

Cover Page

Insert Organization and Fuqua Logos

Insert Project Name and Document Title, for example:

Go-to-Market Strategy for Change Management Trainor (CMT)

FCCP Work Scope Document

Insert Date of Document

Insert FCCP Team Member Names

Background

Founded in 2005, Customized Education Consulting (CEC) is a US-based provider of customized training and human resource development programs. CEC recently launched a new digital product, Change Management Trainer (CMT), which is a ready-to-learn online course that equips business managers with change management skills to navigate in today's evolving business environment. CMT generates a significantly higher margin for the company. The company hopes to generate \$2M in revenue with this new digital product over the next 18 months. To date, CMT has been soft launched; CEC has hosted webinars for prospective and existing clients and has generated leads via an email marketing campaign. CEC is seeking a scalable go-to-market strategy to formally launch CMT.

Objectives and Key Deliverables

Objective:

The FCCP team's objective is to develop a scalable go-to-market strategy for the CMT product that will help CEC achieve its \$2M revenue goal over the next 18 months. The team will build on the existing work that CEC has done to soft launch this product. Developing a go-to-market strategy for CMT will contribute to the overall growth targets for CEC in the North American market. The go-to-market strategy will be based on market and customer research and will include the development of the strategy. The FCCP team's goal is to develop a recommended strategy so that the CEC team can develop an implementation plan based on the final deliverable.

Key Deliverables:

The FCCP team will deliver a midpoint document to Regina Starr, the Global Managing Director, and Robert Smith, the Project Director. A description of the project deliverables and timing for completing those deliverables is provided in the table below.

Deliverable	Description	Deadline
Midpoint document and presentation	<ul style="list-style-type: none">• Overview of findings from key internal stakeholders• Summary of industry trends, including competitive analysis• Summary of customers' feedback from initial product use• Customer needs analysis and decision-making journey• Analysis of customer/product alignment, using CEC data on existing customers' product/services and revenues• Initial identification of key segments to target	February XX, 202Y
Final document and presentation	<ul style="list-style-type: none">• Prioritize target segments based on revenue projections and fit with CEC marketing & sales capabilities• Develop key product messaging based on customer needs, feedback and market analysis• Estimate market sizing and projected revenues• Conduct sensitivity analysis on pricing model• Recommended go-to-market strategy based on segments and projections	April XX, 202Y

Planning Assumptions

Meeting and Communications: The FCCP team will send weekly updates providing a status of project work and deliverables by email and will schedule a weekly touchpoint via phone with the Project Leader and Project Sponsor. Student A will serve as the Client Communication Manager and will be the main point of communication for the FCCP Team. Student B will serve as the Internal FCCP Team Manager(s) and will oversee internal team planning and coordination of project activities. Robert Smith will serve as the Project Lead for CEC and will be the primary point of communication. The FCCP team and the CEC team can change the main point of contact with prior notification. Additional meetings may be scheduled as necessary with at least 1 business day of notice to the other party.

Client/Data Availability: On-time delivery of the midpoint document and final presentation is contingent upon availability of internal stakeholders outlined by the Project Lead. The FCCP team will offer several meeting times to stakeholders to facilitate interviews and meetings. Flexibility of the FCCP project team is subject to the constraints of the Fuqua academic calendar, such as term start and end dates and class schedule. The final presentation must occur by April XX, 202Y. Additionally, the content included in each deliverable described in the preceding section is subject to the data made available by CEC.

Client Review and Decisions: As the FCCP team brings forward items for review by CEC throughout the project, CEC will provide a timely review such that the FCCP team receives feedback within 3 business days. CEC may request additional review time as necessary with the understanding that this may impact the scope of work completed during the time allotted for this project.

Project Timeline and Breaks: Work for this project will be conducted from January WW, 202Y to April UU, 202Y. The FCCP team will pause activities in support of this project during the period of Fuqua Spring 1 Final Exams and Spring Break from March D, 202Y to March FF, 202Y. Members of the FCCP team will be traveling during Spring Break and will have limited access to email during this time period. Project work will resume on March GG, 202Y.

Risks/Handling Delay: The FCCP team will actively consider risks to project deliverables and communicate any concerns through the weekly update process. Any high-risk concerns held by either CEC or the FCCP team will be discussed during scheduled weekly touchpoints. The FCCP team will develop plans in conjunction with CEC to address any risks or necessary scope changes. At this time, delays associated with gaining consensus across CEC on key decisions regarding elements of the go-to-market strategy may occur. CEC and the FCCP team will work together to actively mitigate this risk.

Stakeholder Analysis

The key audience for the FCCP project deliverables includes Robert Smith, Regina Starr, and potentially other key stakeholders with whom the FCCP team will engage throughout the project.

Robert Smith: He is the day-to-day contact and Project Leader that will serve as liaison between the FCCP team and CEC stakeholders. Robert will be an audience member for both the midpoint and final presentations. Recommendations impact Robert as he oversees the CMT product.

Regina Starr: She is the Global Managing Director for North America, responsible for sales and operations and the Executive Sponsor of the project. This project directly impacts her goal of growing the

U.S. market by 25% in the next two years. She is an alumna of Fuqua, and she will attend both the midpoint and final presentations for the project.

Other: Other key stakeholders include employees that the FCCP team may interview, such as (identify positions and names, if available).

Approach

The project will include two phases: (1) Assess Market & Product Landscape and (2) Develop Go-To-Market Growth Strategy. Phase One will include a review of the product and marketing materials, interviews with key stakeholders, and research into the customer market and competitive landscape. Phase Two will involve development of go-to market growth strategy, including market segmentation, and market sizing and revenue projections based on different pricing strategies.

CMT Project Timeline	Jan	Feb				Mar					Apr			
	27	3	10	17	24	2	9	16	23	30	6	13	20	Task Lead(s)
<u>Phase 1: Assess Market & Product Landscape</u>						Fuqua Spring Break (Project Pause)								
Product Review: analyze product and customer data; identify value/key benefits														Student A, Student B
Stakeholder Interviews: schedule and conduct interviews; assess findings														Student C, Student D
Market Research: conduct industry, competitor, and customer analysis														Student E, Student B
Midpoint Deliverable: develop, deliver and present document														Entire Team
<u>Phase 2: Develop Go-To-Market Growth Strategy</u>														
Segmentation: research and prioritize customer segments to target and product positioning														Student A, Student E
Projections: develop market sizing, revenue projections, and sensitivity analysis														Student B, Student C
Strategy: develop marketing strategy recommendations based on segments and projections														Student D, Student B, Student C
Final Deliverable: develop, deliver and present document														Entire Team

Success Measures

Ontime Delivery: Deliver all required analysis, documents, and presentations on time to meet both FCCP deadlines and project milestones as agreed upon with the CEC.

Feasible Strategy: Provide recommendations on target customer and go-to-market strategy for CMT product to achieve revenue target identified for North America.

Client Satisfaction: Client satisfaction with team's progress and deliverables will be assessed through a survey administered by the FCCP Program office.