AnyCompany

Product Strategy Memo

FY2026 Product Roadmap and Investment Priorities

From: VP of Product, Engineering Leadership

To: Executive Leadership Team

Classification: Confidential

Date: March 3, 2026

Context and Objectives

This memo outlines our product strategy for FY2026, informed by FY2025 performance data, customer feedback from 340+ executive conversations, and the competitive dynamics detailed in our Market Analysis Report. Our goal is to maintain 15%+ revenue growth while transitioning from a product-led organization to a platform-led organization.

Three strategic pillars guide our FY2026 product decisions:

- Platform Convergence: Unify our three product lines into a single integrated platform experience
- AI Everywhere: Embed generative AI capabilities into every product surface, not as an add-on
- Self-Service Scale: Enable customers to deploy, configure, and expand without professional services

FY2025 Product Line Performance

Understanding what worked and what underperformed in FY2025 is essential context for our FY2026 bets.

Product	Revenue	Growth	NPS	Retention	Status
Analytics Pro	$340M	11%	74	97%	Mature
Connect	$285M	16%	68	94%	Growth
Automate	$128M	22%	71	92%	Emerging
New (FY2025)	$94M	N/A	66	89%	Launch

Analytics Pro remains our revenue anchor but is approaching maturity with slowing growth. Connect shows strong momentum in the mid-market. Automate is our fastest-growing product and the foundation for our platform convergence strategy. The FY2025 launches (AI Assistant, Data Catalog, Integration Hub) show promising early adoption but lower NPS, indicating product maturity gaps.

FY2026 Product Roadmap

Q1 2026: Foundation

- Launch unified platform shell with single sign-on across all products
- Release AI copilot beta (natural language queries, automated insights) to 200 design partners
- Deprecate legacy API v1 endpoints (12-month sunset notice issued Q3 2025)
- Ship self-service onboarding flow targeting under 30 minutes to first value

Q2 2026: Mid-Market Edition

- Launch AnyCompany Essentials: simplified pricing at $49/user/month (vs. $125 Enterprise)
- Release pre-built industry templates for healthcare, financial services, retail
- Enable marketplace for third-party integrations and extensions
- AI copilot general availability with predictive analytics features

Q3 2026: Platform Convergence

- Unified data layer across Analytics Pro, Connect, and Automate
- Cross-product workflow builder (e.g., trigger Automate flows from Analytics alerts)
- Launch vertical solutions for healthcare (HIPAA-compliant) and financial services (SOX-ready)
- Real-time collaboration features (shared workspaces, commenting, version history)

Q4 2026: Scale and Optimize

- Multi-region deployment automation for data sovereignty compliance
- Advanced AI: automated report generation, anomaly prediction, prescriptive recommendations
- Partner ecosystem launch with certified integration program
- Platform API v3 general availability with full workflow orchestration support

Pricing Strategy Update

Our current pricing model creates friction at two critical points: initial adoption (too expensive for mid-market evaluation) and expansion (complex per-module pricing confuses procurement teams). We propose the following simplified structure for FY2026:

Tier	Price	Target	Key Features
Essentials	$49/user/mo	Mid-market (500-5K emp)	Core analytics + 1 product
Professional	$89/user/mo	Growth companies	All products + AI copilot
Enterprise	$125/user/mo	Large enterprise	Full platform + custom AI
Enterprise+	Custom	Strategic accounts	Dedicated + SLA + support

This structure reduces our average time-to-close by an estimated 3 weeks based on feedback from the sales team. The Essentials tier is designed as a land-and-expand entry point, with a proven upsell path to Professional within 6 months.

Investment Requirements

Executing this roadmap requires the following incremental investments beyond our current run-rate:

Category	H1 2026	H2 2026	Full Year	Expected ROI
AI/ML Engineering	$12M	$15M	$27M	3.2x (24 months)
Platform Architecture	$8M	$6M	$14M	2.8x (18 months)
Mid-Market GTM	$5M	$7M	$12M	4.1x (12 months)
Vertical Solutions	$4M	$6M	$10M	2.5x (24 months)
Developer Experience	$3M	$3M	$6M	3.5x (18 months)
Total	**$32M**	**$37M**	**$69M**	**3.1x (blended)**

Requested Decisions

We request executive approval on the following items by March 15, 2026:

1. Approve $69M incremental product investment for FY2026
2. Approve new pricing structure for Q2 2026 launch (Essentials tier)
3. Approve headcount plan: 85 new engineering hires, 12 new product managers
4. Greenlight healthcare vertical as first industry solution (Q3 2026 target)
5. Authorize acquisition exploration for vertical analytics capability (budget: $80-120M)

This document contains forward-looking statements and confidential business strategy. Do not distribute outside the Executive Leadership Team.