SmartUp Academy

Foundations Course

Lecture 4

Business Models

The SmartUp Founding Team

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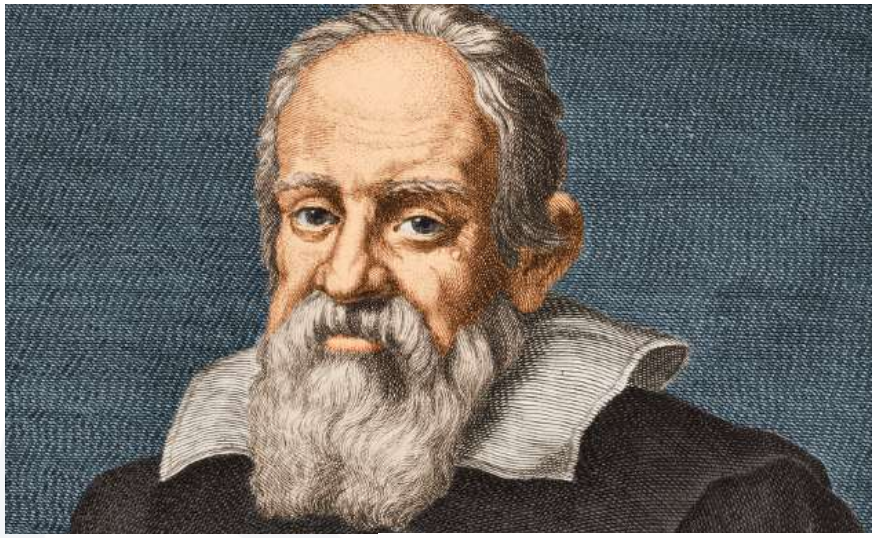
SmartUp Academy

A program to teach the **profession** of building successful companies (…work in progress)

- The Foundations Course
  - The three pillars for a successful company:
    - Profitable
    - Fast growing
    - Modest investment
- Workshops – Specific Subjects
- **4-5 years Residency Program**

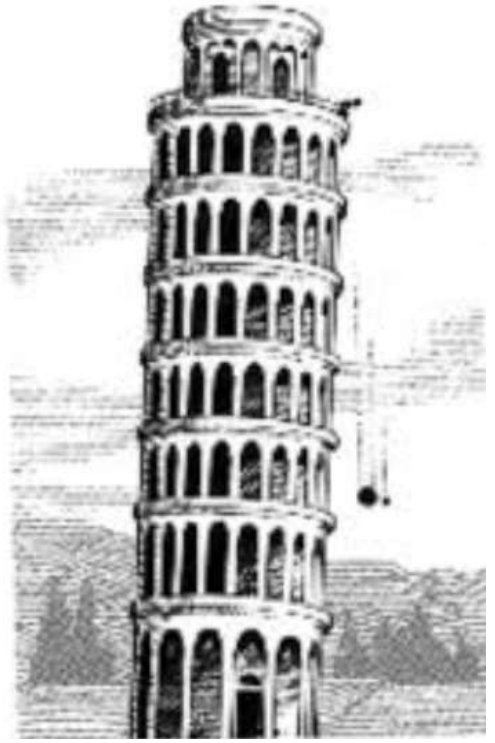
The Language of Business



Moving from Science to Business

“Mathematics is the language in which God has written the universe !” Galileo Galilei 1564 – 1642

Galileo was the first to write an equation in physics, and paved the way to Newton



What is the language of business?

Money !! Models to evaluate options

Every decision has to be expressed in monetary terms

SmartUp Academy – Successful Companies

The three **pillars** for a successful company:

1. Profitable
2. Fast growing
3. Modest investment

But why Profitable, Fast Growing and with a Modest Investment?

Why Profitability?

What is the difference between a company that

- generates a profit of a million dollars a year,
- and a company that loses a million dollars a year?

Why Profitability?

- A company that loses a million dollars a year
  → Lives on borrowed time until it runs out of money and dies

- A company that generates a million dollars a year
  → Lives the Infinite Game, thrives and grows

- A company that generates a million dollars a year:
  - Has figured out a successful business model
  - Has time and resources to pursue their worthy purpose
  - Has independence to do whatever they need to do
  - Has a much higher probability for a very successful EXIT, if and when interested

The 3 Pillars of a SmartUp Successful Company

- **Why Fast Growing?**
  - Ability to pay the investment back, and show a return on investment
  - Compounded growth in the value of the company
  - …and a company that doesn't grow is just not interesting

- **Why Modest Investment?**
  - More financing sources available
  - Founders keep much bigger ownership
  - Easier to raise money because a seed financing might be all you need
  - Innovative financing structures

The SmartUp Business Model

- The SmartUp Business Model is a spreadsheet that models how your business evolves over time, based on your assumptions
- Each column represents a period of time, usually a month, or a quarter, and sometimes, a year
- Each raw is an item, like “number of units sold”, “revenues”, “Engineering salaries”, etc.
- The SmartUp business model is a powerful tool for analyzing and evaluating business options like: pricing, payment terms, hiring and many more
- The same model, if done properly, is then used for tracking company operations and performance

The SmartUp Business Model

Salesperson fully loaded cost per month			$10,000																					
Customer success fully loaded cost per month			$7,000																					
Admin fully loaded cost per month			$6,000																					
Salaries represent	70%	of total cost																						
Add 1 salesperson to generate	5	new customers a month. Add a salesperson 3 months before needed																						
Add 1 salesperson to support	50	existing customers																						
Add 1 customer success person to sup	80	customers																						
Product Monthly License	$1,000																							
	Year 2												Year 3											
Sales plan for second & third years	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of new customers	1	1	2	2	3	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Total number of customers	1	2	4	6	9	12	16	21	27	34	42	51	61	72	84	97	111	126	142	159	177	196	216	237
Sales in thousands	$1	$2	$4	$6	$9	$12	$16	$21	$27	$34	$42	$51	$61	$72	$84	$97	$111	$126	$142	$159	$177	$196	$216	$237
Number of salespeople for new accou	1	1	1	1	2	2	2	2	2	3	3	3	3	3	4	4	4	4	4	5	5	5	5	5
Number of salespeople for existing cu	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	2	2	2	3	3	3	4	4
Number of customer success people	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	2	2	2	2
Cost of Sales in thousands	$14	$14	$14	$14	$29	$29	$29	$29	$29	$43	$43	$53	$53	$53	$76	$76	$86	$86	$86	$110	$119	$119	$129	$129
Gross Margin, or Sales Contribution	$13	$12	$10	$8	$20	$17	$13	$8	$2	$9	$1	$2	$8	$19	$8	$21	$25	$40	$56	$49	$58	$77	$87	$108

The SmartUp Business Model

- In every business model there are two sections that evolve over time
  - Income, or sales, or revenues
  - Expenses
- Subtracting the Expenses from Income yields Profits (or Loss)
  Profits (Loss) = Income – Expenses

