

The complete SaaS journey

A practical map of what product, product marketing, growth, sales, and customer success do from the first problem hypothesis to compounding revenue. Read left to right, then loop back whenever customer evidence changes the plan.

Product creation: Ideate → Research → Define → Design → Code → Review

Go to market: Launch → Acquire → Convert

Compounding growth: Retain → Expand

THE OPERATING LOOP											
	01 Ideate OPPORTUNITY	02 Research EVIDENCE	03 Define STRATEGY	04 Design EXPERIENCE	05 Code CREATION	06 Review PROOF	07 Launch MARKET ENTRY	08 Acquire QUALIFIED DEMAND	09 Convert REVENUE	10 Retain DURABILITY	11 Expand SCALE
FUNCTIONAL JOURNEY	IDEATE	RESEARCH	DEFINE	DESIGN	CODE	REVIEW	LAUNCH	ACQUIRE	CONVERT	RETAIN	EXPAND
Product development Problem to reliable value delivery	Problem thesis Vision, jobs, assumptions	Discovery Interviews, evidence, alternatives	Product contract PRD, outcomes, scope, roadmap	Experience Flows, prototype, architecture	MVP Core value, data, telemetry, billing	Quality gates QA, security, beta, reliability	Release Rollout, support, observability	Learn Funnel friction, use cases, requests	Improve value Packaging friction, time to value	Adoption Depth, frequency, reliability	Platform Enterprise, ecosystem, new bets
Product marketing Market truth to category leadership	Category hypothesis Who, why now, transformation	Market insight ICP, competitors, language, triggers	Positioning Promise, proof, pricing narrative	Message system Brand, story, demos, content pillars	GTM assets Website, lifecycle copy, enablement	Launch proof Beta quotes, objections, claims audit	Campaign Announcement, PR, community, partners	Demand content SEO, education, comparison, social	Conversion proof Cases, reviews, ROI, urgency	Value reinforcement Education, releases, outcomes	Category leadership Research, advocacy, ecosystem
Growth Experimentation across the full funnel	North-star idea Define candidate value event	Baseline Market size, channel signals, waitlist	Growth model Loops, funnel, unit economics	Activation design Onboarding, sharing, referral hooks	Instrumentation Events, cohorts, experiments	Beta experiments Activation and willingness to pay	Launch loops Invites, referrals, re-engagement	Channel tests Paid, organic, partner, product-led	CRO Offer, payroll, trial, checkout	Lifecycle Habit, win-back, churn prevention	Scale winners Automation, localization, loops
B2B sales Account-based, consultative, recurring	Account pain Buying group and strategic problem	ICP accounts Roles, triggers, budget, process	Sales motion PLG, sales-led, hybrid, ACV bands	Conversation design Discovery, demo, pilot, ROI story	Revenue stack CRM, routing, scoring, proposals	Design partners Pilots, security, procurement proof	Pipeline launch Named accounts, events, outbound	Qualify Problem, champion, power, timing	Close Demo, trial, business case, contract	Renew Success plan, QBR, risk, adoption	Grow accounts Seats, usage, cross-sell, referrals
B2C revenue Self-serve, behavioral, high volume	Consumer tension Desire, habit, identity, convenience	Audience Segments, moments, substitutes	Monetization Freemium, trial, tier, subscription	Purchase journey Store, payroll, trust, social proof	Commerce Checkout, stores, billing, referrals	Cohort beta Habit, delight, payroll response	Audience launch Creators, community, stores, virality	Traffic ASO, SEO, paid social, creators	Purchase Trial-to-paid, payroll, checkout	Habit Streaks, content, reminders, win-back	Compound Referral, family, bundles, new markets
Customer success Promise to realized and expanded value	Value hypothesis Desired customer outcome	Success insight Barriers, support needs, risk	Success plan Milestones, health, service model	Guidance Onboarding, help, education	Operations Support, knowledge, health data	Readiness Escalations, SLAs, playbooks	Onboard First value and expectation setting	Assist Remove activation blockers	Adopt Reach repeatable value	Protect Health, rescue, renewal, win-back	Advocate Expansion, reviews, community
Evidence gate What each stage must teach the company	Problem Is the pain real and urgent?	Market Can we reach enough buyers?	Business Can value become viable revenue?	Experience Can users understand and succeed?	Product Does the core value work reliably?	Readiness Is it safe and valuable to release?	Message Does the market respond?	Channel Can demand repeat efficiently?	Purchase Will qualified buyers pay?	Value Do customers stay and renew?	Scale Can growth compound without decay?

B2B and B2C share the system, not the motion

- B2B:** accounts, buying groups, pipeline, contracts, onboarding, renewal, and net revenue retention.
- B2C:** audience, traffic, activation, checkout, habit, subscription retention, referral, and lifetime value.
- Both still need the same foundation: a real problem, a clear promise, reliable value, and sustainable economics.

The numbers change as the company matures

- Discovery:** problem frequency, urgency, willingness to switch.
- Launch:** activation, time to value, qualified response.
- Growth:** CAC, conversion, payback, sales velocity.
- Scale:** retention, NRR, LTV, referrals, contribution margin.

SaaS is a loop, not a finish line

Observe → Learn → Prioritize → Build → Release → Measure ↺

Signals from acquisition, sales, support, churn, and expansion continuously reshape research, positioning, experience, and product priorities.



Heemang Parmar

Founder & CEO, ProductOS · One Infinity Labs, Inc.