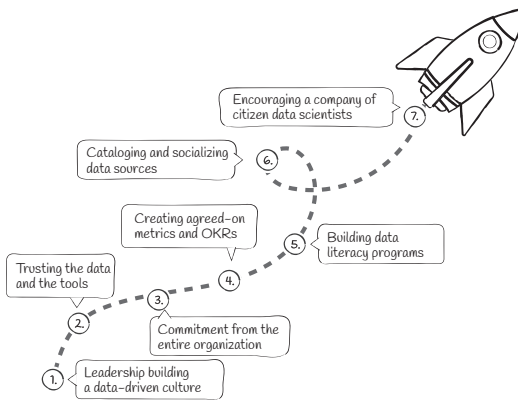
Figure 5.2. Seven steps to mastering a data-filled world
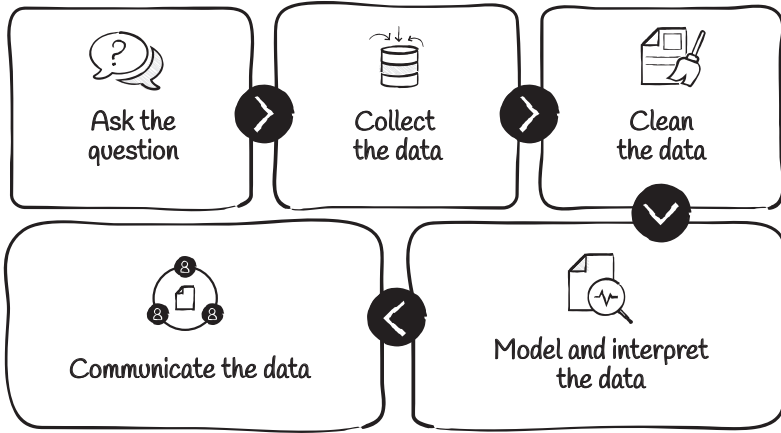
Figure 5.3. The five phases of data analysis
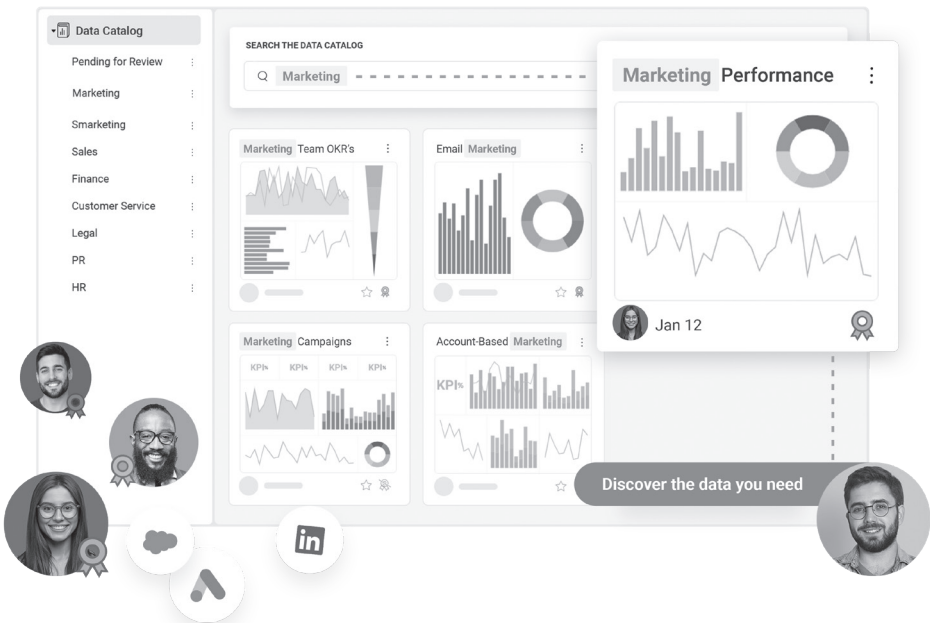
Figure 5.4. Slingshot Data Catalog enables everyday business users to easily see what data their organization possesses, to access and analyze it the moment they need it, and to use it to guide informed business decisions.
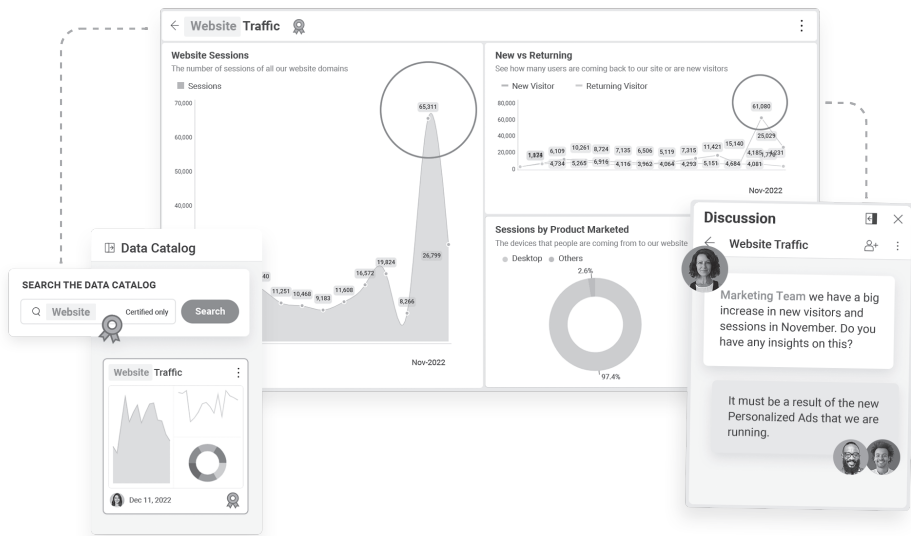
Figure 5.5. An example of how Slingshot enables users to discover data through the Data Catalog, visualize it, create a discussion around seeking insight, and create a task or work back plan to take action from that insight
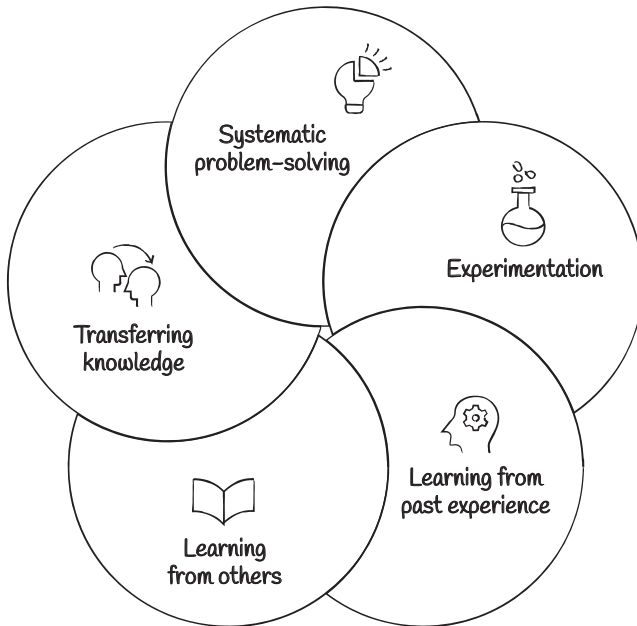
Figure 6.1. Five key practices for building a learning organization