- Income is usually modeled and tracked by the different sources of income:
  - Products – a line per product, or family of products
  - Services, consulting,
  - Other, depending on the company

The SmartUp Business Model

- Expenses are usually divided into three categories
  1. Sales expenses, direct expenses per sale
     - Cost of producing and delivering the product (think shoes, bread, cars)
     - Cost of selling the product
       - CAC – Customer Acquisition Cost
       - Sales cost – salespeople salaries, commissions, distribution (stores, resellers…)
  2. Stable expenses – expenses that are not related to each sale, usually include salaries of Management, Engineering, Marketing, etc., and then overhead of operations like rent, legal, cloud computing, etc.
  3. One-time big expenses, like building a lab, or building a manufacturing facility or a warehouse
- The SmartUp Business Model is an operational cashflow model, NOT the accounting Profit & Loss (P&L) standard report

The SmartUp Business Model

- Every model is based on assumptions, like time to market, pricing, Customer Acquisition Cost, sales growth rate, and many more
- The assumptions have to be stated clearly, and used EXPLICITLY in the model, as parameters
- The purpose of the model is to test different values of these parameters to see the impact they have on the business

Tanagora Business Model Exercise

- Tanagora Inc. wants to build software to optimize production of tagamachies
- They assume it will take them a year to develop the software, with three engineers, one of them is the Founder CTO
- They assume they will be able to hire the first engineer in month 2, and the third engineer in month 3
- Let’s compute the cost, and investment, needed to develop the Tanagora software

Tanagora Product Development Cost Business Model

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Tanagora Inc. Business Model - Product Development															
2																
3	Founder fully loaded cost per month			$8,000												
4	Engineer fully loaded cost per month			$10,000												
5	Salesperson fully loaded cost per month			$10,000												
6	Customer success fully loaded cost per month			$7,000												
7	Admin fully loaded cost per month			$6,000												
8																
9	Salaries represent	70%	of total cost													
10																
11	Founders	2														
12	Engineers	2														
13	Admin	0														
14		Year 1												Year 2		
15		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	M
16																
17	Founders	2	2	2	2	2	2	2	2	2	2	2	2	2	2	
18	Engineers	0	1	2	2	2	2	2	2	2	2	2	2	2	2	
19	Salespeople	0	0	0	0	0	0	0	0	0	1	1	1	1	1	
20	Customer Success	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
21	Admin	0	0	0	0	0	0	0	1	1	1	1	1	1	1	
22																
23	Fully loaded salaries	$16,000	$26,000	$36,000	$36,000	$36,000	$36,000	$36,000	$42,000	$42,000	$52,000	$52,000	$52,000	$52,000	$52,000	$52,0
24	Overhaed	$4,800	$7,800	$10,800	$10,800	$10,800	$10,800	$10,800	$12,600	$12,600	$15,600	$15,600	$15,600	$15,600	$15,600	$15,6
25																
26	Total Expenses	$20,800	$33,800	$46,800	$46,800	$46,800	$46,800	$46,800	$54,600	$54,600	$67,600	$67,600	$67,600	$67,600	$67,600	$67,6
27																
28	Investment needed	$20,800	$54,600	$101,400	$148,200	$195,000	$241,800	$288,600	$343,200	$397,800	$465,400	$533,000	$600,600	$668,200	$735,800	$803,4
29																
30																

Development Cost of $600,000

Tanagora Business Model Exercise

- Sales Model - Since Tanagora's product is new and complex, they decide to sell the software using a direct sales force and assume it will take 3 months to train a salesperson
- Pricing - They believe they can sell a SaaS license for $1,000 a month
- Sales Forecast - They believe they can grow sales from 1 new customer in the first month of sales (year 2) to 8-10 new customers a month by the end of year 2, and continue to grow the number of new customers by 1 every month
- They assume no customer attrition (no churn)

Tanagora Business Model Exercise

- Sales Forecast – Customer Acquisition Cost (CAC). Since they decided to go with a direct sales process, they did not include marketing expenses or CAC
- To simplify the model, salespeople's compensation was calculated at flat $10,000/month, $120,000 annually
- A salesperson at full quota is expected to bring in 5 new customers a month, or $60,000 annually, thus direct cost of salespeople is 16.6% = $10,000 / $60,000

Sales Plan for Second and Third Years

Salesperson fully loaded cost per month			$10,000																					
Customer success fully loaded cost per month			$7,000																					
Admin fully loaded cost per month			$6,000																					
Salaries represent	70%	of total cost																						
Add 1 salesperson to generate	5	new customers a month. Add a salesperson 3 months before needed																						
Add 1 salesperson to support	50	existing customers																						
Add 1 customer success person to sup	80	customers																						
Product Monthly License	$1,000																							
	Year 2												Year 3											
Sales plan for second & third years	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of new customers	1	1	2	2	3	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Total number of customers	1	2	4	6	9	12	16	21	27	34	42	51	61	72	84	97	111	126	142	159	177	196	216	237
Sales in thousands	$1	$2	$4	$6	$9	$12	$16	$21	$27	$34	$42	$51	$61	$72	$84	$97	$111	$126	$142	$159	$177	$196	$216	$237
Number of salespeople for new accou	1	1	1	1	2	2	2	2	2	3	3	3	3	3	4	4	4	4	4	5	5	5	5	5
Number of salespeople for existing cu	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	2	2	2	3	3	3	4	4
Number of customer success people	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	2	2	2	2
Cost of Sales in thousands	$14	$14	$14	$14	$29	$29	$29	$29	$29	$43	$43	$53	$53	$53	$76	$76	$86	$86	$86	$110	$119	$119	$129	$129
Gross Margin, or Sales Contribution	$13	$12	$10	$8	$20	$17	$13	$8	$2	$9	$1	$2	$8	$19	$8	$21	$25	$40	$56	$49	$58	$77	$87	$108

