

MACONOMY 2.0

LAUNCH PLAN



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1. OVERVIEW

This launch plan clarifies the goals for the Deltek Maconomy 2.0 launch and identifies the tasks, activities, initiatives and deliverables necessary to achieve those goals. The plan provides a timeline of activities, along with key stakeholders and their responsibilities. The plan is a guide to direct and prioritize launch activities, yet is subject to modification as dictated by internal priorities and market conditions.

Maconomy 2.0 represents the entire Maconomy suite of solutions, including the People Planner product and Analytix module. Launch activities and deliverables described in this plan include core Maconomy, Analytix, and People Planner.

2. DEFINITIONS | RELEASE & LAUNCH

Product **launch** and product **release** are often used interchangeably— yet although closely linked are 2 distinct initiatives with exclusive objectives and associated activities & deliverables. Thus, the product launch and product release plan may have different timelines and RASCI stakeholders.

- **Release** delivers a new product or version capable for new and existing customers to use. Purpose: Release aligns the internal resources necessary to ensure the product can be installed, configured, used “live,” and supported.
- **Launch** builds awareness and interest in the new product. Purpose: The launch is to build market demand, and prepare Sales to respond to that demand.

Initiatives, objectives, and stakeholders are aligned to the purpose and goals of each distinct initiative.

3. LAUNCH OBJECTIVES

Product releases often deliver new features or capabilities that enable entry new geographies or penetration of new vertical industries, or expand usage to additional user roles & personas— each of these presenting easily-quantifiable objectives of increasing license revenue. Yet unlike previous releases, the Maconomy 2.0 release is not focused on adding new capabilities to expand the product footprint and subsequently drive license revenue.

Alternatively, Maconomy 2.0 (**a**) focuses on **significant improvement in the user experience**— providing near-term *and* long-term opportunities for:

- Near-Term (3 months): Making Maconomy 2.0 **more competitive** in the markets it currently serves
- Medium-Term (6-12 months): making Maconomy 2.0 **more likely to satisfy** new clients
- Long-Term (12+ months): Making Maconomy 2.0 **more likely to drive upgrades** for existing clients

Maconomy 2.0 is also (**b**) the first major Maconomy suite release following Deltek’s acquisition of Maconomy, and (**c**) is orchestrated by a newly structured Maconomy Product Management/Product Marketing team spanning multiple countries. The launch objectives and goals are guided by the opportunity to publicize the internal and external benefits of these attributes (a-c):

Objective	Goal (Measurement Criteria)
1. Competitive Win Rate	<p>Sales Success. Win more frequently in sales opportunities against known competitors.</p> <ul style="list-style-type: none"> • Advance more Maconomy worldwide sales cycles into the 60% (ES – Evaluate Solution phase) (year-over-year pipeline comparison of conversion percent from >50% to 60%) • Increase competitive win rate (measured year-over-year 2H 2012 compared 2H 2011¹)

¹ Effective measurement of this goal may require a more formalized Win/Loss Analysis approach than is currently in place today.

Objective	Goal (Measurement Criteria)
2. Product Credibility	<p>Early Adopters. Obtain 3 early-adopter clients to deploy during Limited Availability (LA) phase</p> <ul style="list-style-type: none"> • Bring 3 clients live during Early Adopter phase (pre-GA, 15NOV11 – 30MAR12) • Secure 3 reference quotes from Early Adopter participants • Upgrade 1 existing customer per country per quarter (<i>pending commitment by Country Managers</i>) starting in Q2 2012.
3. Market Presence	<p>Product Identity. Prospective customers and market influencers identify Maconomy 2.0 as the recognized global standard for professional services firms to manage clients, resources, projects, and finances.</p> <ul style="list-style-type: none"> • 2 analyst briefings and report mentions within 6 months of GA • Increase consideration rate by tracking year-over-year increase in inbound RFP requests
4. Sales Readiness	<p>Organizational Alignment. Establish collaborative go-to-market & sales enablement process among Product Marketing/Product Management and Sales Effectiveness team.</p> <ul style="list-style-type: none"> • Sales/Pre-Sales in all geographies 100% equipped & capable to promote/demo 2.0 to existing clients and net-new clients by February 1, 2012. • 100% delivery of committed launch deliverables, posted to a common consistent location (SalesWeb) • Updated Maconomy messaging leveraged consistently across 100% of launch deliverables • Update 100% of committed sales tools to Deltek branding and post to Sales Web • Worldwide field marketing organization consistently leverages 2.0 product messaging in lead-generation programs