Figure 6.2. The three stages of a learning organization

Figure 8.1. The STAR method

Table 8.1. 30/60/90-day plan

EMPLOYEE NAME	
MANAGER/TL	

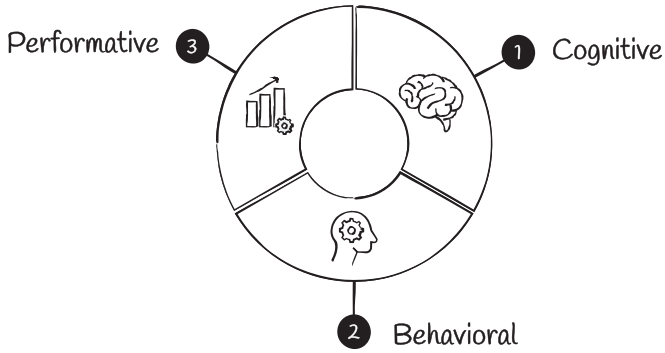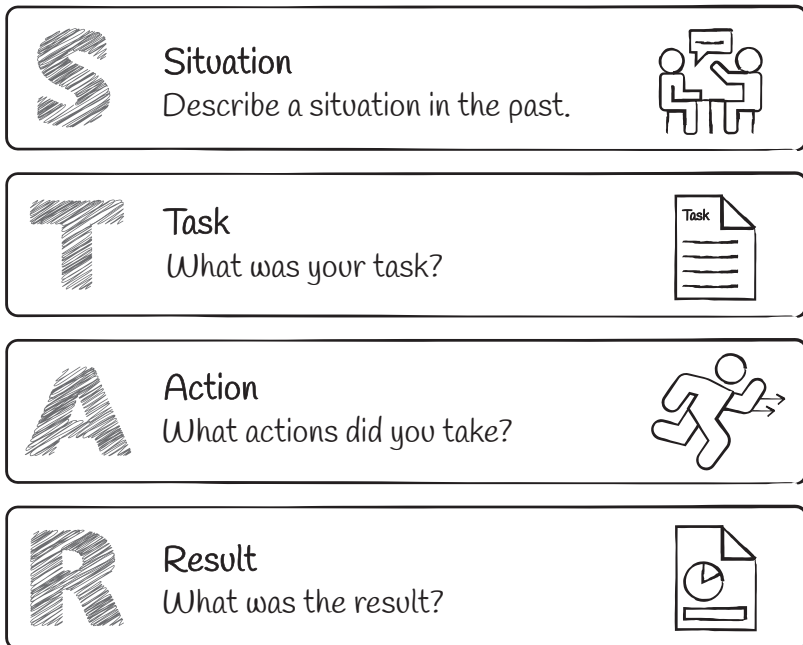| OVERVIEW	ITEM	SPECIFICS
	SUGGESTED ACTION PLAN	
In your first 30 days, you will	Learn the basics of Infragistics business processes and how the systems are used in it	Go through the complete process of trialing a product; purchasing the product; assigning users; submitting support cases; renewing the product; processing an opportunity, quote, and order; and fulfilling an order
	Set up development environment	Set up main websites, IS cloud services, customer portal to run locally
	Learn the IS/web systems architecture and applications/related technologies	Attend meetings with team to gain knowledge
		Review documents available
		Get familiar with the architecture of customer portal and IS cloud services
	Get familiar with Angular	Work with the customer portal to learn working with an Angular application
	Get familiar with newer technologies	Get familiar with basics of Azure Service Fabric and IdentityServer
	Get familiar with team processes	Get familiar with sprint planning, scrum, Azure dev ops process, ISRequests, etc. used within the team
	Deep-dive into IS business processes	Deep-dive into IS business processes, subscriptions, the different aspects of IS apps, Salesforce
	Contribute to sprint and support	Resolve at least 3 support requests and 3 sprint tasks
Your next 30 days will focus on	Deep-dive into systems	Deep-dive into main website, customer portal, IS services, and Salesforce CRM
	Begin contributing to IS projects	Complete at least 10 sprint tasks
	Continuing contribution to sprint and support	Handle at least 5 support requests and 5 sprint tasks
In your next 30 days, you should	Fully contribute to projects	Be a full-time member of IS/web sprints and contribute to major projects under guidance from senior members
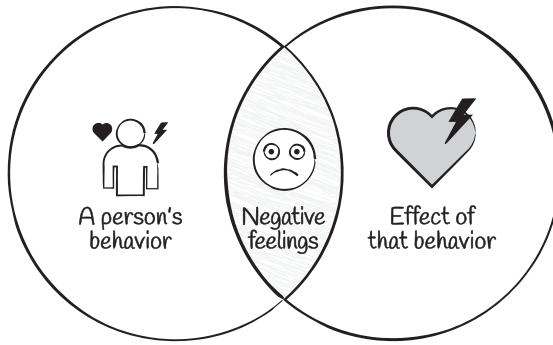
Figure 9.1. Factors that contribute to tough conversations
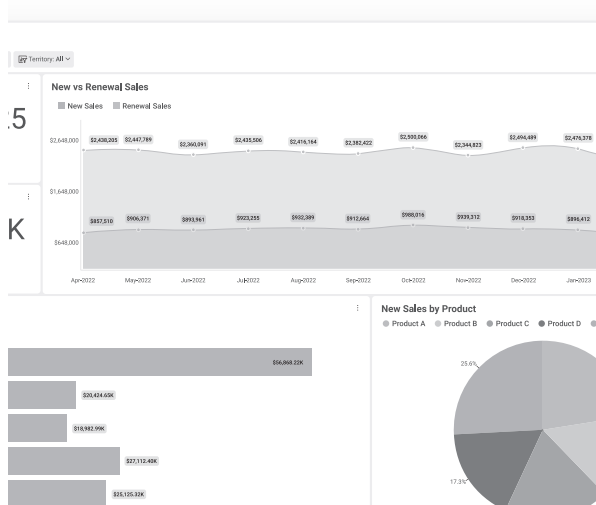
Figure 11.1. The impact of employee engagement on sales, profit, and productivity
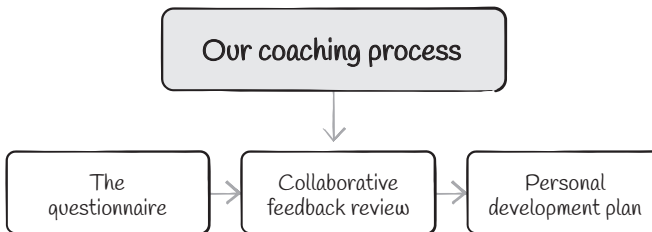
Figure 11.2. Steps for an effective coaching process

What do you believe are your biggest opportunities to improve that could make a real difference?
Please select up to 3.