Tanagora Business Model Exercise

A combined P&L view of Tanagora's Business Model – Year 1

Founder fully loaded cost per month			$8,000		Add 1 salesperson to generate				5	new customers a month.						
Engineer fully loaded cost per month			$10,000							Add a salesperson 3 months before needed						
Salesperson fully loaded cost per month			$10,000		Add 1 salesperson to support				50	existing customers						
Customer success fully loaded cost per month			$7,000		Add 1 customer success person to support				80	customers						
Admin fully loaded cost per month			$6,000													
Salaries represent			70%	of total cost												
License Fee			$1,000	Per month												
		Year 1													Year 2	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan		
Number of new customers		0	0	0	0	0	0	0	0	0	0	0	0	1		
Total number of customers		0	0	0	0	0	0	0	0	0	0	0	0	1		
Revenues		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,000	$2,0	
Number of salespeople for new accounts		0	0	0	0	0	0	0	0	0	1	1	1	1		
Number of salespeople for existing custome		0	0	0	0	0	0	0	0	0	0	0	0	0		
Number of customer success people		0	0	0	0	0	0	0	0	0	0	0	0	0		
Founders		2	2	2	2	2	2	2	2	2	2	2	2	2		
Engineers		0	1	2	2	2	2	2	2	2	2	2	2	2		
Admin		0	0	0	0	0	0	0	1	1	1	1	1	1		
Expenses		$22,900	$37,100	$51,400	$51,400	$51,400	$51,400	$51,400	$60,000	$60,000	$74,300	$74,300	$74,300	$74,300	$74,3	
Profit and (Loss)		($22,900)	($37,100)	($51,400)	($51,400)	($51,400)	($51,400)	($51,400)	($60,000)	($60,000)	($74,300)	($74,300)	($74,300)	($73,300)	($72,3	
Aggregate Profit and (Loss) - Investment		($22,900)	($60,000)	($111,400)	($162,800)	($214,200)	($265,600)	($317,000)	($377,000)	($437,000)	($511,300)	($585,600)	($659,900)	($733,200)	($805,5	

Tanagora Business Model Exercise

A combined P&L view of Tanagora's Business Model – Year 2

Founder fully loaded cost per month			$8,000		Add 1 salesperson to generate				5	new customers a month.							
Engineer fully loaded cost per month			$10,000							Add a salesperson 3 months before needed							
Salesperson fully loaded cost per month			$10,000		Add 1 salesperson to support				50	existing customers							
Customer success fully loaded cost per month			$7,000		Add 1 customer success person to support				80	customers							
Admin fully loaded cost per month			$6,000														
Salaries represent			70%	of total cost													
License Fee			$1,000	Per month													
		Year 2															Year 3
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan			
Number of new customers		1	1	2	2	3	3	4	5	6	7	8	9	10			
Total number of customers		1	2	4	6	9	12	16	21	27	34	42	51	61			
Revenues		$1,000	$2,000	$4,000	$6,000	$9,000	$12,000	$16,000	$21,000	$27,000	$34,000	$42,000	$51,000	$61,000	$72,(		
Number of salespeople for new accounts		1	1	1	1	2	2	2	2	2	3	3	3	3			
Number of salespeople for existing custome		0	0	0	0	0	0	0	0	0	0	0	1	1			
Number of customer success people		0	0	0	0	0	0	0	0	0	0	0	0	0			
Founders		2	2	2	2	2	2	2	2	2	2	2	2	2			
Engineers		2	2	2	2	2	2	2	2	2	2	2	2	2			
Admin		1	1	1	1	1	1	1	1	1	1	1	1	1			
Expenses		$74,300	$74,300	$74,300	$74,300	$88,600	$88,600	$88,600	$88,600	$88,600	$102,900	$102,900	$117,100	$117,100	$117,		
Profit and (Loss)		($73,300)	($72,300)	($70,300)	($68,300)	($79,600)	($76,600)	($72,600)	($67,600)	($61,600)	($68,900)	($60,900)	($66,100)	($56,100)	($45,2		
Aggregate Profit and (Loss) - Investment		($733,200)	($805,500)	($875,800)	($944,100)	($1,023,700)	($1,100,300)	($1,172,900)	($1,240,500)	($1,302,100)	($1,371,000)	($1,431,900)	($1,498,000)	($1,554,100)	($1,599,2		

Tanagora Business Model Exercise

Investment Needed - $1,831,700
Turn Profitable on month – 34

A combined P&L view of Tanagora's Business Model – Year 3

Founder fully loaded cost per month			$8,000		Add 1 salesperson to generate				5	new customers a month.					
Engineer fully loaded cost per month			$10,000							Add a salesperson 3 months before needed					
Salesperson fully loaded cost per month			$10,000		Add 1 salesperson to support				50	existing customers					
Customer success fully loaded cost per month			$7,000		Add 1 customer success person to support				80	customers					
Admin fully loaded cost per month			$6,000												
Salaries represent			70%	of total cost											
License Fee			$1,000	Per month											
		Year 3													Year 4
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
Number of new customers		10	11	12	13	14	15	16	17	18	19	20	21	22	
Total number of customers		61	72	84	97	111	126	142	159	177	196	216	237	259	
Revenues		$61,000	$72,000	$84,000	$97,000	$111,000	$126,000	$142,000	$159,000	$177,000	$196,000	$216,000	$237,000	$259,000	$282,(
Number of salespeople for new accounts		3	3	4	4	4	4	4	5	5	5	5	5	5	
Number of salespeople for existing custome		1	1	1	1	2	2	2	3	3	3	4	4	5	
Number of customer success people		0	0	1	1	1	1	1	1	2	2	2	2	3	
Founders		2	2	2	2	2	2	2	2	2	2	2	2	2	
Engineers		2	2	2	2	2	2	2	2	2	2	2	2	2	
Admin		1	1	1	1	1	1	1	1	1	1	1	1	1	
Expenses		$117,100	$117,100	$141,400	$141,400	$155,700	$155,700	$155,700	$184,300	$194,300	$194,300	$208,600	$208,600	$232,900	$232,
Profit and (Loss)		($56,100)	($45,100)	($57,400)	($44,400)	($44,700)	($29,700)	($13,700)	($25,300)	($17,300)	$1,700	$7,400	$28,400	$26,100	$49,1
Aggregate Profit and (Loss) - Investment		($1,554,100)	($1,599,200)	($1,656,600)	($1,701,000)	($1,745,700)	($1,775,400)	($1,789,100)	($1,814,400)	($1,831,700)	($1,830,000)	($1,822,600)	($1,794,200)	($1,768,100)	($1,719,(

