**SaaS Bootcamp**

Array VC invites you to attend this exclusive bootcamp designed specifically for founders and executives of early-stage B2B SaaS companies.

During this full-day event we will go deep into SaaS fundamentals – giving you a strong foundation in SaaS business models, go-to-market strategies, and how to scale your business.

Each session will include detailed frameworks and examples you can leverage immediately.

**Bootcamp Schedule**

**Saturday March 23rd**

8 – 9am: Check in and coffee

9 – 10am: **SaaS Business Model(s) Fundamentals**\*

10 – 10:15: *Break*

10:15 – 11:15am: **Evolving CEO Priorities from $1M to $100M**

11:15 – 11:45am: Break & 1:1 business model and CEO priorities discussions

11:45 – 12:45pm: **Developing Your Go-to-Market Positioning**

12:45 – 2:00pm: Lunch and 1:1 discussions

2 – 3pm: **SaaS Product Strategy, Planning and Operations**

3 – 3:30pm: Break and 1:1 product-strategy related discussions

3:30 – 4:15pm: **SaaS Partnership Strategies**

*\* This session is a pre-requisite for all later topics.*

**SaaS Bootcamp Topics**

**Session 1: SaaS Business Model(s) Fundamentals**

Presenter: Judy Loehr

Deeply understanding your SaaS business model is the most important foundation a CEO must have to grow your company from $1M to $10M ARR. Enterprise SaaS? Traditional SaaS? Business freemium? Software + services? Software + hardware? Failing to understand your business model sets you, and your investors, up for costly mistakes. Understanding your business model enables you to maximize your go-to-market opportunities, plan your costs as you scale, and position the advantages of your business model to customers, prospects, employees, and investors.

**Session 2: Evolving CEO Priorities from $1M to $100M**

Presenter: Monika Saha

Every phase of growth requires an organizational transformation and new priorities for the CEO.In this session Monika Saha will frame the milestones, transformations, and top priorities for CEOs to focus on at each stage. As employee #11 at Zuora, Monika has first-hand experience with the organizational changes and issues you will face as you grow from $1M to $150M ARR. You will leave this session with clarity about what’s most important for CEOs to focus on during each stage, while simultaneously preparing for the next phase.

**Session 3: Positioning Is Strategy: Developing Your Go-To-Market Positioning**

Presenter: Judy Loehr

Company positioning is a powerful tool that can be used to refine your strategy, align all your executives, and create the language you will use to talk about your company and product with the market. In this session Judy will illustrate the impact strong positioning can make on your business and walk you through the pitfalls of talking about your product without context. From there Judy will walk you through a road-tested framework you can use to develop your company positioning and structure your product marketing. Judy has refined this framework working with 50+ B2B SaaS companies and breaks it down into pieces you can take and use with your team to develop your own product positioning and company story.

**Session 4: Product Strategy, Operations & Planning**

Presenter: Athani Krishna and Judy Loehr

When you start your company, you know exactly what you need to build. But once you have your initial product, and have demonstrated it makes customers successful, you start getting questions about your product roadmap. How do you make the trade-offs between competing product priorities? What’s the cost of building up technical debt? What are your product values? And how do you net out your thinking into a clear product roadmap for investors?

Thoughtful and rigorous product planning is an important muscle for every SaaS company to develop. In this session Athani Krishna, co-founder and Chief Product Officer at Servicemax, will share his learnings from 10 years building Servicemax into the world’s leading cloud field service management company and through the ~$1B acquisition by GE Digital. Judy will complement this with a framework and slides you can use for your own product planning, product operations, and related communications with investors.

**Session 5: SaaS Partnership Strategies**

Presenter: Judy Loehr

Building the right partnerships can accelerate your growth, increase your $ACV, and reduce long-term churn. In this final session you’ll learn all the secrets of successful SaaS product integrations and partnerships. We will start with how to prioritize and select the best partnership opportunities. From there we will dive into what it takes to make a SaaS partnership successful, and how to maximize go-to-market opportunities with each partner. We will also review the range of business application marketplaces and what to look for as you consider investing time in each marketplace.

**Hosted by Array VC**

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| shruti photo | **Shruti Gandhi, Managing Director**  Shruti brings a strong mix of operating and investing experience. Previously, Shruti was an early stage venture capital investor at True Ventures, Samsung Electronics, Lightbank, HighBAR Partners, and the i2A Fund.   Shruti started working with Machine Learning algorithms while working on her master's thesis in computer science from Columbia University on understanding user behavior on instant messaging platforms. While at IBM she worked on self-learning algorithms that detected user location based on IP addresses, which she later incorporated into the Lotus Sametime product. |
| Later, her company Penseev helped users make better connections with their friends based on social data.  When not investing, she is hacking on some app or thinking about ways she can be in many places at one time. Shruti also has an MBA from the University of Chicago, where she polished her finance skills before making the switch from engineer/founder to investor. | |

**Speakers**

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|  | Monika Saha | Athani Krishna |
| **Judy Loehr**  Enterprise SaaS Executive, Investor and Adviser | **Monika Saha**  Delphix CMO  *Employee #11 at Zuora thru IPO* | **Athani Krishna**  Servicemax CPO  and co-founder thru $1B acquisition by GE Digital |

**Monika Saha:** <https://www.linkedin.com/in/monikasaha/>

Monika Saha is an 18 year veteran of the Software/SaaS space. As the CMO of Delphix, she is responsible for leading the company’s global corporate and product marketing functions, shaping and influencing the company’s position in the market, and helping bring Delphix to the largest enterprises in the world across banking, healthcare, retail, manufacturing, and other key vertical industries. Prior to Delphix, Monika spent 9 years at Zuora where she was most recently the VP & GM of Zuora’s RevPro product line. During her tenure at Zuora she held multiple leadership roles across sales, marketing, product marketing and product management and led a number of initiatives that propelled Zuora from an early stage Series B funded company through its successful IPO in 2018. She was instrumental in crafting Zuora's leading market position of the now-established “Recurring Customer and Billing Management” category with Forrester and the "Subscription Relationship Management" category with IDC that serve as proof points of Zuora’s evangelism of the greater “Subscription Economy”.

**Athani Krishna:** <https://www.linkedin.com/in/athanikrishna/>

Experienced founder of a $1B unicorn company, with a demonstrated history of building market a leading enterprise SaaS company from the ground up.

**Judy Loehr:** <https://www.linkedin.com/in/judyloehr/>

Judy has been building and investing in SaaS companies since 2000, when she was recruited to salesforce.com as one of the original product managers. Judy has spent the past 18 years building both enterprise SaaS companies, and a venture capital firm, from the ground up. This includes seven early years at salesforce.com, seven years consulting exclusively with B2B SaaS companies, and three years building a VC firm that invests in early-stage SaaS companies. As a consultant, Judy helped 30+ SaaS companies develop their go-to-market strategies and was acting-CMO for companies including Zuora, ServiceMax and Conga. As an investor, Judy led proactive investment strategies, and advised portfolio companies as a board member and observer. With Bayla Ventures, Judy is selecting, advising, and building a new portfolio of successful early-stage and growth-stage SaaS companies.