4. LAUNCH STRATEGY

The Maconomy 2.0 launch will be a “soft launch,” primarily **focused on internal education and enablement**—versus an extensive public launch creating a dramatic impact in the market. Numerous factors support the scale and scope of a soft launch:

- **Product Capabilities.** New capabilities, while significant, don’t change Maconomy’s market position or open new markets.
- **Resources.** The launch doesn’t have a dedicated budget; various demand, awareness, education, and enablement efforts will be funded through existing marketing, sales, and product marketing budgets. Only 1 Product Marketing resource is dedicated to the launch.
- **Strategic Significance.** A Deltek broad public Maconomy 2.0 launch is not needed to coincide with planned major corporate initiatives or announcements (customer event, strategic acquisition, earnings announcement, global expansion.)
- **Scale.** The newly-combined Deltek-Maconomy organization is not experienced in orchestrating a comprehensive, global public launch, leading to high risk. An internally-focused “soft launch” mitigates risk while still reaching the launch objectives defined above.
- **Impact.** Integration of new product messaging and capabilities into the country-specific marketing programs to be planned and executed locally by each geography will be more effective than a comprehensive worldwide marketing program specific to 2.0.

Although the Maconomy 2.0 launch will be a “soft launch,” the launch plan includes several external publicity & demand-creation initiatives to create awareness and drive demand.

5. PRODUCT SUMMARY

By organizing information into a seamless context aligned to user roles, Maconomy 2.0 represents a dramatic change in user experience. Users once forced into a cumbersome hierarchy of multiple parent/child tab interfaces now experience unified information workspaces that guide workflows typical to each user’s role—roles defined by the user and/or the organization, **not** dictated by the boundaries of application functionality or independent modules.

Deltek’s investment in Maconomy 2.0 reflects the trend in today’s business applications away from *centralizing* data & control to now instead *empowering* users to act in the best interests of the organization. This focus of this investment impacts existing customers, and potential new clients in the market as a whole.

- **Existing Customers.** Maconomy 2.0 dramatically improves efficiency, increases profitability, reduces cost-of-ownership expense, and eliminates risk. Maconomy 2.0:
 - Improves *efficiency* by streamlining business processes and placing commonly-used information at the hands of users at all levels. With new capability to integrate external web data like maps, exchange rates, credit ratings, or social network profiles directly into the Maconomy 2.0 user experience, Maconomy 2.0 unites the workspace with the worldwide web.
 - Increases *profitability* by driving even wider adoption across the organization—establishing more efficient yet familiar task workflows for users at all levels his/her tasks. More users, and more consistent use, means organizations avoid costly issues resulting from unguided processes or employee decisions.
 - Reduces *cost-of-ownership*; new configuration capabilities enabled by updated, industry-standard scripting language accelerate delivery of customer-specific needs while driving down configuration expense.
 - Reduces *risk*; the updated industry-standard scripting language reduces *reliance* on contracted Deltek experts and leads clients to be self-sufficient in responding to their own future needs for unique configuration. Product capabilities formerly available only through non-supported configuration are now provided as standard capability, supported by Deltek.
- **Market Impact.** Maconomy 2.0 strengthens the Maconomy market position in key served verticals across the globe.
 - Even *more adaptable*. Maconomy 2.0 brings an even wider level of configurability through its building-block approach to creating context-specific workspaces—oriented to roles, processes, or entities like a company, employee, or vendor. Maconomy 2.0 reinforces Maconomy’s position as the most adaptable solution in the professional services markets we serve.
 - Even *more comprehensive*. Integrated best-of-breed planning and analysis components make Maconomy an even better fit for professional services organizations.
 - Even *easier to own*. New industry-standard configuration language brings lower cost-of-ownership by empowering clients to enable their own configuration, and the enhanced configuration toolkit reduces the time required to build client-specific capabilities. Capabilities that formerly required configuration, like alerts or dashboards, are now “ready-to-run,” eliminating the time and expense formerly needed for configuration, reducing support risk introduced by configured capability, and bringing faster go-lives and quicker time-to-value (faster ROI.)
 - Even *more competitive*. With new configurability to create or adapt workspaces, Maconomy 2.0 is more easily adaptable to the unique workflow of vertical segments like Management Consulting and MarComm. As a result, Maconomy is better positioned to compete against vertical/industry-focused competitors like Workamajig and Elite in the US and Microsoft Navision & Unit4 Aggresso in Europe.

