

# “Product” eLearning Needs Assessment Report

\*Product and team member names have been altered for privacy.\*

## OVERVIEW OF FINDINGS

- *In a paragraph or bullet points, answer the following questions at a high level*
  - *Is there a gap?*
    - Knowledge gap
    - Environmental gap
  - *What is the gap? (High-Level)*
    - Knowing the difference between “Product” and “Product 2”
    - Knowing the limitations and benefits of “Product”
    - Knowing when to position “Product” as a solution and how it will solve a problem
    - Knowing how to demo “Product”; there are difficulties with the production environment where features aren't updated so demos are incomplete
    - “Product” is outpriced for the market, not integrated into “Existing Product”, and the minimum order size is too large.
  - *Who does the gap affect?*
    - Sales, Sales Engineers
    - Product Manager
  - *What are the business impacts of the gap (High-Level)?*
    - Zero “Product” close/won deals, so we aren't getting revenue on the hours and resources put into this.
    - Product Manager spends a lot of time meeting with sales and SE staff. This is a redundant use of resources and money.
  - *Is it feasible to change/fix this gap?*
    - We cannot change the environmental gap.
      - Priced too high
      - Limited development resources allocated to “Product”
      - Integration into “Existing Product”
    - We can impact the knowledge gap by providing training that covers limitations, benefits, positioning, differentiation info, etc to the sales org.
  - *What is the current state? (High-level)*
    - Product spotlight for “Product” was executed Jan '21
    - Product Manager gives demos on an individual or small group scale on an as needed basis
    - Product Spotlight, overview deck, data sheet, pricing document are available in Highspot

## DATA COLLECTION KEY FINDINGS

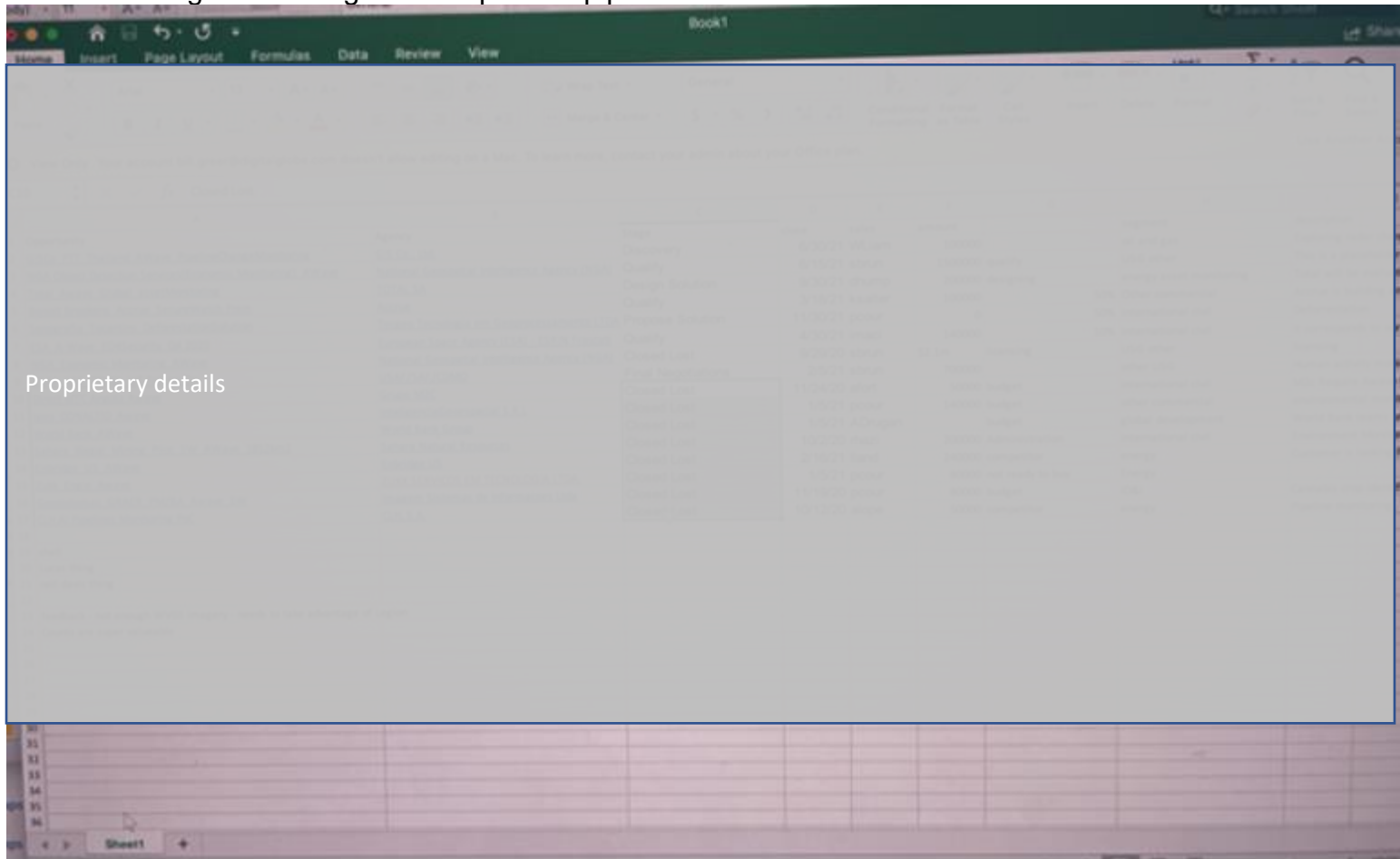
Indicate what modes were used to gather information