Tanagora Business Model Exercise

A combined P&L view of Tanagora's Business Model – Year 4

Founder fully loaded cost per month			$8,000		Add 1 salesperson to generate				5	new customers a month.						
Engineer fully loaded cost per month			$10,000							Add a salesperson 3 months before needed						
Salesperson fully loaded cost per month			$10,000		Add 1 salesperson to support				50	existing customers						
Customer success fully loaded cost per month			$7,000		Add 1 customer success person to support				80	customers						
Admin fully loaded cost per month			$6,000													
Salaries represent			70%	of total cost												
License Fee			$1.000	Per month												
		Year 4														Year 5
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan		
Number of new customers		22	23	24	25	26	27	28	29	30	31	32	33	34		
Total number of customers		259	282	306	331	357	384	412	441	471	502	534	567	601		
Revenues		$259,000	$282,000	$306,000	$331,000	$357,000	$384,000	$412,000	$441,000	$471,000	$502,000	$534,000	$567,000	$601,000	$636,	
Number of salespeople for new accounts		5	5	5	6	6	6	6	6	7	7	7	7	7		
Number of salespeople for existing custome		5	5	6	6	7	7	8	8	9	10	10	11	12		
Number of customer success people		3	3	3	4	4	4	5	5	5	6	6	7	7		
Founders		2	2	2	2	2	2	2	2	2	2	2	2	2		
Engineers		2	2	2	2	2	2	2	2	2	2	2	2	2		
Admin		1	1	1	1	1	1	1	1	1	1	1	1	1		
Expenses		$232,900	$232,900	$247,100	$271,400	$285,700	$285,700	$310,000	$310,000	$338,600	$362,900	$362,900	$387,100	$401,400	$415	
Profit and (Loss)		$26,100	$49,100	$58,900	$59,600	$71,300	$98,300	$102,000	$131,000	$132,400	$139,100	$171,100	$179,900	$199,600	$220,	
Aggregate Profit and (Loss) - Investment		($1,768,100)	($1,719,000)	($1,660,100)	($1,600,500)	($1,529,200)	($1,430,900)	($1,328,900)	($1,197,900)	($1,065,500)	($926,400)	($755,300)	($575,400)	($375,800)	($155,	

Tanagora Business Model Exercise

Paid Investment back on Month - 52

A combined P&L view of Tanagora's Business Model – Year 5

Founder fully loaded cost per month	$8,000	Add 1 salesperson to generate	5	new customers a month.
Engineer fully loaded cost per month	$10,000			Add a salesperson 3 months before needed
Salesperson fully loaded cost per month	$10,000	Add 1 salesperson to support	50	existing customers
Customer success fully loaded cost per month	$7,000	Add 1 customer success person to support	80	customers
Admin fully loaded cost per month	$6,000			
Salaries represent	70%	of total cost		
License Fee	$1,000	Per month		

	Year 5 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year 6 Jan
Number of new customers	34	35	36	37	38	39	40	41	42	43	44	45	46
Total number of customers	601	636	672	709	747	786	826	867	909	952	996	1041	1087
Revenues	$601,000	$636,000	$672,000	$709,000	$747,000	$786,000	$826,000	$867,000	$909,000	$952,000	$996,000	$1,041,000	$1,087,000
Number of salespeople for new accounts	8	8	8	9	9	9	9	9	9	9	9	10	10
Number of salespeople for existing custom	12	12	13	14	14	15	16	17	18	19	19	20	21
Number of customer success people	7	7	8	8	9	9	10	10	11	11	12	13	13
Founders	2	2	2	2	2	2	2	2	2	2	2	2	2
Engineers	2	2	2	2	2	2	2	2	2	2	2	2	2
Admin	1	1	1	1	1	1	1	1	1	1	1	1	1
Expenses	$415,700	$415,700	$440,000	$468,600	$478,600	$492,900	$517,100	$531,400	$555,700	$570,000	$580,000	$618,600	$632,900
Profit and (Loss)	$185,300	$220,300	$232,000	$240,400	$268,400	$293,100	$308,900	$335,600	$353,300	$382,000	$416,000	$422,400	$454,100
Aggregate Profit and (Loss) - Investment	($504,200)	($283,900)	($51,900)	$188,500	$456,900	$750,000	$1,058,900	$1,394,500	$1,747,800	$2,129,800	$2,545,800	$2,968,200	$3,422,300

The SmartUp Business Model

The SmartUp Business Model calculates three parameters

1. How long does it take the company to turn to profitability
2. How much money is needed before the company turns profitable
3. How long does it take to pay the investment back

In the Tanagora exercise the answers were:

1. Took 34 months to turn to Profitability
2. Required investment of $1,831,700
3. Took 52 months to pay the investment back

The SmartUp Business Model - Successful Companies

The three **pillars** for a successful company, and how they are measured:

1. **Profitable** - How long does it take the company to turn to profitability (in months)
2. **Modest investment** - How much money is needed before the company turns profitable
3. **Fast growing** - How long does it take to pay the investment back (in months)

The SmartUp Business Model

- The purpose of the business model is to test many assumptions and variables by calculating and comparing the three outcomes:
  - Time to Profitability
  - Investment needed
  - Time to pay the investment back

- With a monthly subscription, customers can cancel the subscription any time
- The Tanagora model assumed no churn
- What would happen if we add a reasonable attrition rate of 2% a month

Tanagora Business Model with Churn

	Monthly Churn -->			
Number of customers	1.50%	2.00%	2.50%	3.00%
100	2	2	3	3
200	3	4	5	6
300	5	6	8	9
400	6	8	10	12
500	8	10	13	15
600	9	12	15	18
700	11	14	18	21
800	12	16	20	24
900	14	18	23	27
1000	15	20	25	30

Tanagora Business Model with 2% Monthly Churn

Founder fully loaded cost per month			$8,000		Add 1 salesperson to generate				5	new customers a month.					
Engineer fully loaded cost per month			$10,000							Add a salesperson 3 months before needed					
Salesperson fully loaded cost per month			$10,000		Add 1 salesperson to support				50	existing customers					
Customer success fully loaded cost per month			$7,000		Add 1 customer success person to support				80	customers					
Admin fully loaded cost per month			$6,000												
Salaries represent			70%	of total cost											
License Fee			$1,000	Per month											
Attrition			2.0%	Monthly											
		Year 1												Year 2	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
Number of new customers		0	0	0	0	0	0	0	0	0	0	0	0	1	
Total number of customers		0	0	0	0	0	0	0	0	0	0	0	0	1	
Less attrition (churn)														0	
Revenues		$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$1,000	$2,
Number of salespeople for new accounts		0	0	0	0	0	0	0	0	0	1	1	1	1	
Number of salespeople for existing custome		0	0	0	0	0	0	0	0	0	0	0	0	0	
Number of customer success people		0	0	0	0	0	0	0	0	0	0	0	0	0	
Founders		2	2	2	2	2	2	2	2	2	2	2	2	2	
Engineers		0	1	2	2	2	2	2	2	2	2	2	2	2	
Admin		0	0	0	0	0	0	0	1	1	1	1	1	1	
Expenses		$22,900	$37,100	$51,400	$51,400	$51,400	$51,400	$51,400	$60,000	$60,000	$74,300	$74,300	$74,300	$74,300	$74
Profit and (Loss)		($22,900)	($37,100)	($51,400)	($51,400)	($51,400)	($51,400)	($51,400)	($60,000)	($60,000)	($74,300)	($74,300)	($74,300)	($73,300)	($72,
Aggregate Profit and (Loss) - Investment		($22,900)	($60,000)	($111,400)	($162,800)	($214,200)	($265,600)	($317,000)	($377,000)	($437,000)	($511,300)	($585,600)	($659,900)	($733,200)	($805,