6. TIMELINES

The following timeline indicates the current Maconomy 2.0 release plan. Limited Availability (LA) and General Availability (GA) are distinct release milestones, each defined as follows:

Phase/Product Definition	Activities																																																																											
Early Adopter. Early adopter clients are solicited and provided with pre-release software that is not production-ready. The purpose of the Early Adopter phase is to gain feedback on new capabilities, and incorporate customer suggestions into design improvements. Internal feedback from Services and Support teams guides training and education programs, and identifies necessary enablement tools.	Launch. No external launch activities are started at this time; launch teams begin preparation of necessary deliverables and programs for later phases. Launch teams monitor client feedback for testimonials (quotes) to use in external promotions in later phases of the launch.																																																																											
Limited Availability. (LA) All planned product features are included, no new/additional features will be added ² . A production-ready version is distributed to select customers, for the purposes of:	Sales. No direct sales occur in the Early Adopter phase; Sales still actively demonstrates, sells, and delivers the then-current product version.																																																																											
<ul style="list-style-type: none"> Identifying product issues ("bugs") Ready the Services & Support organizations to support the deployed product 	Launch. Launch activities are started to generate Awareness and create Demand; internal teams receive Education & Enablement to support sales, deployment, and support efforts.																																																																											
General Availability (GA): Bug fixes and other issues identified during the Limited Availability phase are addressed. The final version of the product (known as the "gold release") is produced. All customers have access to the product	Sales. The product can be sold to select customers (mutually determined by Sales & Product Strategy & Management,) and revenue can be recognized on those sales. Revenue-recognition on sales to net-new customers may require executive oversight, and delivery of LA product in such cases may require finance approval.																																																																											
	Launch. Education & Enablement activities to support sales & marketing are completed. General global public announcements introduce general availability of the new product, and associated global and/or local marketing activities increase awareness and generate demand. All subsequent marketing efforts are made current to reference product capabilities now available in the new release.																																																																											
	Sales. Sales promotes only 2.0 to net-new customers; earlier versions/releases are no longer sold/delivered to newly-captured clients at/after GA. Revenue is recognized on all Sales.																																																																											
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; padding: 5px;">AUG</td> <td style="text-align: center; padding: 5px;">SEP</td> <td style="text-align: center; padding: 5px;">OCT</td> <td style="text-align: center; padding: 5px;">NOV</td> <td style="text-align: center; padding: 5px;">DEC</td> <td style="text-align: center; padding: 5px;">2011</td> <td style="text-align: center; padding: 5px;">2012</td> <td style="text-align: center; padding: 5px;">JAN</td> <td style="text-align: center; padding: 5px;">FEB</td> <td style="text-align: center; padding: 5px;">MAR</td> </tr> <tr> <td colspan="5" style="text-align: center; padding: 10px;">Early Adopter Phase 2 (27JUN – 14OCT)</td> <td colspan="5" style="text-align: center; padding: 10px;">Early Adopter Phase 3 (NOV11 – FEB12)</td> </tr> <tr> <td colspan="5" style="text-align: center; padding: 10px;">Maconomy 2.0 (core)</td> <td colspan="5" style="text-align: center; padding: 10px;">Limited Availability (1NOV – 30MAR)</td> </tr> <tr> <td colspan="5"></td> <td style="text-align: right; padding: 5px;">GA 30 MAR</td> <td colspan="5"></td> </tr> <tr> <td colspan="5"></td> <td style="text-align: right; padding: 5px;">1.1 21 SEP</td> <td style="text-align: right; padding: 5px;">1.1 30 NOV</td> <td colspan="5"></td> </tr> <tr> <td colspan="5"></td> <td style="text-align: right; padding: 5px;">3.1 30 SEP</td> <td colspan="5"></td> </tr> <tr> <td colspan="5"></td> <td style="text-align: right; padding: 5px;">3.2 30 MAR</td> <td colspan="5"></td> </tr> </table>		AUG	SEP	OCT	NOV	DEC	2011	2012	JAN	FEB	MAR	Early Adopter Phase 2 (27JUN – 14OCT)					Early Adopter Phase 3 (NOV11 – FEB12)					Maconomy 2.0 (core)					Limited Availability (1NOV – 30MAR)										GA 30 MAR											1.1 21 SEP	1.1 30 NOV											3.1 30 SEP											3.2 30 MAR					
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² The Maconomy 2.0 product released at LA does not include the "extension framework" used for custom configuration. The extension framework was not originally planned to be included in LA, so Maconomy 2.0 product capabilities complete/included at LA comply with this definition of Limited Availability.