- Existing Data
- 1v1 Interviews

- Meeting shadowing

**If existing data:**

Product Manager's tracking sheet of product pipeline information



- The goal of looking at this pipeline information was to understand how many deals are actually in the works, or historically existed since our Salesforce data is not reliable. I also wanted to see who owned/owns these deals, this tells a lot about the reach of the product in the org as well as the potential use cases for the product based on the Sales Mgr's industry/focus. This data also tells us why a deal was lost which helps me understand if the gap is environmental or knowledge based.

The "Product" section of the survey product marketing put out on January 6 2021 to prepare content for SKO

20. Do you feel confident in your knowledge about AWave? If not, what additional information might be helpful?

answered 15  
skipped 0

respondent: Response DAI: Responses Tags

- 1 Jan 06 2021 I haven't been successful in selling AWave. I would like to see a success story of a sale, and get tips into how to advance an AWave Sale
- 2 Jan 06 2021 Yes
- 3 Jan 06 2021 (We would like to have detail product spec for AWave, and also describe the source of IoT data)
- 4 Jan 06 2021 (No I don't) I would love to have a briefing on it
- 5 Jan 06 2021 (Moderately) What product improvements (data and UI) are coming?

Proprietary details

- 6 Jan 06 2021 ...rights and how customers can use the data to bring in their workflows and platforms
- 7 Jan 06 2021 ...what's the latest on how are we addressing the XMODE issue
- 8 Jan 06 2021 There are some product upgrades that are in the pipeline and would like to better understand timing. Such as when Maxar imagery will be used to show progression of changes
- 9 Jan 06 2021 Yes, was briefed recently
- 10 Jan 06 2021 No, I haven't heard anything about A-Wave since January/February of 2020
- 11 Jan 06 2021 No, I am not sure what AWave is
- 12 Jan 06 2021 I am not familiar with this product
- 13 Jan 06 2021 Integration with other products both Maxar and 3rd Party
- 14 Jan 06 2021 General information about AWave and product applications
- 15 Jan 06 2021 Customers I wanted to learn how to read the results better. AWave produces a lot of outputs but I was not able to see the benefits yet unless we have high-res coverage before and after an event
- 16 Jan 06 2021 Jeremy B. Do we plan to use Maxar's satellite in the monitoring process? How do we efficiently use AWave in operation?
- 17

- The goal of looking at the survey results from Marketing was to decide if the feedback from sales in early January would be sufficient to go off, or if I would need to move forward with my own survey to better understand what topics would be most beneficial for the sales org in the form of an eLearning.

This chart from Sales Director to Sales Manager with feedback from regional sales leaders explaining why "Product" is a priority for them in the next few months.

SPVMT	Rest of SE Asia	Oceania	India / SAARC	China	Japan / Korea / Mongolia
<p>couple of decent-sized SecureWatch opportunities, bundling A-Wave with SecureWatch will be an interesting potential "value-add" when I communicate with my customers.</p> <p>My personal preference will be to prioritize the list with respect to the opportunities I am currently working on.</p> <p>Proprietary details</p> <ol style="list-style-type: none"> <li>1. Maxar 3D</li> <li>2. A-Wave with SecureWatch</li> <li>3. Vivid Advanced</li> <li>4. Licensing Updates</li> <li>5. Weather Desk</li> <li>6. Kyl-Bingaman Act</li> </ol>	<p>features such as vehicle and aircraft detection" will be very useful in helping us push SecureWatch / AWave to D&amp;I customers who have limited geospatial capabilities.</p> <p>In my region, this is key. As such, if possible, I would like AWave prioritized ahead of the below mentioned items.</p>	<p>and key new solution for several of our Oceania partners like Bluechem, Agtrix, Consilium but in addition especially those new features will open a whole new market of opportunities in WhiteSpace direct clients like insurance and banking.</p> <p>My order of priority is similar to SPVMT</p>	<p>perspective, the value proposition of upgrades planned for A Wave, is probably at par with Vivid Advanced, Maxar 3D but definitely higher than Licensing Updates, changes to the Kyl-Bingaman Act, and Weather Desk</p>	<p>Vivid Advanced, Weather Desk, AWave, Licensing Updates, changes to the Kyl-Bingaman Act.</p>	<p>prioritized as it would be one of the potential option for TRI-AD/WA to generate revenue within 2021</p>

- The goal for looking at this data was to understand if APAC would have a strong enough requirement for "Product" that we would be pushed to create content for them.