Tanagora Business Model with 2% Monthly Churn

Founder fully loaded cost per month			$8,000		Add 1 salesperson to generate				5	new customers a month.						
Engineer fully loaded cost per month			$10,000							Add a salesperson 3 months before needed						
Salesperson fully loaded cost per month			$10,000		Add 1 salesperson to support				50	existing customers						
Customer success fully loaded cost per month			$7,000		Add 1 customer success person to support				80	customers						
Admin fully loaded cost per month			$6,000													
Salaries represent			70%	of total cost												
License Fee			$1,000	Per month												
Attrition			2.0%	Monthly												
		Year 3													Year 4	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan		
Number of new customers		10	11	12	13	14	15	16	17	18	19	20	21	22		
Total number of customers		57	67	78	89	101	114	128	142	157	173	190	207	225		
Less attrition (churn)		1	1	1	2	2	2	2	3	3	3	3	4	4		
Revenues		$57,000	$67,000	$78,000	$89,000	$101,000	$114,000	$128,000	$142,000	$157,000	$173,000	$190,000	$207,000	$225,000	$244,	
Number of salespeople for new accounts		3	3	4	4	4	4	4	5	5	5	5	5	6		
Number of salespeople for existing custome		1	2	2	2	2	3	3	3	4	4	4	5	5		
Number of customer success people		0	0	0	1	1	1	1	1	1	2	2	2	2		
Founders		2	2	2	2	2	2	2	2	2	2	2	2	2		
Engineers		2	2	2	2	2	2	2	2	2	2	2	2	2		
Admin		1	1	1	1	1	1	1	1	1	1	1	1	1		
Expenses		$117,100	$131,400	$145,700	$155,700	$155,700	$170,000	$170,000	$184,300	$198,600	$208,600	$208,600	$222,900	$237,100	$261	
Profit and (Loss)		($60,100)	($64,400)	($67,700)	($66,700)	($54,700)	($56,000)	($42,000)	($42,300)	($41,600)	($35,600)	($18,600)	($15,900)	($12,100)	($17,	
Aggregate Profit and (Loss) - Investment		($1,592,500)	($1,656,900)	($1,724,600)	($1,791,300)	($1,846,000)	($1,902,000)	($1,944,000)	($1,986,300)	($2,027,900)	($2,063,500)	($2,082,100)	($2,098,000)	($2,110,100)	($2,127,	

Tanagora Business Model with 2% Monthly Churn

Founder fully loaded cost per month			$8,000		Add 1 salesperson to generate					5	new customers a month.							
Engineer fully loaded cost per month			$10,000								Add a salesperson 3 months before needed							
Salesperson fully loaded cost per month			$10,000		Add 1 salesperson to support					50	existing customers							
Customer success fully loaded cost per month			$7,000		Add 1 customer success person to support					80	customers							
Admin fully loaded cost per month			$6,000															
Salaries represent			70%	of total cost														
License Fee			$1,000	Per month														
Attrition			2.0%	Monthly														
		Year 4															Year 5	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan				
Number of new customers		22	23	24	25	26	27	28	29	30	31	32	33	34				
Total number of customers		225	244	263	283	303	324	346	368	391	414	438	462	487				
Less attrition (churn)		4	5	5	5	6	6	6	7	7	8	8	9	9				
Revenues		$225,000	$244,000	$263,000	$283,000	$303,000	$324,000	$346,000	$368,000	$391,000	$414,000	$438,000	$462,000	$487,000	$512,			
Number of salespeople for new accounts		6	6	6	6	6	7	7	7	7	7	8	8	8				
Number of salespeople for existing custom		5	6	6	6	7	7	8	8	9	9	10	10	11				
Number of customer success people		2	3	3	3	3	4	4	4	4	5	5	5	6				
Founders		2	2	2	2	2	2	2	2	2	2	2	2	2				
Engineers		2	2	2	2	2	2	2	2	2	2	2	2	2				
Admin		1	1	1	1	1	1	1	1	1	1	1	1	1				
Expenses		$237,100	$261,400	$261,400	$261,400	$275,700	$300,000	$314,300	$314,300	$328,600	$338,600	$367,100	$367,100	$391,400	$391			
Profit and (Loss)		($12,100)	($17,400)	$1,600	$21,600	$27,300	$24,000	$31,700	$53,700	$62,400	$75,400	$70,900	$94,900	$95,600	$120,			
Aggregate Profit and (Loss) - Investment		($2,110,100)	($2,127,500)	($2,125,900)	($2,104,300)	($2,077,000)	($2,053,000)	($2,021,300)	($1,967,600)	($1,905,200)	($1,829,800)	($1,758,900)	($1,664,000)	($1,568,400)	($1,447,			

Investment Needed - $2,127,500

Turn Profitable on month – 55

Tanagora Business Model with 2% Monthly Churn

Founder fully loaded cost per month		$8,000		Add 1 salesperson to generate				5	new customers a month.					
Engineer fully loaded cost per month		$10,000							Add a salesperson 3 months before needed					
Salesperson fully loaded cost per month		$10,000		Add 1 salesperson to support				50	existing customers					
Customer success fully loaded cost per month		$7,000		Add 1 customer success person to support				80	customers					
Admin fully loaded cost per month		$6,000												
Salaries represent		70%	of total cost											
License Fee		$1,000	Per month											
Attrition		2.0%	Monthly											

Paid Investment back on Month – 55

	Year 5 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year 6 Jan	
Number of new customers	34	35	36	37	38	39	40	41	42	43	44	45	46	
Total number of customers	487	512	538	564	591	618	646	674	703	732	761	791	821	
Less attrition (churn)	5	5	5	6	6	6	7	7	8	8	9	9	10	
Revenues	$487,000	$512,000	$538,000	$564,000	$591,000	$618,000	$646,000	$674,000	$703,000	$732,000	$761,000	$791,000	$821,000	$8
Number of salespeople for new accounts	8	8	8	9	9	9	9	9	10	10	10	10	10	
Number of salespeople for existing custome	11	11	12	12	13	14	14	15	15	16	17	17	18	
Number of customer success people	6	6	6	7	7	7	8	8	8	9	9	9	10	
Founders	2	2	2	2	2	2	2	2	2	2	2	2	2	
Engineers	2	2	2	2	2	2	2	2	2	2	2	2	2	
Admin	1	1	1	1	1	1	1	1	1	1	1	1	1	
Expenses	$391,400	$391,400	$405,700	$430,000	$444,300	$458,600	$468,600	$482,900	$497,100	$521,400	$535,700	$535,700	$560,000	$5
Profit and (Loss)	$95,600	$120,600	$132,300	$134,000	$146,700	$159,400	$177,400	$191,100	$205,900	$210,600	$225,300	$255,300	$261,000	$2
Aggregate Profit and (Loss) - Investment	($1,568,400)	($1,447,800)	($1,315,500)	($1,181,500)	($1,034,800)	($875,400)	($698,000)	($506,900)	($301,000)	($90,400)	$134,900	$390,200	$651,200	$9