- [ ] APPROACHABLE: Being easy to approach and talk openly to
- [ ] CARING: Demonstrating that I genuinely care about others
- [ ] COLLABORATING: Working well with a range of people from across the business
- [ ] COMMUNICATION: Communicating information, ideas, and concepts clearly
- [ ] FOCUS: Focusing my efforts wisely; strategically choosing where I spend my time
- [ ] GETTING FEEDBACK: Actively seeking and responding positively to thoughtful feedback

- [ ] LISTENING: Listening and allowing others sufficient time and opportunity to speak
- [ ] ORGANIZED: Prioritizing work and managing my time well; balancing my schedule
- [ ] OWNERSHIP: Being accountable; taking the lead and showing ownership of issues
- [ ] PROBLEM-SOLVING: Providing practical solutions to problems; being analytical
- [ ] PRODUCTIVE: Producing high-quality work (in the context of time constraints)
- [ ] RESILIENCE: Remaining composed and productive under pressure/stress

Figure 11.3. An example of the questionnaire to help the employee self-reflect on areas for improvement
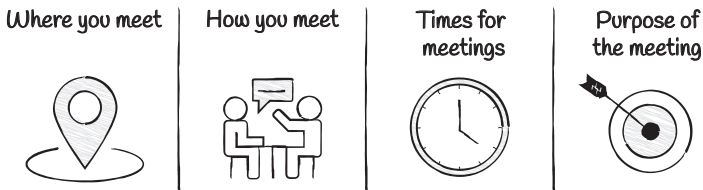
Figure 12.1. Dimensions of effective meetings
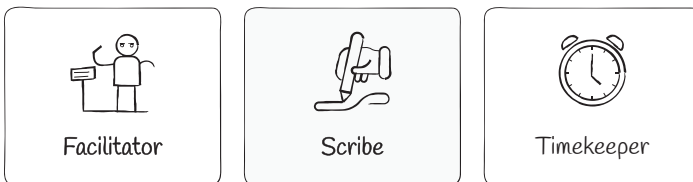
Figure 12.2. Meeting roles
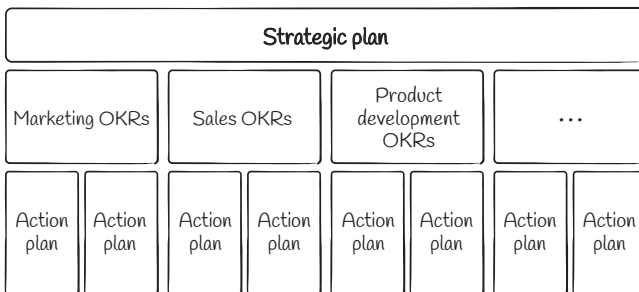
Figure 13.1. Action plan OKRs are derived from higher-level strategic planning.
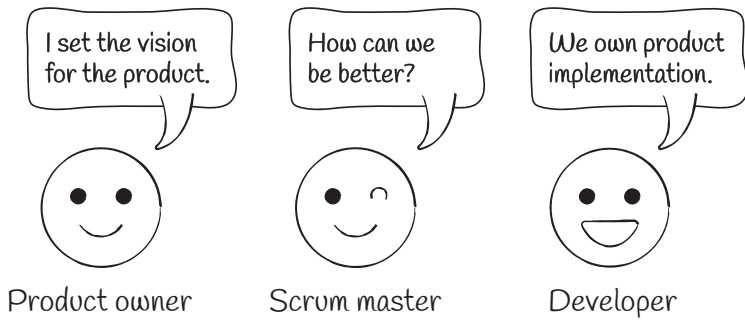
Figure 13.2. Key players in a high-performing scrum team
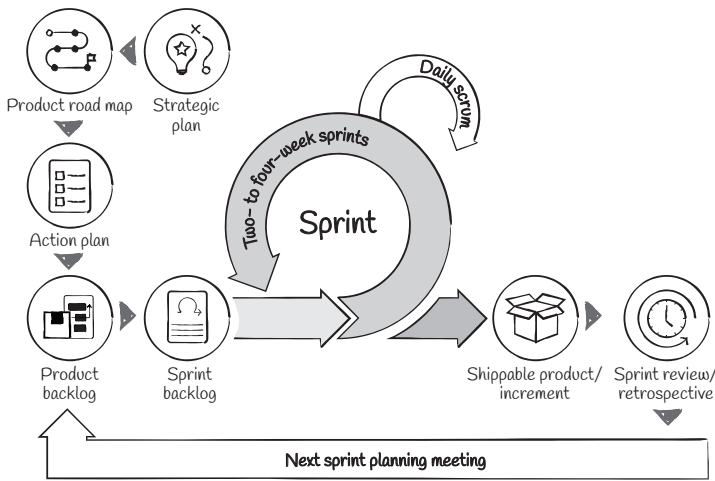
Figure 13.3. From strategic planning to sprint backlog to shipping product

Table 13.1. Agile business roles and software scrum roles

SOFTWARE SCRUM	AGILE BUSINESS	AGILE BUSINESS ROLE
Product owner	Director/manager	Owns the OKRs for their department/team, fully in sync and aligned with upper management on strategic vision and strategic plan
Scrum master	Team lead	Reports to director/manager of department, owns key deliverables from the action plans and creates backlogs/project plans for the team members
Development team member	Team member	Executes the backlog/project plan with other cross-functional team members

Table 13.2. Examples of an organization's RoB meetings

MEETING NAME	FREQUENCY	PURPOSE	PARTICIPANTS	LENGTH
Check-in	Daily	Check-in: What did you accomplish yesterday? What is on tap for today?	Departmental	< 15 minutes
Executive team meeting	Weekly	· Executive personal/business check-in · Sales review · Discuss key topics	Executive team	120 minutes
Department status meeting	Weekly	· OKR review · Break logjams · Identify and mitigate risks · Information and insights	Department members, led by manager/team lead	60 minutes
Sales forecast meeting	Weekly	· Review quarter-to-date and month-to-date sales · Review of next quarter forecast · Highlight outliers (big deals, lost deals, deals in progress)	Sales VP and regional sales directors	60 minutes
One-to-one	Biweekly or monthly	· Discuss issues · Agenda set by direct report	Manager and direct report	60 minutes
GTM review	Monthly	· This is a deep-dive reporting and analytics meeting on OKR status; critical in the RoB process · Sales OKR update · Marketing OKR update · OKR review/insights · Review marketing spend · Update plans/OKRs as necessary	Executives, department heads, and team leads per division	90/120 minutes
Board meeting	Quarterly	· OKR reviews across all departments · Issue processing per agenda	Board of directors, CEO, and key executives as needed	6 hours
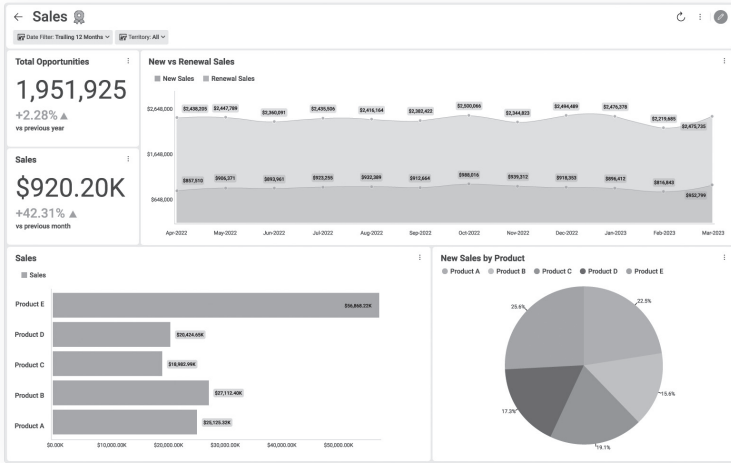
Figure 13.4. Slingshot sales dashboard

One-on-One Meeting Template

- How's life outside of work?
- What are your top priorities this week?
- What's one recent win and one recent situation you wish you had handled differently?
- Would you like more or less direction from me?
- Are there any skills that you'd like to acquire in the short term?
- How do you find working with the team? Is there anything we can do to improve team culture?
- Are our meetings a good use of your time? What can we do to improve them?
- Do I give you enough feedback?
- What's something I should consider changing or start doing?
- What are your long-term professional goals?