7. LAUNCH DELIVERABLES

Product Marketing will orchestrate development of the following deliverables to support the launch objectives:

Required: ● Time Permitting: ○ Out of Scope: X

Internal Tools	PS Solution	Analytix	PP	Core	Due By	Notes
Standard Message Platform	●	○	●	○	LA	• Core included in PS Solution
2.0/New Version Messages	○	○	○	●	LA	• PP, Analytix at 2.0 GA
FAQ	X	X	X	●	LA	• Product-specific FAQ in battle-card
What's New "Battle Card"	○	●	●	●	LA	

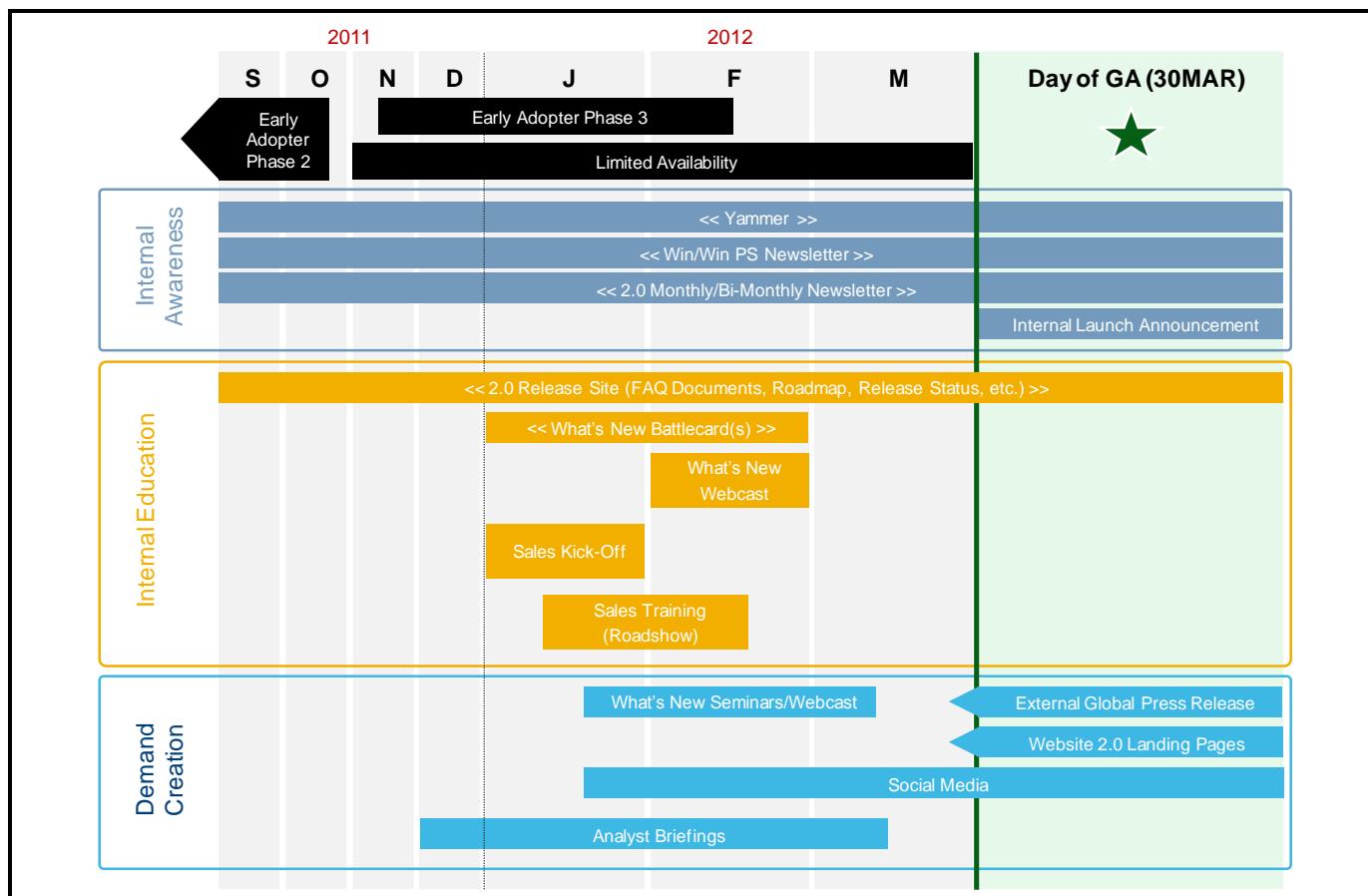
External Tools	PS Solution	Analytix	PP	Core	Due By	Notes
New						
What's New Brochure	●	X	X	X	LA	• PP, Analytix included with PS
What's New Presentation	●	○	○	X	LA	• PP, Analytix at 2.0 GA
Why Upgrade Presentation	○	○	○	●	LA	• PP, Analytix at 2.0 GA
Updated (for brand & message)						
General Brochure	●	●	●	X	GA	• LA if possible; re-write/re-message
Visioning Presentation	●	●	●	X	LA	• In collaboration with Jan Jensen (Sales Effectiveness)
Product Sheets	○	○	○	○	-	• Not needed for launch
Demo Guide	●	○	●	X	LA	• In collaboration with Jan Jensen (Sales Effectiveness)
On-Demand Solution Demo	○	○	○	X	-	• Not needed for launch

