NORTHWIND STUDIO · PRODUCT LEADERSHIP GROUP

Quarterly Product Review

Minutes of the meeting held on 12 June 2026

DATE	TIME	LOCATION
12 June 2026	**09:30 – 11:05**	**Harbour Room, 42 Harbor Lane (and via video link)**
CHAIR	MINUTES BY	REFERENCE
Diane Okafor	**Martin Vance**	**PLG-2026-Q2-03**

ATTENDANCE

PRESENT (7)

- Diane Okafor — Chief Product Officer (Chair)
- Martin Vance — Programme Manager (Secretary)
- Priya Raghunathan — Head of Engineering
- Tomás Errázuriz — Head of Design
- Sarah Lindqvist — Director, Customer Success
- Ben Achterberg — Finance Business Partner
- Nadia Farouk — Data & Insights Lead

APOLOGIES

- Roland Meier — Chief Technology Officer
- Claire Dunmore — General Counsel

IN ATTENDANCE

- Josef Halloran — Auditor, Kestrel LLP (items 3–4 only)

MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting of 14 March 2026 were taken as read, approved as an accurate record, and signed by the Chair. No matters arose that are not covered by the agenda below.

AGENDA & DISCUSSION

1 Q2 delivery review

Presented by Priya Raghunathan · 20 min

Engineering delivered 14 of the 16 committed epics for the quarter. The two carried items — offline sync and the audit-log export — slipped because of an unplanned migration of the primary datastore in April.

The group discussed whether the carried items should be re-scoped rather than simply rolled forward. Priya noted that offline sync now has a working prototype and that the remaining effort is estimated at four engineering weeks.

> **DECISION**
> Both carried epics roll into Q3 unchanged. Engineering to publish a revised delivery date for offline sync by 26 June.

2 Customer health and churn signals

Presented by Sarah Lindqvist · 15 min

Gross churn for the quarter was 2.1%, down from 2.8%. Sarah attributed the improvement to the new onboarding sequence and to faster first-response times on support tickets.

Two enterprise accounts remain at risk, both citing reporting gaps. Nadia confirmed that the reporting refresh addresses the specific complaints raised in the account reviews.

> **DECISION**
> Customer Success to run structured save plans on the two at-risk accounts, with weekly updates to this group until the renewals close.

3 Pricing and packaging refresh

Presented by Ben Achterberg · 25 min

Finance presented three packaging scenarios. Scenario B — a usage-based tier layered under the existing seat pricing — produced the strongest modelled expansion revenue without cannibalising the mid-market plan.

Concern was raised that usage-based billing shifts revenue recognition and complicates forecasting. Ben undertook to model the recognition impact over eight quarters before the group commits.

> **DECISION**
> Scenario B approved in principle, subject to the revenue-recognition model being tabled at the July meeting.

4 Design system consolidation

Presented by Tomás Errázuriz · 10 min

The consolidated component library now covers 82% of production surfaces. Tomás asked for a freeze on new bespoke components until coverage passes 95%.

> **DECISION**
> A component freeze takes effect from 1 July. Exceptions require sign-off from the Head of Design.

5 Audit readiness update

Presented by Josef Halloran · 15 min

Kestrel LLP reported that evidence collection is 70% complete. Two control gaps were identified in access review cadence; neither is considered material at this stage.

The group noted the report. No objections were raised to the proposed remediation timetable.

> **OUTCOME**
> Noted; no decision required.

6 Any other business

Presented by Diane Okafor · 5 min

The Chair thanked the team for the quarter and confirmed the annual planning offsite will be scheduled for early September.

> **OUTCOME**
> Noted; no decision required.

ACTION REGISTER

REF	ACTION	OWNER	DUE	STATUS
A-26/41	Publish revised delivery date and re-scoped plan for offline sync	Priya Raghunathan	**26 Jun 2026**	Open
A-26/42	Open structured save plans for the two at-risk enterprise accounts	Sarah Lindqvist	**19 Jun 2026**	In progress
A-26/43	Model eight-quarter revenue-recognition impact of usage-based tier	Ben Achterberg	**10 Jul 2026**	Open
A-26/44	Circulate component-freeze policy and exception process to all product teams	Tomás Errázuriz	**30 Jun 2026**	Open
A-26/45	Agree remediation timetable for the two access-review control gaps	Martin Vance	**03 Jul 2026**	Open
A-26/46	Book venue and circulate dates for the September planning offsite	Martin Vance	**24 Jul 2026**	Not started

NEXT MEETING

Thursday 10 September 2026 at 09:30, Harbour Room, 42 Harbor Lane. Papers to reach the Secretary no later than seven days beforehand.

The chair declared the meeting closed at 11:05.

Diane Okafor — Chair · Date

Martin Vance — Secretary · Date