The SmartUp Business Model

The SmartUp Business Model calculates three parameters

1. How long does it take the company to turn to profitability
2. How much money is needed before the company turns profitable
3. How long does it take to pay the investment back

In the Tanagora model with realistic 2% monthly churn:

1. Time to Profitability – 38 months
2. Investment required – $2,127,000
3. Time to pay investment back – 55 months

The SmartUp Business Model

- Is there a difference between customers paying:
  - $1,000 every month,
  - Or $12,000 every year

Tanagora Business Model with $12,000 Annual

Investment Needed - $1,100,000

Turn Profitable on month – 23

Founder fully loaded cost per month		$8,000		Add 1 salesperson to generate				5	new customers a month.						
Engineer fully loaded cost per month		$10,000							Add a salesperson 3 months before needed						
Salesperson fully loaded cost per month		$10,000		Add 1 salesperson to support				50	existing customers						
Customer success fully loaded cost per month		$7,000		Add 1 customer success person to support				80	customers						
Admin fully loaded cost per month		$6,000													
Salaries represent		70%	of total cost												
License Fee		$12,000	Per year												
Attrition		0%	year over year												
	Year 2												Year 3		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan		
Number of new customers	1	1	2	2	3	3	4	5	6	7	8	9	10		
Number of renewing customers	0	0	0	0	0	0	0	0	0	0	0	0	1		
Total number of customers	1	1	2	2	3	3	4	5	6	7	8	9	11		
Revenues	$12,000	$12,000	$24,000	$24,000	$36,000	$36,000	$48,000	$60,000	$72,000	$84,000	$96,000	$108,000	$132,000	$144,	
Number of salespeople for new accounts	1	1	1	1	2	2	2	2	2	3	3	3	3		
Number of salespeople for existing custome	0	0	0	0	0	0	0	0	0	0	0	0	0		
Number of customer success people	0	0	0	0	0	0	0	0	0	0	0	0	0		
Founders	2	2	2	2	2	2	2	2	2	2	2	2	2		
Engineers	2	2	2	2	2	2	2	2	2	2	2	2	2		
Admin	1	1	1	1	1	1	1	1	1	1	1	1	1		
Expenses	$74,300	$74,300	$74,300	$74,300	$88,600	$88,600	$88,600	$88,600	$88,600	$102,900	$102,900	$102,900	$102,900	$102	
Profit and (Loss)	($62,300)	($62,300)	($50,300)	($50,300)	($52,600)	($52,600)	($40,600)	($28,600)	($16,600)	($18,900)	($6,900)	$5,100	$29,100	$41,	
Aggregate Profit and (Loss) - Investment	($722,200)	($784,500)	($834,800)	($885,100)	($937,700)	($990,300)	($1,030,900)	($1,059,500)	($1,076,100)	($1,095,000)	($1,101,900)	($1,096,800)	($1,067,700)	($1,026,	

Tanagora Business Model with $12,000 Annual

Paid Investment back on month 34

Founder fully loaded cost per month		$8,000		Add 1 salesperson to generate				5	new customers a month.						
Engineer fully loaded cost per month		$10,000							Add a salesperson 3 months before needed						
Salesperson fully loaded cost per month		$10,000		Add 1 salesperson to support				50	existing customers						
Customer success fully loaded cost per month		$7,000		Add 1 customer success person to support				80	customers						
Admin fully loaded cost per month		$6,000													
Salaries represent		70%	of total cost												
License Fee		$12,000	Per year												
Attrition		0%	year over year												
		Year 3												Year 4	
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	
Number of new customers		10	11	12	13	14	15	16	17	18	19	20	21	22	
Number of renewing customers		1	1	2	2	3	3	4	5	6	7	8	9	10	
Total number of customers		11	12	14	15	17	18	20	22	24	26	28	30	32	
Revenues		$132,000	$144,000	$168,000	$180,000	$204,000	$216,000	$240,000	$264,000	$288,000	$312,000	$336,000	$360,000	$384,000	$408,(
Number of salespeople for new accounts		3	3	4	4	4	4	4	5	5	5	5	5	6	
Number of salespeople for existing custome		0	0	0	0	0	0	0	0	0	0	0	0	0	
Number of customer success people		0	0	0	0	0	0	0	0	0	0	0	0	0	
Founders		2	2	2	2	2	2	2	2	2	2	2	2	2	
Engineers		2	2	2	2	2	2	2	2	2	2	2	2	2	
Admin		1	1	1	1	1	1	1	1	1	1	1	1	1	
Expenses		$102,900	$102,900	$117,100	$117,100	$117,100	$117,100	$117,100	$131,400	$131,400	$131,400	$131,400	$131,400	$145,700	$145
Profit and (Loss)		$29,100	$41,100	$50,900	$62,900	$86,900	$98,900	$122,900	$132,600	$156,600	$180,600	$204,600	$228,600	$238,300	$262,(
Aggregate Profit and (Loss) - Investment		($1,067,700)	($1,026,600)	($975,700)	($912,800)	($825,900)	($727,000)	($604,100)	($471,500)	($314,900)	($134,300)	$70,300	$298,900	$537,200	$799,(

The SmartUp Business Model

The SmartUp Business Model calculates three parameters

1. How long does it take the company to turn to profitability
2. How much money is needed before the company turns profitable
3. How long does it take to pay the investment back

Tanagora model with $12,000 annual instead of $1,000 monthly

1. Time to Profitability – 23 months, instead of 34 months
2. Investment required – $1.1m instead of $1.83m
3. Time to pay investment back – 34 months instead of 52 months