LA Limited Availability		GA General Availability
Internal	Education <ul style="list-style-type: none"> Standard Message Platform <ul style="list-style-type: none"> Core Maconomy People Planner 2.0 "What's New" Messages 	<ul style="list-style-type: none"> FAQ 2.0 "Battle Cards" <ul style="list-style-type: none"> Core Maconomy People Planner Analytix
External	Enablement <ul style="list-style-type: none"> What's New Brochure What's New Presentation "Why Upgrade?" Presentation Visioning Presentation <ul style="list-style-type: none"> Core Maconomy People Planner Analytix 	<ul style="list-style-type: none"> Demo Guide PS Solution People Planner <ul style="list-style-type: none"> General Brochures <ul style="list-style-type: none"> Core Maconomy People Planner Analytix

Deliverables by Phase	PS Solution	Analytix	PP	Core	Committed Total
LA – Limited Availability					
Message Platform	●		●		2
2.0/New Version Messages				●	1
FAQ				●	1
Why Upgrade Presentation				●	1
"What's New" Presentation	●				1
"What's New" Battle Card		●	●	●	3
What's New Brochure	●				1
Visioning Presentation	●	●	●		3
Demo Guide	●		●		2
GA – General Availability					
General Brochure	●	●	●		3
Total Committed:					18

8. LAUNCH COMMUNICATIONS

Product Marketing will orchestrate development and delivery of following internal and external communications initiatives to promote Maconomy 2.0 per the objectives of this plan. The following timeline is organized along the release timeline (Limited Availability & General Release) and into internal (Awareness, Education) and external (Demand Creation) initiatives.



