

Launch

What we are shipping and why now

Priya Kapoor

Product Lead • September 2, 2026

The problem, in one number

18%

of the work still happens outside the product, in spreadsheets nobody else can see. That is the number this launch is aimed at.

What we are shipping

One sentence a stranger can repeat correctly. If it needs a second sentence to make sense, the launch is not ready and no deck will fix that.

Why now

Name the thing that changed. A capability that became cheap, a rule that came into force, a behaviour that crossed a threshold. "We finished it" is not a reason for anyone else.

Rollout

Who gets it, in what order

Week 1 staff and design partners

Week 3 existing customers who asked

Week 6 everyone, with the pricing page live

Ongoing the migration path off the old flow

What would make us stop

Write this down before launch, not after. A number and a threshold, agreed while nobody is invested in the outcome.

Questions

What we will send afterwards

The one-page summary, the numbers behind every figure in this deck, and the answer to whatever nobody could answer in the room. Say when, not "soon".

Appendix

Keep the detail here rather than in the talk. Slides after this point exist to be jumped to when somebody asks, which is the only reason to have them.