Tanagora Business Model with $12,000 Annual and 20% Churn

Investment Needed - $1,100,000
Turn Profitable on month – 23

Founder fully loaded cost per month		$8,000		Add 1 salesperson to generate				5	new customers a month.						
Engineer fully loaded cost per month		$10,000							Add a salesperson 3 months before needed						
Salesperson fully loaded cost per month		$10,000		Add 1 salesperson to support				50	existing customers						
Customer success fully loaded cost per month		$7,000		Add 1 customer success person to support				80	customers						
Admin fully loaded cost per month		$6,000													
Salaries represent		70%	of total cost												
License Fee		$12,000	Per year												
Attrition		20%	year over year												
	Year 2													Year 3	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan		
Number of new customers	1	1	2	2	3	3	4	5	6	7	8	9	10		
Number of renewing customers	0	0	0	0	0	0	0	0	0	0	0	0	1		
Total number of customers	1	1	2	2	3	3	4	5	6	7	8	9	11		
Revenues	$12,000	$12,000	$24,000	$24,000	$36,000	$36,000	$48,000	$60,000	$72,000	$84,000	$96,000	$108,000	$132,000	$144,	
Number of salespeople for new accounts	1	1	1	1	2	2	2	2	2	3	3	3	3		
Number of salespeople for existing custome	0	0	0	0	0	0	0	0	0	0	0	0	0		
Number of customer success people	0	0	0	0	0	0	0	0	0	0	0	0	0		
Founders	2	2	2	2	2	2	2	2	2	2	2	2	2		
Engineers	2	2	2	2	2	2	2	2	2	2	2	2	2		
Admin	1	1	1	1	1	1	1	1	1	1	1	1	1		
Expenses	$74,300	$74,300	$74,300	$74,300	$88,600	$88,600	$88,600	$88,600	$88,600	$102,900	$102,900	$102,900	$102,900	$102	
Profit and (Loss)	($62,300)	($62,300)	($50,300)	($50,300)	($52,600)	($52,600)	($40,600)	($28,600)	($16,600)	($18,900)	($6,900)	$5,100	$29,100	$41,	
Aggregate Profit and (Loss) - Investment	($722,200)	($784,500)	($834,800)	($885,100)	($937,700)	($990,300)	($1,030,900)	($1,059,500)	($1,076,100)	($1,095,000)	($1,101,900)	($1,096,800)	($1,067,700)	($1,026,	

Tanagora Business Model with $12,000 Annual and 20% Churn

Paid Investment back on month 36

Founder fully loaded cost per month		$8,000		Add 1 salesperson to generate				5	new customers a month.						
Engineer fully loaded cost per month		$10,000							Add a salesperson 3 months before needed						
Salesperson fully loaded cost per month		$10,000		Add 1 salesperson to support				50	existing customers						
Customer success fully loaded cost per month		$7,000		Add 1 customer success person to support				80	customers						
Admin fully loaded cost per month		$6,000													
Salaries represent		70%	of total cost												
License Fee		$12,000	Per year												
Attrition		20%	year over year												
	Year 3													Year 4	
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan		
Number of new customers	10	11	12	13	14	15	16	17	18	19	20	21	22		
Number of renewing customers	1	1	2	2	2	2	3	4	5	6	6	7	8		
Total number of customers	11	12	14	15	16	17	19	21	23	25	26	28	30		
Revenues	$132,000	$144,000	$168,000	$180,000	$192,000	$204,000	$228,000	$252,000	$276,000	$300,000	$312,000	$336,000	$360,000	$384,(	
Number of salespeople for new accounts	3	3	4	4	4	4	4	5	5	5	5	5	6		
Number of salespeople for existing custome	0	0	0	0	0	0	0	0	0	0	0	0	0		
Number of customer success people	0	0	0	0	0	0	0	0	0	0	0	0	0		
Founders	2	2	2	2	2	2	2	2	2	2	2	2	2		
Engineers	2	2	2	2	2	2	2	2	2	2	2	2	2		
Admin	1	1	1	1	1	1	1	1	1	1	1	1	1		
Expenses	$102,900	$102,900	$117,100	$117,100	$117,100	$117,100	$117,100	$131,400	$131,400	$131,400	$131,400	$131,400	$145,700	$145,	
Profit and (Loss)	$29,100	$41,100	$50,900	$62,900	$74,900	$86,900	$110,900	$120,600	$144,600	$168,600	$180,600	$204,600	$214,300	$238,3	
Aggregate Profit and (Loss) - Investment	($1,067,700)	($1,026,600)	($975,700)	($912,800)	($837,900)	($751,000)	($640,100)	($519,500)	($374,900)	($206,300)	($25,700)	$178,900	$393,200	$631,5	

SmartUp Business Model – Analysis

Analysis of different assumptions

Scenarios	$1,000 a Month, No Churn	$1,000 a Month, Churn 2% monthly		$12,000 a Year, No Churn	$12,000 a Year, Churn 20% annually
Time to Profitability	34 months	38 months		23 months	23 months
Investment Required	$1,830,000	$2,100,000		$1,100,000	$1,100,000
Time to Pay Investment Back	52 months	55 months		34 months	36 months

The SmartUp Business Model - Successful Companies

The three **pillars** for a successful company, and how they are measured:

1. **Profitable** - How long does it take the company to turn to profitability (in months)
2. **Modest investment** - How much money is needed before the company turns profitable
3. **Fast growing** - How long does it take to pay the investment back (in months)

SmartUp Academy Methodology

A program to teach the **profession** of building successful companies

- The 3 pillars of a successful company
  1. Profitable
  2. Modest Investment
  3. Fast Growing

- First Step - **Branding**
- Second Step - **Business Model**

Branding First – Last Week Homework

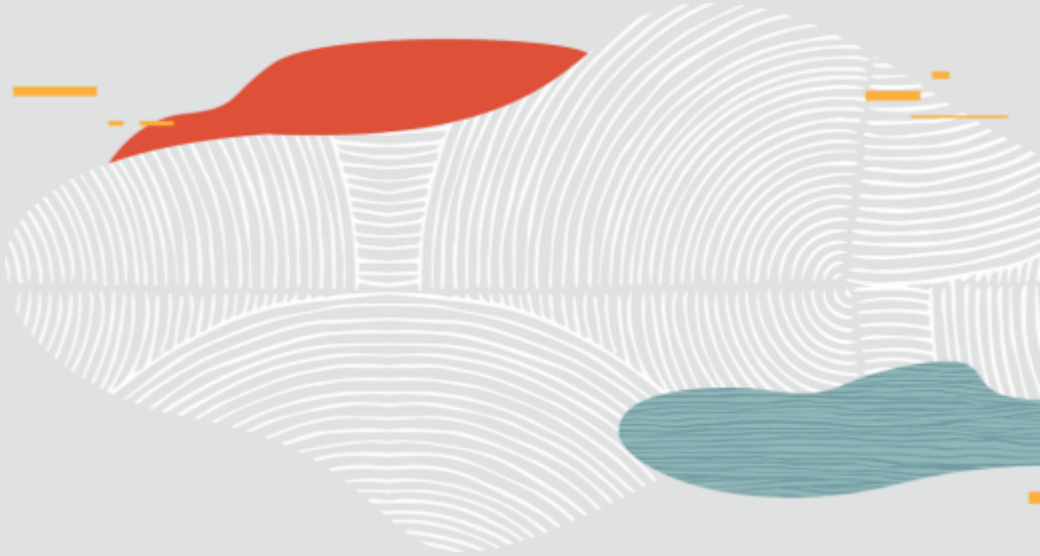
- Define who your prospects are – be as specific as you can
- Define the problem(s) you try to solve
  NOT the solution, the problem
- Are your prospects aware of the problem? Do they define it as a problem that needs to be solved?
- When they have the problem what do they do?
- What else can be of interest to your prospects, that is not related to the problem, but will still get their attention?