Internal	Audience ¹	Scope	Intent	Due
Kona	<ul style="list-style-type: none"> Pending (corporate-wide or launch/release team) 	<ul style="list-style-type: none"> Project-management & collaboration site 	<ul style="list-style-type: none"> Test Kona product 	1SEP
Yammer	<ul style="list-style-type: none"> Deltek corporate-wide (opt-in) 	<ul style="list-style-type: none"> Company-wide collaboration and networking portal 	<ul style="list-style-type: none"> Intermittent launch or release-related posts ("tweets") to generate interest & intrigue ("buzz") about 2.0 	15AUG
Win/Win	<ul style="list-style-type: none"> PS Business Unit (global) 	<ul style="list-style-type: none"> Monthly newsletter to PS business unit; provides news/updates from all functional areas 	<ul style="list-style-type: none"> Similar to newsletter below; highlight release progress, distribute news, generate awareness & interest Less frequent than internal newsletter 	15AUG
Internal Newsletter	<ul style="list-style-type: none"> Sales & Pre-Sales Product Management Engineering Services 	<ul style="list-style-type: none"> Monthly to bi-weekly e-newsletter from Maconomy PSM team Launches 8/15; on-going through GA+1 month 	<ul style="list-style-type: none"> Highlighting release status & progress Generate interest & enthusiasm for the release 	28AUG
What's New Webcast	<ul style="list-style-type: none"> Sales & Pre-Sales Services Field/Corporate Marketing 	<ul style="list-style-type: none"> 3 separate events (content tailored to each audience) Global/regional as necessary Spans all products (Maconomy, People Planner, Analytix) 	<ul style="list-style-type: none"> Introduce new capabilities & 2.0 messages Introduce new tools, learning resources, & locations Q & A 	JAN 12
Launch Announcement	<ul style="list-style-type: none"> All-Hands 	<ul style="list-style-type: none"> Announcement of 2.0 launch From Kevin Parker and/or Namita Dhallan 	<ul style="list-style-type: none"> Organization-wide awareness & recognition for product management & engineering 	30 MAR
External				
Press Release (LA)	<ul style="list-style-type: none"> All public 	<ul style="list-style-type: none"> Announces limited availability 	<ul style="list-style-type: none"> Interest/awareness in new release 	NOV 2011
Social Media	<ul style="list-style-type: none"> All public 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> Generate interest/awareness 	TBD
What's New Webcast	<ul style="list-style-type: none"> US clients 	<ul style="list-style-type: none"> Webcast for clients only Cross-module/cross-product (1 webcast includes <u>all</u> products) Live and then available on-demand on client-only site 	<ul style="list-style-type: none"> Highlight key new features & capabilities in 2.0 (including Analytix & People Planner) 	Q1 2012
What's New Roadshow	<ul style="list-style-type: none"> Non-US clients 	<ul style="list-style-type: none"> On-site meeting or scheduled event (local user conference) Used in geographies where webcasts are not effective 	<ul style="list-style-type: none"> Intent as above for webcast 	Q1 2012
Analyst Briefings	<ul style="list-style-type: none"> Analysts TBD (Gartner, Forrester, SPI, etc.) 	<ul style="list-style-type: none"> Maconomy 2.0 overview Focused on new capabilities, market leadership 	<ul style="list-style-type: none"> Clarifies market leadership of combined Deltek-Maconomy Generates interest & enthusiasm in Maconomy 2.0 	Q1 2012
Website Updates Product Pages	<ul style="list-style-type: none"> All public 	<ul style="list-style-type: none"> Maconomy content on US & Non-US Deltek sites Maconomy domain (Maconomy.com) will not be updated 	<ul style="list-style-type: none"> Ensure product messaging, visuals, other content is current with Deltek branding, product messaging, and 2.0 capabilities (screens, etc.) 	30 MAR
Website Updates 2.0 Landing Page	<ul style="list-style-type: none"> Clients only (TBD) 	<ul style="list-style-type: none"> Client-only site (customer portal) with 2.0 overview & related assets (brochures, webcast replays, etc.) 	<ul style="list-style-type: none"> Standard location to direct <u>clients</u> for 2.0-related information 	30 MAR
Press Release (GA)	<ul style="list-style-type: none"> All public 	<ul style="list-style-type: none"> Announces general availability Includes early-adopter quotes 	<ul style="list-style-type: none"> Credibility for new release 	30 MAR

