LAUNCH & EXECUTE

90-DAY LAUNCH PLANNER

Turn strategy into focused priorities, ownership, milestones, and measurable progress.

2026 EDITION | PRACTICAL BUSINESS RESOURCE

01 / LAUNCH DEFINITION

Define the 90-Day Outcome

Choose the launch outcome that matters most and state what must be true by Day 90. Keep the plan focused on a defined offer, customer, launch window, and measurable result.

Planning decision	Definition
Business, product, or initiative	
90-day start and end dates	
Launch date or decision date	
Priority customer	
Offer or value delivered	
Primary business objective	
Primary customer action	
Revenue / adoption target	
Executive sponsor	
Plan owner	

Day 90 success statement

_____

_____

What is explicitly outside this 90-day plan?

_____

02 / SUCCESS MEASURES

Establish the Launch Scorecard

Define a small set of measures that reveal readiness, customer response, execution quality, and business results. Record baselines and evidence sources before work begins.

Measure	Baseline	Day 30	Day 60	Day 90 target	Evidence source	Owner
Readiness / completion						
Audience / reach						
Leads / inquiries						
Conversion / adoption						
Revenue / value						
Customer experience						
Delivery / activation						
Cost / efficiency						

- ☐ Each measure has one definition and one reliable source.
- ☐ Targets reflect available time, budget, demand, and operating capacity.
- ☐ The team knows which measures trigger action or escalation.
- ☐ Measures include both customer results and execution health.

Single measure that best represents launch success

03 / PRIORITIES

Select the Critical Workstreams

Organize the plan around the few workstreams that must advance together. Clarify the result, owner, dependencies, and completion evidence for each.

Workstream	Required Day 90 result	Owner	Dependencies	Completion evidence
Offer / business model				
Brand / message				
Customer journey				
Website / digital				
Technology / data				
Marketing / demand				
Sales / conversion				
Operations / delivery				
Finance / controls				
Leadership / governance				

Three non-negotiable priorities

_____

_____

_____

04 / MILESTONES

Build the 90-Day Roadmap

Define milestones as completed states, decisions, approvals, or validated results. Sequence them according to real dependencies rather than preferred dates alone.

Milestone	Completion evidence	Owner	Due	Dependency	Status
1					Not started
2					Not started
3					Not started
4					Not started
5					Not started
6					Not started
7					Not started
8					Not started
9					Not started
10					Not started
11					Not started
12					Not started

- ☐ Every milestone contributes directly to the Day 90 outcome.
- ☐ Dependencies and required approvals are visible.
- ☐ One person is accountable for each milestone.
- ☐ Dates include review, testing, and correction time.

05 / DAYS 1-30

Build the Foundation

Use the first 30 days to finalize decisions, validate assumptions, establish ownership, and prepare the assets and systems required for disciplined execution.

Priority outcome	Key actions	Owner	Due	Measure / evidence
1				
2				
3				
4				
5				
6				

Day 30 decision review

Review question	Decision / evidence
What is now confirmed?	
Which assumption remains unproven?	
What is ahead, on track, or behind?	
What must change before Days 31-60?	

06 / DAYS 31-60

Build and Test the Launch System

Use the second 30 days to complete production, integrate workstreams, test the customer journey, train the team, and resolve execution risks.

Priority outcome	Key actions	Owner	Due	Measure / evidence
1				
2				
3				
4				
5				
6				

Day 60 decision review

Review question	Decision / evidence
What has been built and tested?	
Where does the customer journey still fail?	
Which capacity, quality, or timing risk remains?	
What must change before Days 61-90?	

07 / DAYS 61-90

Launch, Learn, and Stabilize

Use the final 30 days to complete readiness, activate the market, monitor performance, correct problems, and establish a stable operating rhythm after launch.

Priority outcome	Key actions	Owner	Due	Measure / evidence
1				
2				
3				
4				
5				
6				

Day 90 decision review

Review question	Decision / evidence
What result was achieved?	
What customer and operating evidence was learned?	
What should continue, improve, pause, or stop?	
What becomes the next 90-day priority?	

08 / WEEKLY EXECUTION

Plan the Next 13 Weeks

Convert milestones into weekly commitments. Define one meaningful result for each week, not a list of unrelated activity.