- The feedback from APAC sales leaders shows that “Product” is a priority for them, but there are a few key details to focus on.
  - SPVMT and Oceania list “Product” as their second priority, but when bundled with “Existing Product”. “Product” will not be available in “Existing Product” until 2022.
  - “Product” is not currently available to partners as Oceania notes it would be of relevance for them.
  - Rest of SE Asia also mentions pushing “Existing Product”/”Product”; as mentioned above this will not be bundled until 2022.
  - “Product” is fourth on the list for prioritization for China.
  
- *What were the key findings from the existing data specifically?*
  - The data from Marketing’s January survey showed me that I would need to do a survey of my own if I decided to move to phase 2 of a needs assessment. It also showed me that the knowledge gap is real and that if I were to move forward with an eLearning, it would need to be addressed on foundational level focusing on integration, data use, data sources, and customer FAQ.
  - Product Manager’s pipeline data showed a few things:
    - Budget is frequently the reason for a deal falling through, which leads back to “Product” pricing.
    - There is a varied reach in the organization for “Product” deals. This tells me that at the appropriate time, an eLearning/training would be impactful to close the knowledge gap.
    - The quantity and size of the deals alludes to “Product” being a strong revenue source when it is ready to go to market as GA, or is added to “Existing Product”.
  - The data from Madhav’s chart indicates the need for “Product” is still conceptual as the ideal state would have it bundled with “Existing Product”. Any training that we put together for “Product” in Q2 2021 will be outdated as the product changes (still in MV) and there won’t be high demand for it since the solution is not in “Existing Product” and only prioritized by some sales managers in APAC.

**If 1v1 Interviews:**

- *Give an overview of the following bullet points*
  - *Who did you have 1v1 interviews with?*
    - Sr Manager Technical Services NorthAm
    - Product Manager of “Product”
  - *What was the goal of the 1v1 interviews?*
    - Sr Manager Technical Services NorthAm
      - Will closing the knowledge gap make an impact on deals, or is the environmental gap too pervasive for the knowledge gap to matter?
      - Which regions have shown interest in “Product”?
      - Why have we not closed a deal in 12 months of Market Validation?
    - Product Manager
      - What is the current state of educating the sales org on “Product”?
      - What is the roadmap for “Product”?
      - Why have we not closed a deal in 12 months of Market Validation?
  - *Overall key findings from the 1v1 interviews specifically*
    - APAC is the only region prioritized “Product” as a potential money maker in 2021.

- “Product” is overpriced and this has been a major factor in lack of closed/won deals
- Product Manager gives numerous demos and ‘trainings’ to Sales/SEs due to the lack of resources.
- When “Product” is integrated into “Existing Product” (maybe in 2022?) it will become a viable solution for our customers.
- The minimum AOI size for “Product” orders is too big. I don’t have specific numbers, but most customers are interested in specific points of interest like a port or a factory rather than entire cities, states, or countries. The current ordering model doesn’t allow for precise AOIs.
- “Product” needs more development hours than are currently available to make the changes customers need for it to be a solution for their monitoring pains.
- The environmental gap of the product not being sufficient as a solution overshadows the knowledge gap our Sales/SEs experience not fully understanding the product.
- The only ‘successful’ “Product” ‘deal’ is for just “Product” data, not the platform or “Product” as a solution to a problem.

### Meeting Shadowing:

- I sat in on a meeting requested by Sales Engineer about when to position “Product” vs “Product 2” with related team members.
  - Goals:
    - What is it about “Product 2” and “Product” that Sales/SE are not able to differentiate?
    - What are the customer concerns about “Product” that SEs need Product Manager’s input to answer?
  - Key findings from meeting shadowing:
    - “Product” doesn’t provide customers with a clear definition of change, just that it happened in their AOI. They then need to look at imagery to understand exactly what that change is. This is a common complaint from customers.
    - There is a knowledge gap: Sales/SE don’t understand fundamental differences between “Product” and “Product 2” and when to position each as a solution.
    - Demo accounts don’t work for Sales/SE because a lot of the updates haven’t been pushed to that environment and they need to access the account Product Manager uses in order to effectively demo. The development team does not allocate enough time (for reasons I do not know) to “Product” to enhance the product and update the demo environment available to our customer facing teams. This is a waste of time and resources for our SEs and Product Manager to repeatedly address. This is part of the environmental gap.

### RECOMMENDATIONS

Do the findings indicate that we should continue to phase 2 of the needs assessment? Y/N

- No, we will not be continuing the needs assessment or building an eLearning/microLearning for “Product” at this time. **The environmental gaps outweigh the knowledge gaps.**
- Potential paths forward for “Product” training: Tech Summit 2021, structured APAC information sessions with Product Manager.