Action Items

☐ What came out of this meeting?

☐ What are the next steps?

Figure 13.5. One-to-one meeting template

85%

of executive leadership teams spend less than one hour per month discussing strategy, and 50% spend no time at all.

Figure 14.1. Lack of focus on strategic discussions

95%

of a company's employees don't understand its strategy.

90%

of businesses fail to meet their strategic targets!

Figure 14.2. Lack of strategic understanding, leading to strategic failures

Infragistics Vision/Purpose

Create simplicity, beauty, and happiness in the world, one app at a time

Figure 14.3. Infragistics vision/purpose

Two major goals for Infragistics over the next one to three years

Purpose: The most innovative digital experiences and the world's best developers and designers use Ignite UI and Indigo to build simple and beautiful apps.

Business goal: We will be #1 in the web UI framework market by the end of 2022.

Purpose: Slingshot unleashes the power of the team and drives extraordinary business growth for all who use it.

Business goal: We will have over 1M active users in Slingshot by the end of 2024.

Figure 14.4. Infragistics mission/goals

Core Strategies

Deliver the **fastest grids and charts** on the web stack.

Deliver products from **design to code that integrate with popular tools** to produce incredible app experiences on modern UIs for web, cloud, and mobile.

In **one app**, though a digital workplace, connect everyone you work with to data analytics, projects, content, and chats to boost team and company results.

Focus on **beauty and simplicity** to help development teams embed dashboards and analytics to drive business insight on modern web and cloud technologies.

Nurture a **learning organization** to drive growth through growth hacking.

Execute a **three-prong approach to grow sales** via transactional engagements, opportunities in key accounts through ABM and ABS methodology, and a new Sales 2.0 structure to engage with Slingshot and Reveal market.

Figure 14.5. Infragistics strategies

Historical Perspective
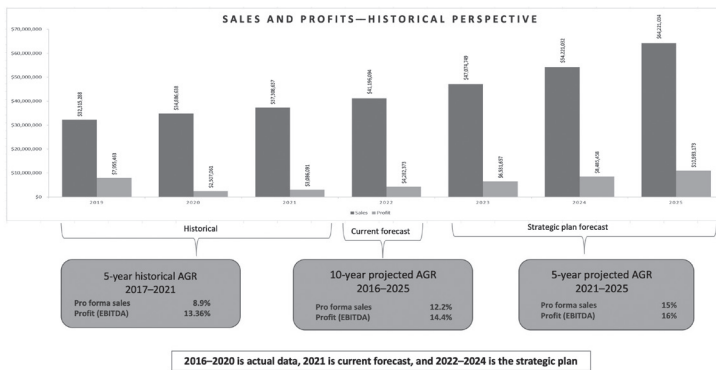
Figure 14.6. Historic and future financial projections for the plan

Overview by Product Line
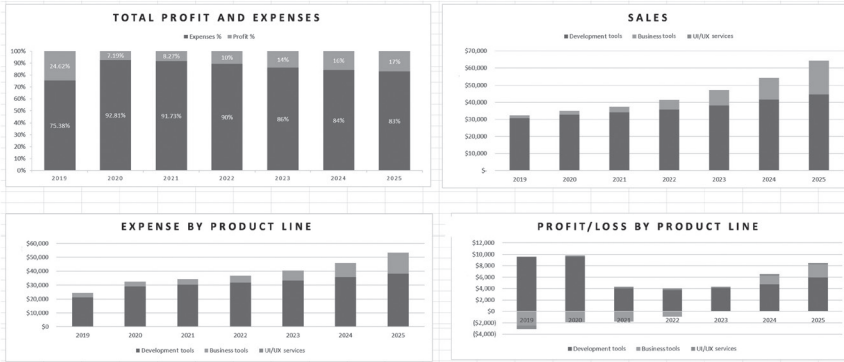
2019–2021 is actual data, 2022 is current forecast, and 2022–2025 is the strategic plan

Figure 14.7. Overview of sales, expenses, profit, and loss by product line, including past and future years of the plan

Profit and Loss by Product Line

		2019	2020	2021	2022	2023	2024	2025
2	Total							
3	Sales	$32,315,288	$34,886,638	$37,308,637	$ 41,196,094	$ 47,074,749	$ 54,221,032	$ 64,221,034
4	Sales growth %	0.00%	7.96%	6.94%	10%	14%	15%	18%
5	Expense	$24,359,825	$32,379,577	$34,222,546	36,913,721	40,543,092	45,735,574	$ 53,237,860
6	Expense %	75.38%	92.81%	91.73%	90%	86%	84%	83%
7	Profit	$7,955,463	$2,507,061	$3,086,091	4,282,373	6,531,657	8,485,458	$ 10,983,173
8	Profit %	24.62%	7.19%	8.27%	10%	14%	16%	17%
10	Development tools							
11	Sales	$30,755,158	$32,880,927	$34,058,400	35,871,234	38,145,403	41,669,929	$ 44,669,930
12	Sales growth %	0.00%	6.91%	3.58%	6%	6%	9%	7%
13	Expense	$21,168,095	$28,859,389	$30,302,358	31,817,476	33,408,350	35,746,935	$ 38,249,220
14	Expense %	68.83%	87.77%	88.97%	89%	88%	86%	86%
15	Profit	$9,587,063	$4,021,538	$3,756,041	4,053,758	4,737,053	5,922,994	$ 6,420,709
16	Profit %	31.17%	12.23%	11.03%	11%	12%	14%	14%
28	Business tools							
29	Sales	$1,310,130	$1,755,711	$3,000,237	5,074,860	8,679,346	12,301,103	$ 19,301,104
30	Sales growth %	0.00%	34.01%	70.88%	69%	71%	42%	57%
31	Expense	$3,191,730	$3,520,188	$3,920,188	5,096,244	7,134,742	9,988,639	$ 14,988,640
32	Expense %	243.62%	200.50%	130.66%	100%	82%	81%	78%
33	Profit	($1,881,600)	($1,764,477)	($919,951)	(21,384)	1,544,604	2,312,464	$ 4,312,464
34	Profit %	-143.62%	-100.50%	-30.66%	0%	18%	19%	22%
47	UI/UX services							
48	Sales	$250,000	$250,000	$250,000	250,000	250,000	250,000	250,000
49	Sales growth %	0.00%	0.00%	0.00%	0%	0%	0%	0%
50	Expense	$0	$0	$0	-	-	-	-
51	Expense %	0.00%	0.00%	0.00%	0%	0%	0%	0%
52	Profit	$250,000	$250,000	$250,000	250,000	250,000	250,000	250,000
53	Profit %	100.00%	100.00%	100.00%	100%	100%	100%	100%
55	DT	95%	94%	91%	87%	81%	77%	70%
56	BT	4%	5%	8%	12%	18%	23%	30%
57	Svc	1%	1%	1%	1%	1%	0%	0%

2019–2021 is actual, 2022 is current forecast, and 2023–2025 is strategic plan

Figure 14.8. The past and future years of the profit/loss

Global Sales Strategy

1

Improve transactional engagements focused on drive-to-trial-and-nurture and in key accounts.