9. SALES READINESS PLAN

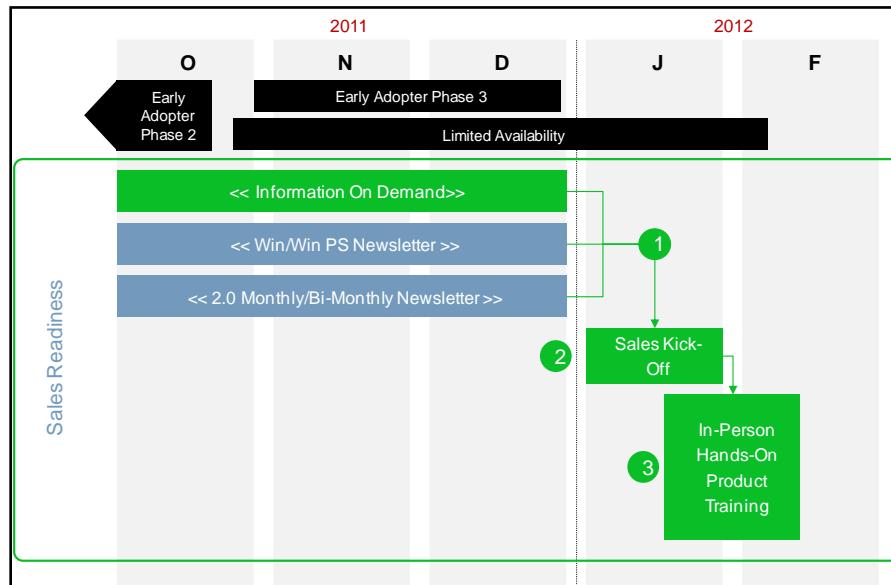
Product Marketing is responsible for orchestrating Sales Enablement associated with the Maconomy 2.0 launch, and is accountable for sales readiness for sales teams in all geographies across the organization. Product Marketing— in collaboration with Product Management and other key subject-matter experts within Deltek Maconomy— will develop necessary content (messaging, sales tools, etc.) for the training, and deliver (presentations, webcasts, etc.) as needed. Product Marketing will collaborate with the **Sales Effectiveness team** (Jan Jensen,) to (a) ensure/establish training opportunities by team and location, (b) identify learning objectives, (c) develop measurement criteria (to evaluate competence,) and (d) help identify necessary content.

Note: Sales Readiness focuses on Sales Enablement/Effectiveness, oriented primarily to worldwide marketing and direct sales teams. The launch plan **does not include** training, education, or readiness for other customer-facing teams like implementation consultants or client support. (Education and readiness for those organizations are owned by cross-functional release teams, not the launch team.) However, education and enablement of those teams may leverage some training materials and approaches used in Sales Readiness activities.

Objectives. Sales Readiness objectives include:

- A. Identify new product capabilities and understand how they are different from existing product
- B. Position new value of new product capabilities to current customers; justify client upgrades to 2.0
- C. Competently access/launch Maconomy 2.0 product, and effectively demonstrate new capabilities
- D. Understand new product positioning and capably present Deltek offerings using new messaging structure

Approach. Sales Readiness will be a 3-staged approach aligned to the release phases and sales focus/activity at quarter close. To maximizes Sales' attention and ability to learn, Sales Readiness will use a “just in time” approach of providing need-to-know information relevant to expected sales activity at each phase of the release.



1. Stage 1, “*Information On Demand*”: During Limited Availability *prior to* January 2012, release & product information will be provided upon request via internal formats (battle-cards, FAQ, etc.) to those in Sales/Marketing who request it. Information distribution will be tightly controlled to ensure sales activity and revenue recognition are not disrupted.
 - **Goal:** Sales is aware of Maconomy 2.0.

2. Stage 2, *High-Level "What's New"*: During Limited Availability *after* January 2012 product knowledge (capabilities, messaging, etc.) will be formally delivered to Sales in interactive in-person training following 2012 Sales Kick-Off.
 - **Goal:** Sales introduce Maconomy 2.0 to a prospect, and effectively present the new product capabilities (using screen-shots, etc.)
3. Stage 3, *Detailed "Hands On:"* Local training provided in-person at each country location, focusing on deeper knowledge of new product capabilities, solution proofing, and competence with actual hands-on demonstrations.
 - **Goal:** Sales can demonstrate Maconomy 2.0 to a prospect, using live software and a demonstration script.

Assumptions: This proposed training approach is contingent on **(a)** executive-level sponsorship, **(b)** date/location/scope of 2012 Sales Kick-Off, and **(c)** available budget sufficient for travel needed for Stage 3 in-person training. The Sales Readiness plan will be modified if any of these key assumptions are not met. The following table dictates key dates by which these assumptions must be validated.