Week	Dates	Primary result	Critical actions	Owner	Evidence / status
Week 1					
Week 2					
Week 3					
Week 4					
Week 5					
Week 6					
Week 7					
Week 8					
Week 9					
Week 10					
Week 11					
Week 12					
Week 13					

- ☐ Weekly results align with the correct 30-day phase.
- ☐ No owner is committed beyond realistic capacity.
- ☐ Testing, review, approval, and correction are scheduled.
- ☐ Every active commitment has a next action and deadline.

09 / OWNERSHIP

Clarify Accountability and Decisions

A launch loses momentum when responsibility, approval, consultation, and escalation are unclear. Assign one accountable owner to each critical result.

Decision / deliverable	Accountable	Responsible	Consulted	Informed	Approval deadline
Offer and pricing					
Brand and campaign message					
Website / conversion path					
Technology and tracking					
Marketing activation					
Sales response					
Operations / fulfillment					
Finance and controls					
Customer support					
Final go / no-go decision					

Executive decisions that cannot be delegated

Escalation path when a deadline or launch requirement is at risk

10 / RISKS & DEPENDENCIES

Protect the Launch from Avoidable Failure

Identify the conditions most likely to delay, weaken, or damage the launch. Assign prevention, contingency, triggers, and ownership before the risk becomes urgent.

Risk / dependency	Likelihood	Impact	Prevention	Contingency	Trigger	Owner

Critical dependency register

Dependency	Required from	Due	If late, then

11 / BUDGET & CAPACITY

Align Resources with the Plan

Confirm the people, time, money, systems, suppliers, and operating capacity required to complete the plan and support the expected launch response.

Resource area	Required	Available	Gap	Action / owner
Leadership time				
Team capacity				
Specialist support				
Creative production				
Technology / software				
Advertising / distribution				
Inventory / fulfillment				
Customer support				
Legal / compliance				
Contingency reserve				

90-day budget

Cost category	Planned	Committed	Actual	Variance / decision
People / contractors				
Creative / production				
Technology				
Marketing / media				
Operations / delivery				
Contingency				

12 / REVIEW RHYTHM

Run the Weekly Execution Meeting

Use a short, evidence-based review to protect priorities, remove obstacles, and make decisions. Status reporting should lead to action, not replace it.

Agenda item	Working question	Time
Scorecard	What changed in the measures that matter?	5 min
Commitments	What was completed, missed, or changed?	10 min
Milestones	What is on track, at risk, or blocked?	10 min
Customer evidence	What did the market or user reveal?	5 min
Risks / dependencies	What requires prevention or escalation?	5 min
Decisions	What must be decided now, and by whom?	10 min
Next commitments	Who will deliver what by when?	10 min

Weekly decision record

Date	Decision	Owner	Due	Evidence / follow-up

Issue requiring executive attention this week

13 / DAY 90 REVIEW

Evaluate Results and Choose the Next Move

Compare intended outcomes with actual evidence. Capture the decisions, systems, learning, and unfinished work that should shape the next operating cycle.

Review area	Target / intent	Actual evidence	Decision / implication
Launch outcome			
Customer response			
Revenue / adoption			
Execution quality			
Delivery / operations			
Budget / efficiency			
Team / ownership			
Risk management			
Systems created			
Strategic learning			

Next-cycle decision

Decision	Selection / notes
Scale	
Stabilize	
Improve / iterate	
Reposition	
Pause / stop	

14 / REFERENCE NOTES

Use Guidance

Build the plan collaboratively, but maintain one accountable owner. Update it when evidence changes, while protecting the Day 90 outcome from unnecessary expansion.

Recommended working sequence

Step	Working action
01	Define one Day 90 outcome, launch window, customer, offer, and owner.
02	Establish the scorecard and select the critical workstreams.
03	Sequence milestones and divide the work into three 30-day phases.
04	Convert phase outcomes into 13 weekly commitments.
05	Assign decision rights, ownership, risks, dependencies, budget, and capacity.
06	Run the weekly review and record decisions using current evidence.
07	Complete the Day 90 review and choose the next operating cycle.

Final planning quality check

- ☐ The Day 90 outcome is measurable and within the team’s influence.
- ☐ Priorities and milestones reflect real dependencies.
- ☐ Each critical result has one accountable owner.
- ☐ Weekly commitments are realistic and evidence-based.
- ☐ Risks, capacity constraints, and decision rights are visible.
- ☐ The review rhythm supports timely action and escalation.
- ☐ The next-cycle decision will be based on actual results and learning.

Important: This planner provides general business-planning guidance. Confirm operational, advertising, privacy, consent, accessibility, employment, contracting, tax, regulatory, and other requirements for your business and markets.

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