- Market segmentation—segment market in US into enterprise and transactional, and redistribute staff accordingly.
- Develop transactional sales channel focusing on lower-level renewals and small incremental sales across all product lines, to be completed in summer 2021.
- Rebuild e-commerce capability with focus on easy, seamless, transactional support.
- Relook at leveraging bots and AI to enable an efficient sales process.
- Maintain partner channel in direct market coverage areas, and enhance partner channel (i.e., Korea) to leverage our available resources.
- Expand footprint in existing accounts, with a focus on building ELAs with large, longtime clients, using a combination of ABM and IG 125—face-to-face "IG Day" customer meetings.
- Focus on Indigo.Design sales through re-implementation of Challenger sales methods.

Figure 14.9. Example sales strategies for improving transactional engagements

Global Sales Strategy

2

Create opportunities by transitioning to an account-based marketing and sales plan for customer engagement.

- Drive new logo/new seats.
- Each geography will target key accounts for enterprise-level sales.
- Discover account maps and create account plans for ABE and IG 125.
- Leverage new technology to improve customer touch, sales, and marketing processes to advance the business (trial, purchase, sales interactions, CRM, blog, etc.).
- Better understand customer behavior and increase conversion rate.

Figure 14.10. Example sales strategies related to account-based marketing and sales

Global Marketing Strategy

Leverage new team, AI tools, and sales coordination to drive transactional and enterprise account growth.

1. Increase emphasis on drive to trial with organic and paid demand-generation efforts, nurture, and aligned sales follow-up. Optimize marketing mix for the buyer-centric market, with a focus on middle-of-the-funnel efforts.
2. Align with sales to drive business growth through account-based marketing and advertising. Expand targeted account sets with personalized messaging to decision-makers on channels that they actively use.
3. Focus product marketing managers on going deep on single-product and GTM efforts.
4. PR and advocacy: Create active community influencers (IG) and leverage existing community to tell stories through our customers.
5. Create global digital destinations focused on attracting and growing audience engagement through compelling product samples, how-to content, and addressing timely/topical issues.
6. Increase our content for SEO and third-party sites to influence the buyer's journey of spending 66% of their time on deciding what to purchase outside the vendor's digital properties and personnel.

Figure 14.11. Example of marketing strategies

Dev Tools Market Sizing

- RMAD/MADP tools
  - Addressable market: 1.36M citizen developers, low-code IT professionals

- UX tools
  - Addressable market: 1.53M UX designers, business analysts, product managers

- UI tools
  - 11M professional developers worldwide
  - 2M professional Visual Studio developers
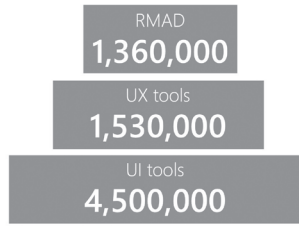 - 2M professional JavaScript developers

RMAD
1,360,000

UX tools
1,530,000

UI tools
4,500,000

Figure 14.12. Example of market sizing

Dev Tools UI/UX Product Strategy 2022–2024

Embrace design ecosystem

- Deliver to market UI kits/design systems and plug-ins for major visual design/UX design tools that map to our Angular and cross-platform UI controls and have 100% integration with Indigo.Design and app builder.
- Ensure we are not left out if a design team uses a specific design tool.

Accelerate design to code

- Cloud-based digital product design platform for design system management, image-based prototyping, collaboration, user testing, code markup tooling, and low-code app building.
- Ensure we can compete against point solutions like InVision, Zeplin, and others in the market on the designer side while attracting developers for app dev acceleration with a complete no-sacrifice design to code offering.

Own the modern web space

- Tooling, extensions, plug-ins for all major modern web frameworks in Visual Studio/VS code that accelerate app development
- Best-of-breed grids, charts, Excel, schedule, editors, and differentiating UI components for all modern frameworks
- Focus on turnkey solutions versus building blocks.
- Multilevel code generation options based on Indigo Studios models with a template-driven approach to app creation

Embrace the design and development process with persona-based tooling

Figure 14.13. Example of explaining product strategies

UX Tools: Go-to-Market Positioning

- Indigo.Design is a design-to-code digital product design platform that enables operational alignment, deep collaboration, and ongoing innovation at the product level (design ops) with complete low-code multi-experience application delivery of business apps, mobile apps, progressive web apps, conversational apps, and immersive apps.

- Indigo.Design enables enterprise UX and product delivery teams to operationalize compatibility between UX, product management, and product development.

- Using Indigo.Design design systems and plug-ins for major visual design/UX design tools means that a single source of truth can be used across enterprise teams.

- Collaboration with stakeholders, user testing with deep analytics, and image-based prototyping are built in.

- WYSIWYG low-code tooling output to modern web platforms.

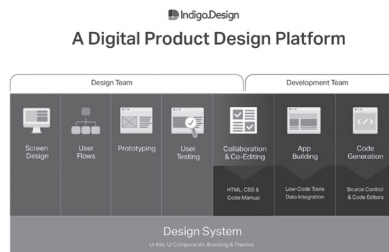- Target system integrators and partners for new license opportunities.

A Digital Product Design Platform

Figure 14.14. Example of explaining a product's go-to-market positioning

Indigo.Design Go-to-Market Messaging

Streamline app creation from design to code

- Unparalleled team flow and productivity
  - *Cloud-based digital product design platform with complete design to code for design system management, image-based prototyping, collaboration, user testing, code markup tooling, and low-code app building*
- User-friendly design, powerful backbone
  - *Designers or developers can choose how to approach app output with our design-to-code options—from our design system to the app builder in Indigo.Design, we don't restrict how a team can get hyper-productivity-delivering apps.*
- Don't hand off your designs. Generate code instead.
  - *Unlike other Sketch UI kits and libraries, the Indigo library will help you export a usable code in Angular, React, Web Components, or Blazor in project with all components generated for your team's productivity.*

- Customer Benefits
  - Fast, code-free, cloud-based prototyping and app building
  - Integration with vector design tools like Adobe XD, Figma, and Sketch
  - End-to-end design system management for a single source of truth across your team or the enterprise
  - Instant usability testing with recordings, results, and analytics
  - Collaborative review and feedback with email notifications
  - Pixel-perfect code generation for Angular, React, Web Components, or Blazor apps from app builder or Visual Studio code plug-ins
  - Application template libraries for easy app creation, duplication, and experimentation
  - Easy design system creation and management
  - On-prem container deployment with security and administration
  - Embeddable SDK of app builder with extensibility

Figure 14.15. Another example of a product's go-to-market messaging

Dev Tools Pricing Strategy

- Best-value pricing: All roads should lead to Ultimate, Professional, or Ignite UI for upsell to highest-price product choice.
- Subscription pricing model for new seat sales across dev tools products (with the exception of test automation products)
- New trial watermarks on our modern web products, including Angular, React, and Web Components
- Indigo.Design subscription
  - Essential: $39 monthly or $399 yearly
  - Indigo.Design: $99 monthly or $1,099 yearly
  - Indigo.Design on-prem: $30K yearly
  - Indigo.Design embed: $50K yearly

* License updates requiring an active subscription to access previously owned software
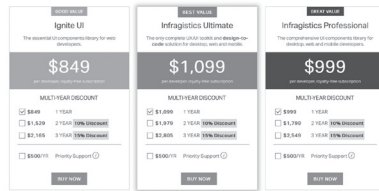
Figure 14.16. Example of product pricing

Experience Objectives

1. Delight the customer: Deliver exceptional end-to-end customer experiences.
2. Expand our design culture by living our brand: Create a culture that lives and breathes experience design so that this discipline is core to every aspect of our business, inwardly and externally.
3. Foster creativity: Grow an open and engaged culture that rewards curiosity, exploration, innovation, and ownership.
4. Evangelize our value: Create a culture that encourages and delivers thought leadership.
5. Deliver quality: Ingrain quality into everything we do internally and externally.