Assumptions	Key Stakeholders	Due Date
A. Executive-Level Sponsorship	<ul style="list-style-type: none"> • Claus Thorsgaard 	30SEP11
B. 2012 Sales Kick-Off	<ul style="list-style-type: none"> • Hugo Dorph • Tom Notar • Claus Thorsgaard 	15NOV11
C. Travel Budgets	<ul style="list-style-type: none"> • Namita Dhallan • Claus Thorsgaard 	30NOV11 ³

Content. Detailed training content and agendas are not included in this launch plan. For the purposes of this launch plan, topics proposed for the Maconomy 2.0 product training in January 2012 (following Deltek Sales Kick-Off) include:

New Messaging	Maconomy 2.0	Other Modules
<ul style="list-style-type: none"> • New Maconomy Messaging • Visioning Presentation • New Sales Tools (overview/intro) 	<ul style="list-style-type: none"> • What's New in Maconomy 2.0 • Guided Product Demo • Workspaces Overview • Positioning by vertical • Positioning by Role • Early Adopter Program Client Feedback • 2.0 Sales Tools & Programs 	<ul style="list-style-type: none"> • What's New in Analytix • What's New in People Planner <p>(2 above including product demos)</p>

³ Tied to 2012 budgeting process and related due-dates. Objective is to include necessary launch-related travel in Sales/PSM 2012 travel budgets.

10. STAKEHOLDERS

The key stakeholders in the Maconomy 2.0 launch are identified below. Their RASCI alignment (**R**esponsible, **A**ccountable, **S**upportive, **C**onsulted, **I**nformed) is associated with the overall launch, not any specific initiative within the launch. (“Patrick Smith,” for example, is accountable for “Public Relations,” but in the context of the overall launch, is Supportive, Consulted, and Informed.)

Responsibility	Name	Organization	RASCI Involvement
Launch Owner	Drew West	PSM	A
Product Management	Allan Hyldal	PSM	SCI
Product Marketing	Drew West	PSM	RA
Development	Søren Tange	Engineering	SCI
Quality Assurance	<TBD>		
Marketing Communications	Patricia Baagø-Ishøj	Corporate Marketing	SCI
Social Media	Katrine Hertz Østergaard	Field Marketing	SCI
Public Relations	Patrick Smith	Corporate Marketing	SCI
Analyst Relations	Patrick Smith	Corporate Marketing	SCI
Direct Sales	Claus Thorsgaard	Sales	SCI
Sales Engineering	Jan Jensen	Sales	SCI
Channel Management	Andy Christensen	Global Account Management	SCI
Customer Support	Sophie Ellersgaard	Customer Care	SCI
Professional Services	Jacob Thanning	Services	SCI
Early Adopter Program	Selena Breann Jensen	PSM	SCI
Pricing	Brian LaMee	PSM	SCI
Operations	Robb Harrington	Sales Operations	SCI
Legal	Rosemary Kaye	Legal	SCI
Accounting	Jenny Hayes	Finance	SCI
Project Management	Maria Bartilson	PSM	SCI

11. RISKS

This scope of this launch does not introduce significant risk to key stakeholders across the global organization. However, some identified risks include:

Risk	Mitigation
A. Budget. No funds are allocated specifically for the launch. Anticipated expenses are identified in the “budget” section of this plan. Unanticipated expenses or unavailable funds may limit effective execution of some parts of this plan.	<ul style="list-style-type: none">The budget section describes anticipated expenses. The launch team will confirm availability of needed funds, and if not available will seek to secure those funds for fiscal Q4.
B. Experience. This launch is the first major product release for the combined Deltek-Maconomy organization. Many of the key resources on the launch team are new to the Deltek launch/release process, and also unfamiliar with various processes across the Deltek organization. Such unfamiliarity may limit the effectiveness of various launch initiatives or deliverables, and/or cause certain initiatives or deliverables to take longer than anticipated.	<ul style="list-style-type: none">Product Marketing Director Brian LaMee has orchestrated product launches within Deltek, and with other organizations. While only indirectly involved in the launch, Brian’s expertise and guidance will be leveraged in periodic (bi-weekly, then weekly) launch status meetings. The launch team expects Brian can help anticipate and/or resolve potential issues and roadblocks.
C. Collaboration. The launch requires close collaboration among geographically diverse product management, product marketing, marketing, and sales teams. The geographic, cultural, and organizational (heritage) diversity may introduce confusion and inefficiency, and limit the effectiveness of the launch.	<ul style="list-style-type: none">The launch team will travel periodically during the launch/release cycle to work face-to-face with key stakeholders, contributors, and other participants. (Meetings in Woburn in Q3, Copenhagen in early Q4, and Herndon as needed.)