Figure 14.17. Example of experience objectives

Culture Objectives

1. Grow trust: Grow and protect a culture of transparency, openness, ownership, and trust.

2. Invest in people: Actively invest in our people to develop them to their maximum potential, with the right skills, tools, and knowledge to succeed.

3. Collaborate broadly: Drive results through effective collaboration across teams, departments, and regions internally and externally, with customers and partners.

4. Multicultural view: Take an international view, and make it a core part of our thinking, planning, and execution.

5. Be a good citizen: Be a socially responsible corporate citizen within each of our global communities.

Figure 14.18. Example of culture objectives

Organizational Objectives

1. Be agile: Grow a flexible organization that is capable of restructuring itself whenever necessary to carry out our mission.

2. Turn data into knowledge and action: Develop relevant and accurate data sources, and turn them into knowledge that drives actions to optimize the business.

3. Globalize operations: Effectively manage a geographically diverse company so as to best leverage global and local opportunities, resources, and personnel.

4. Ensure the health of our organization: Instill and follow a rigorous health-of-the-organization process across all departments and regions.

5. Continuously improve operations: Create a culture of continuous improvement, individually, regionally, technologically, and as a company.

Figure 14.19. Example of organizational objects

SWOT: 2021 Global

Strengths	Weaknesses	Opportunities	Threats
• Strong, talented team across engineering, marketing, sales, etc.	• Stretched people resources across the organization	• Digital workplace/ collaboration market with Slingshot	• Well-funded and well-resourced competitors
• Established brand—31 years on the market; stable, mature company	• Brand awareness in the digital workplace/ collaboration, BI and analytics, and modern web platforms	• Low-code/no-code/app builder market	• Overwhelming capital flowing into tech sector
• Large footprint in the enterprise sector	• Speed in bringing competitive backlog to market	• Embedded BI and analytics market	• Shift to remote work increases poaching
• Data-driven decision-making culture	• Legacy systems slowing down productivity	• .NET 6 and new UI platforms from Microsoft (Blazor, WinUI, Fluent UI, etc.)	• Open source
• Great culture	• Lack of corporate growth has limited internal career growth opportunities	• Improving our sales and marketing GTM with ABM, advocacy, customer success managers, sales coaching and hiring, etc.	• Existing and new markets are saturated with competitors

Figure 14.20. Example of SWOT analysis

Deliver 10,130 new seats a year

Owner(s): executive team

Objective

Key activities

Execute on action plan across all our different marketing channels to ensure we are bringing in high-quality leads that will convert and have an exceptional customer experience:

- PPC campaigns
- ABM
- Email marketing
- SEO and content strategies
- Backlinking

- Virtual events
- Sponsored events
- Social media
- Affiliate programs

Results

845 new seats per month for our UI/UX frameworks

Deliver 3,800 quality leads per month—45,600 leads a year

Deliver qualified leads that yield a minimum close ratio of 18%. If you factor in big deals, this close ratio is 22%.

Figure 15.1. Annual plan OKRs for the new seats

Deliver $10.5M of new license sales through ABM

Owner(s): Holly, J.J., Phil

Objective

Key activities

Increase engagement within targeted accounts

Use intent data to identify new accounts and target existing accounts at their stage of buyer's journey

Become experts in our new technologies— Salesforce Marketing Cloud, Demandbase, and Drift—to drive insights and efficiencies

Results

Close 100 accounts with average 100 new seats per ABM client with average $100K deal

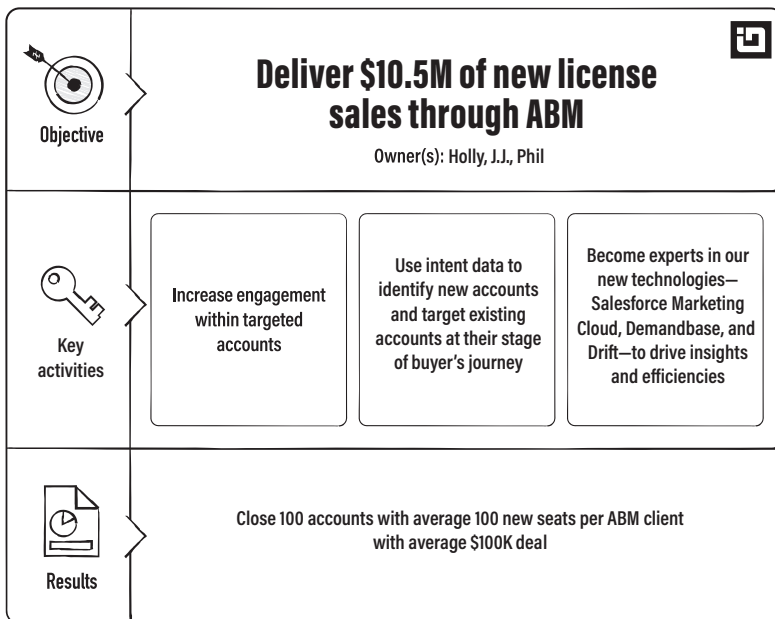*Figure 15.2. Annual plan OKRs for sales through ABM motion*

Increase engagement via advocacy

Owner(s): J.J., Lora

Objective

Key activities

| Community outreach—user groups, speaking engagements, and mentorships | Maintain relationships with customers and prospects through office hours, webinars, chats, and livestreams | Engage our customers to talk about us through developer stories, case studies, product reviews, articles, and quotes |

Results

| Marketing and developer relations reach 1,500 students with Ultimate, Indigo.Design, and Reveal free license | 4x social reach over 12-month period | Meet with developer community online at least 3 times a month |

Figure 15.3. Annual plan OKRs related to increasing engagement through advocacy

Increase brand awareness of UI/UX frameworks leveraging PR/AR efforts

Owners(s): Channel V., Beth, Holly, David, Jason B.

Objective

Key activities

| Secure media coverage around significant new product launches and/or major feature upgrades | Contribute articles written by or on behalf of Infragistics spokesperson | Pitch Infragistics executives as experts as relevant news breaks, and proactively build their profiles for ongoing commentary opportunities | Meet with relevant industry analysts and thought leaders to educate them on Infragistics products |

Results

| 12 success stories | 6 speaking engagements | 8 earned media placements in top-tier national publications | 24 earned media placements on influencer and publisher websites | Gartner and/or Forrester recommend and/or include us in their reports |

Figure 15.4. Annual plan OKRs related to increasing brand awareness for UI/UX product line

Infragistics Vision/Purpose

Create simplicity, beauty, and happiness
in the world, one app at a time

Figure 16.1. Infragistics vision/purpose from the strategic plan

Two major goals for Infragistics over the next one to three years

Purpose: The most innovative digital experiences and the world's best developers and designers use Ignite UI and Indigo to build simple and beautiful apps.

Business goal: We will be #1 in the web UI framework market by the end of 2022.

Purpose: Slingshot unleashes the power of the team and drives extraordinary business growth for all who use it.

Business goal: We will have over 1M active users in Slingshot by the end of 2024.

Figure 16.2. Mission/objectives of Infragistics from the strategic plan

Core Strategies

Deliver the **fastest grids and charts** on the web stack.

Deliver products from **design to code that integrate with popular tools** to produce incredible app experiences on modern UIs for web, cloud, and mobile.

In **one app**, though a digital workplace, connect everyone you work with to data analytics, projects, content, and chats to boost team and company results.

Focus on **beauty and simplicity** to help development teams embed dashboards and analytics to drive business insight on modern web and cloud technologies.

Nurture a **learning organization** to drive growth through growth hacking.

Execute a **three-prong approach to grow sales** via transactional engagements, opportunities in key accounts through ABM and ABS methodology, and a new Sales 2.0 structure to engage with Slingshot and Reveal market.

Figure 16.3. Infragistics key strategies from the strategic plan

Keep everyone in the know

Save time finding information when everything is transparent and easily found. Make working across teams, departments, and external clients easy.

Use data insights to make better, faster decisions

Create a data-driven culture by making it easy for teams to turn data into actionable insights.

Strive to accomplish goals

Achieve greater success when everyone is aligned, focused, and engaged on the same objectives and strategies.

Increase performance with accountability

Give team members a greater sense of ownership of their responsibilities by providing complete visibility when tasks are assigned, prioritized, and completed.

Figure 16.4. Infragistics Slingshot product go-to-market positioning

Marketing Team GTM

Personas enable marketing, sales development, and sales teams to communicate with buyers using their own language.
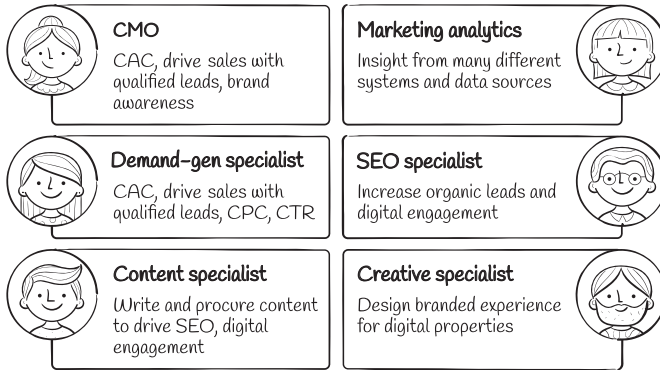
CMO
CAC, drive sales with qualified leads, brand awareness

Marketing analytics
Insight from many different systems and data sources

Demand-gen specialist
CAC, drive sales with qualified leads, CPC, CTR

SEO specialist
Increase organic leads and digital engagement

Content specialist
Write and procure content to drive SEO, digital engagement

Creative specialist
Design branded experience for digital properties

Figure 16.5. Infragistics Slingshot key personas

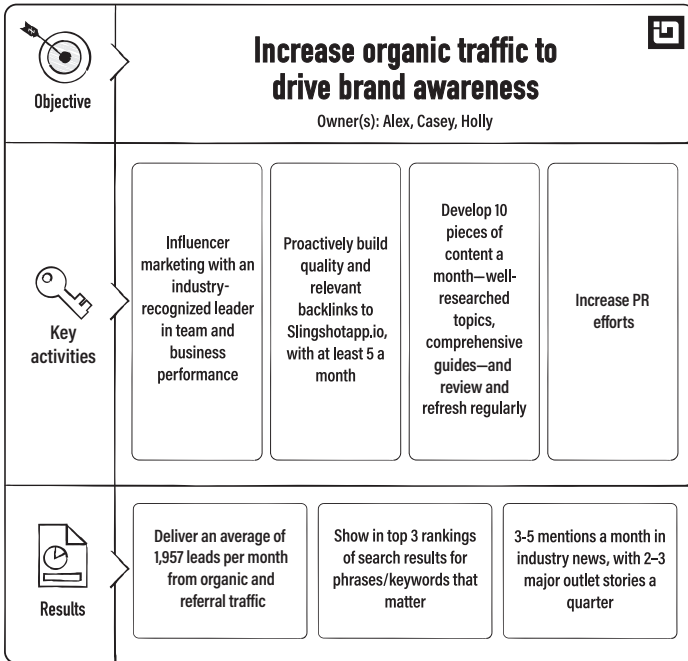$100 billion — Value of market

$60 billion — Analytics, AI, and business intelligence

$40 billion — Project management, chat, OKR, content, digital workplace

Slingshot market — Slingshot digital workplace
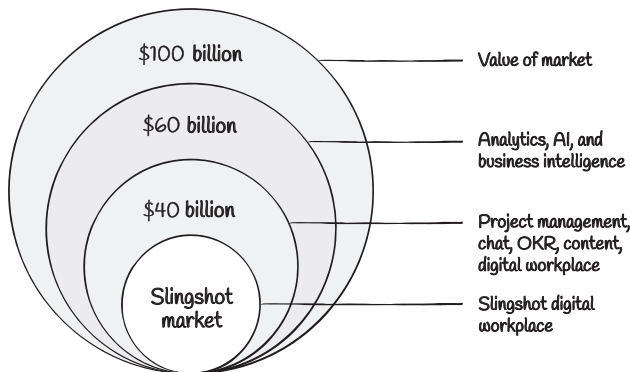
Figure 16.6. Infragistics Slingshot market opportunity

Deliver $5M in sales for Slingshot

Objective

Owner(s): Casey, Phil, Holly

Key activities

Execute on action plan across all our different marketing channels to ensure we are bringing in high-quality leads that will convert and have an exceptional customer experience:

- PCC campaigns
- ABM
- Email marketing
- SEO and content strategies
- Backlinking

- Virtual events
- Sponsored events
- Social media
- Affiliate programs
- PR

Results

Deliver 72% of new seats through digital marketing channels

Deliver 28% of new seats through direct sales and account-based marketing

Figure 16.7. Infragistics Slingshot GTM OKR on sales

Increase organic traffic to drive brand awareness

Objective

Owner(s): Alex, Casey, Holly

Key activities

Influencer marketing with an industry-recognized leader in team and business performance

Proactively build quality and relevant backlinks to Slingshotapp.io, with at least 5 a month

Develop 10 pieces of content a month—well-researched topics, comprehensive guides—and review and refresh regularly

Increase PR efforts

Results

Deliver an average of 1,957 leads per month from organic and referral traffic

Show in top 3 rankings of search results for phrases/keywords that matter

3-5 mentions a month in industry news, with 2–3 major outlet stories a quarter

Figure 16.8. Infragistics Slingshot GTM OKR on brand awareness

Figure 16.9. Infragistics Slingshot GTM OKR on users

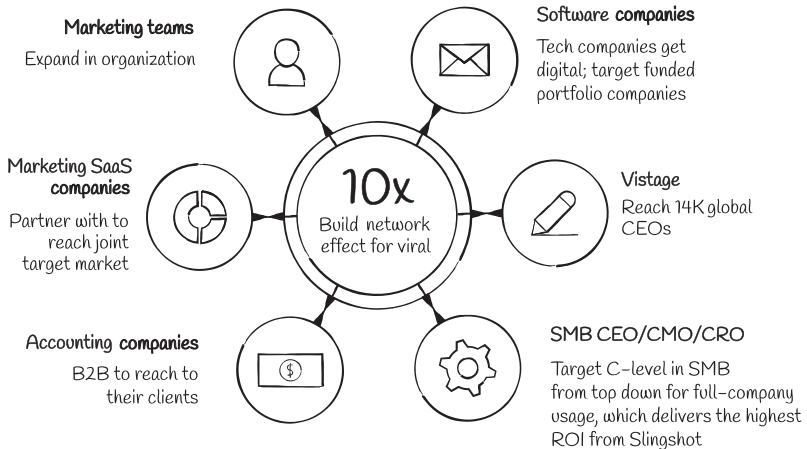*Figure 16.10. Infragistics Slingshot GTM example of segmentation of the plan*

Appendix

THE INFRAGISTICS WAY

The Infragistics Way describes the practices that guide our actions and decisions. It's who we are, it's who we want to be, and it's essential to our success.

DO THE RIGHT THING, ALWAYS

Demonstrate an unwavering commitment to doing the right thing in every action you take and in every decision you make, especially when no one's looking. Always tell the truth, no matter the consequences. If you make a mistake, own up to it, apologize, and make it right.

DELIVER RESULTS

While we appreciate effort, we reward and celebrate results. Follow up on everything and take responsibility to ensure that tasks get completed. Set high goals, use measurements to track your progress, and hold yourself accountable for achieving those results.

DELIGHT THE CUSTOMER

It's all about the experience. In every interaction, do the little things, as well as the big things, that delight people. Exceed expectations and

deliver the "wow" factor every chance you get. We're here to make our customers' jobs easier, and we do that by remaining focused on beauty and simplicity in all that we produce.

BE FANATICAL ABOUT RESPONSE TIME

Respond to questions and concerns quickly, whether it's in person, on the phone, or by email. This includes simply acknowledging that we got the question and we're "on it," as well as keeping those involved continuously updated on the status of outstanding issues.

BE CURIOUS AND INNOVATE

In the search for the best solutions, be curious. Ask thoughtful questions and listen intently to the answers. Dig deeper to go beyond the expected. Take intelligent risks. Innovation, improvement, and success come from a thoughtful and intentional willingness to try the unconventional and to ask, "What if?" Don't be afraid to make mistakes. Use sound judgment and validate your ideas with stakeholders whenever possible.

CHECK YOUR EGO AT THE DOOR

It's not about you. Don't let your ego get in the way of doing what's best for the team. Worrying about who gets credit or taking things personally is counterproductive. Make sure every decision is based solely on advancing team goals and doing what's best for the customer.

BE DATA DRIVEN

Analyze situations and use available data with a relentless focus on improvement. Learn the facts before jumping to conclusions. Collect input from all relevant sources and avoid data bias. Without a data-driven culture, we're running blind.

SHOW GRIT AND "BRING IT" EVERY DAY

Persevere and be passionate about the long-term goal! Don't be afraid to make mistakes. Make the most of each day by approaching every task with energy, focus, purpose, and enthusiasm. Be courageous—act despite the risk of failure, be conscientious in your work, be tenacious in the face of challenges, and go for excellence over perfection! Learn from the successes or setbacks that result.

DELIVER AN EFFORTLESS EXPERIENCE

Find ways to make working with others easier. Provide simple and complete instructions. Focus on a seamless, friction-free user experience for internal and external customers. When in doubt, do more rather than pushing the work back. Streamline your processes. Simplify everything. Be ridiculously helpful.

MAKE CRAFTSMANSHIP PERSONAL

Demonstrate a passion for excellence and take pride in the quality of everything you touch and everything you do. The goal is to get things right, not simply to get them done. Have a healthy disdain for mediocrity. While we always want to work with a sense of urgency, sometimes we need to slow down to speed up. Allow time for the creative juices to flow and to think of all the options. Always ask yourself, "Is this my best work?"

PRACTICE HUMAN-CENTERED DESIGN

Develop solutions for your customers that are rooted in a deep and thorough understanding of their needs, situations, and known and unknown challenges. Immerse yourself in your customers' world to deliver the best possible experience and/or solution.

PRACTICE BLAMELESS PROBLEM-SOLVING

Demonstrate a relentless solution focus, rather than pointing fingers or dwelling on problems. Identify lessons learned, socialize them, and use those lessons to improve your processes and outcomes so you don't make the same mistake twice. Get smarter with every mistake. Learn from every experience.

HONOR COMMITMENTS

Do what you say you're going to do, when you say you're going to do it. This includes being on time for all phone calls, appointments, meetings, and promises. If a commitment can't be fulfilled, notify others early and agree on a new deliverable to be honored.

LOOK FROM THE OUTSIDE IN

Understand your customers' world. Know their challenges and frustrations. See the world from their perspective. The better you understand them, the more effectively you can anticipate and meet their needs. Engage with customers and keep their perspectives top of mind.

FIND A WAY

Adopt an ownership mentality. Take personal responsibility for making things happen. Respond to every situation by looking for how you can do it, rather than explaining why it can't be done. Be resourceful and show initiative. Don't make excuses or wait for others to solve the problem. See issues through to their completion.

BE RELENTLESS ABOUT IMPROVEMENT

What got us here won't get us to the next level. Regularly reevaluate every aspect of your job to find ways to improve. Don't be satisfied with the

status quo. "Because we've always done it that way" is not a reason. Be excited by the possibilities that change brings and find ways to get things done better, faster, and more efficiently. Become a lifelong learner. Learn faster than the other folks.

LISTEN GENEROUSLY

Listening is more than simply "not speaking." Give others your undivided attention. Be present and engaged. Minimize the distractions and let go of the need to agree or disagree. Suspend your judgment and be curious to know more, rather than jump to conclusions. Above all, listen to understand.

SPEAK STRAIGHT

Speak honestly and simply in a way that helps to make progress. Say what you mean, and be willing to ask questions, share ideas, or raise issues that may cause conflict when it's necessary for team success. Be courageous enough to say what needs to be said. Address issues directly with those who are involved or affected.

SHOW MEANINGFUL APPRECIATION

Recognizing people doing things right is more effective than pointing out when they do things wrong. Regularly extend meaningful acknowledgment and appreciation—in all directions throughout your organization.

ASSUME POSITIVE INTENT

Work from the assumption that people are good, fair, honest, and that the intent behind their actions is positive. Set aside your own judgments and preconceived notions. Give people the benefit of the doubt.

COLLABORATE

Be inclusive. Share information and work together. Learn to ask yourself, "Who else needs to know this?" Be available for your teammates. Take responsibility, both formally and informally, to coach, guide, teach, and mentor others. Collaborate internally and with your customers and partners to find better solutions. Collaboration generates better ideas than working alone.

LIVE HEALTHY AND KEEP THINGS FUN

Take care of yourself at home and at the office. Exercise, get adequate sleep, and focus on a healthy diet. Support each other in making healthy choices. Keep perspective. Don't take things personally or take yourself too seriously. While our passion for excellence is real, remember that the world has bigger problems than the daily challenges that make up our work. Stuff happens. Laugh every day.

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To learn more about the book and about Slingshot, scan the following codes:

deanguida.com   slingshotapp.io