Kimos

- Kimos - The Bottle That Boils Water In 3 Minutes

- https://www.youtube.com/watch?v=KqvZ9jlozS0

ORACLE



The Iridize Story

Eyal Lewinsohn

Global VP, Product Strategy & Development

The Iridize Story

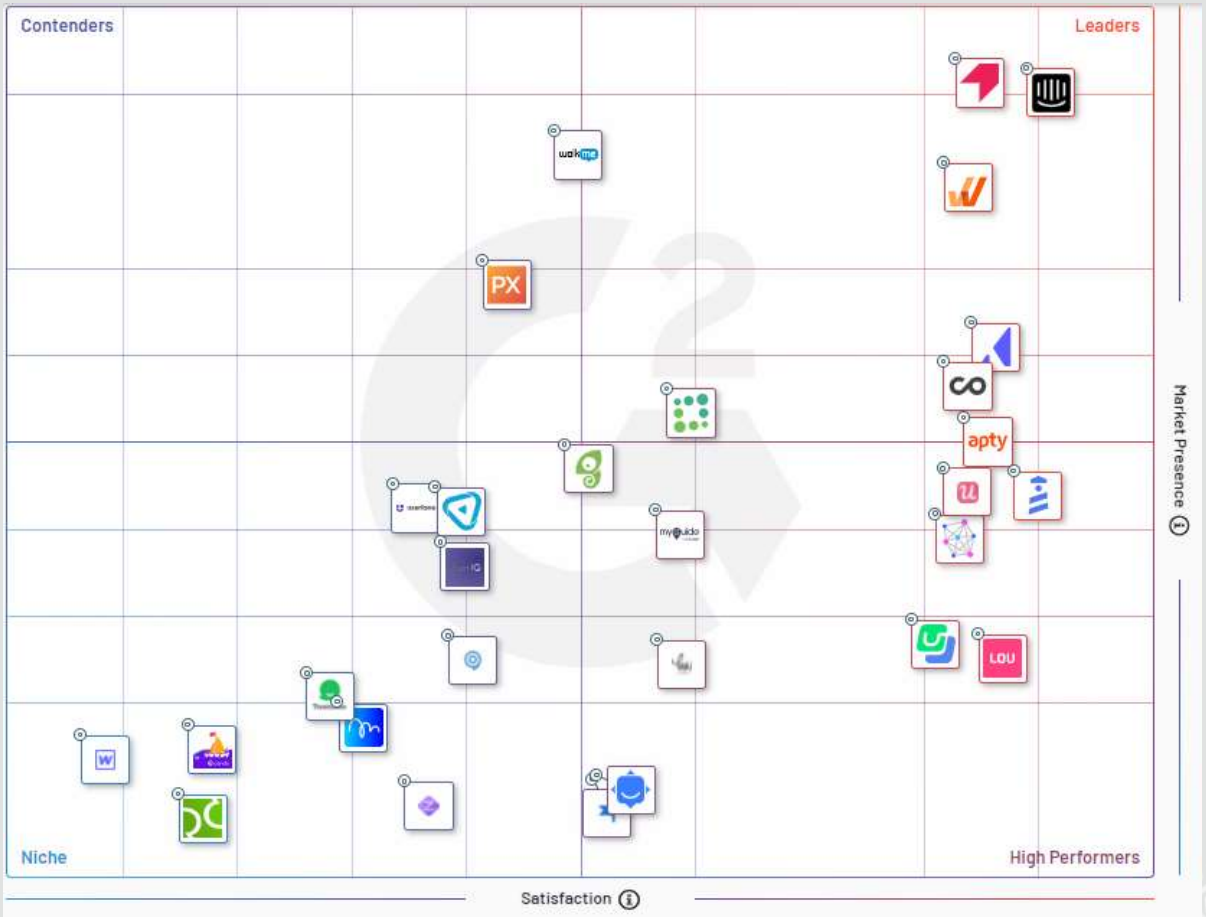
Agenda

The Iridize Story

Idea

The Iridize Story

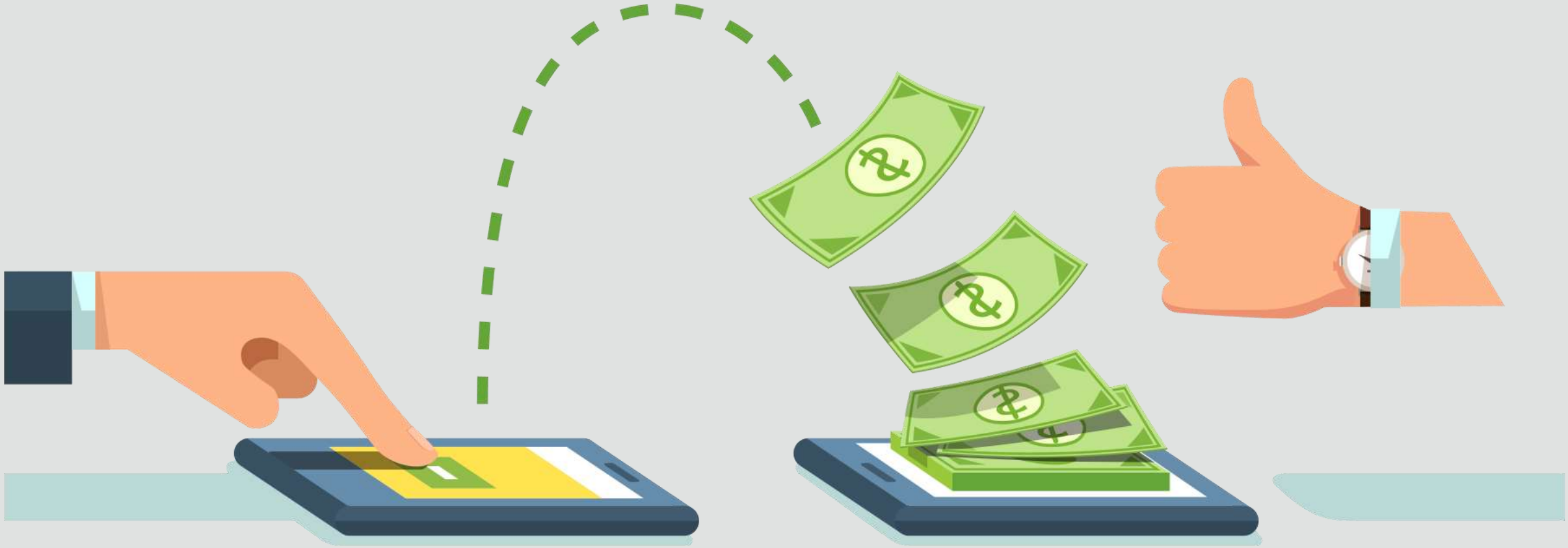
Competition



https://www.g2.com/categories/digital-adoption-platform#grid

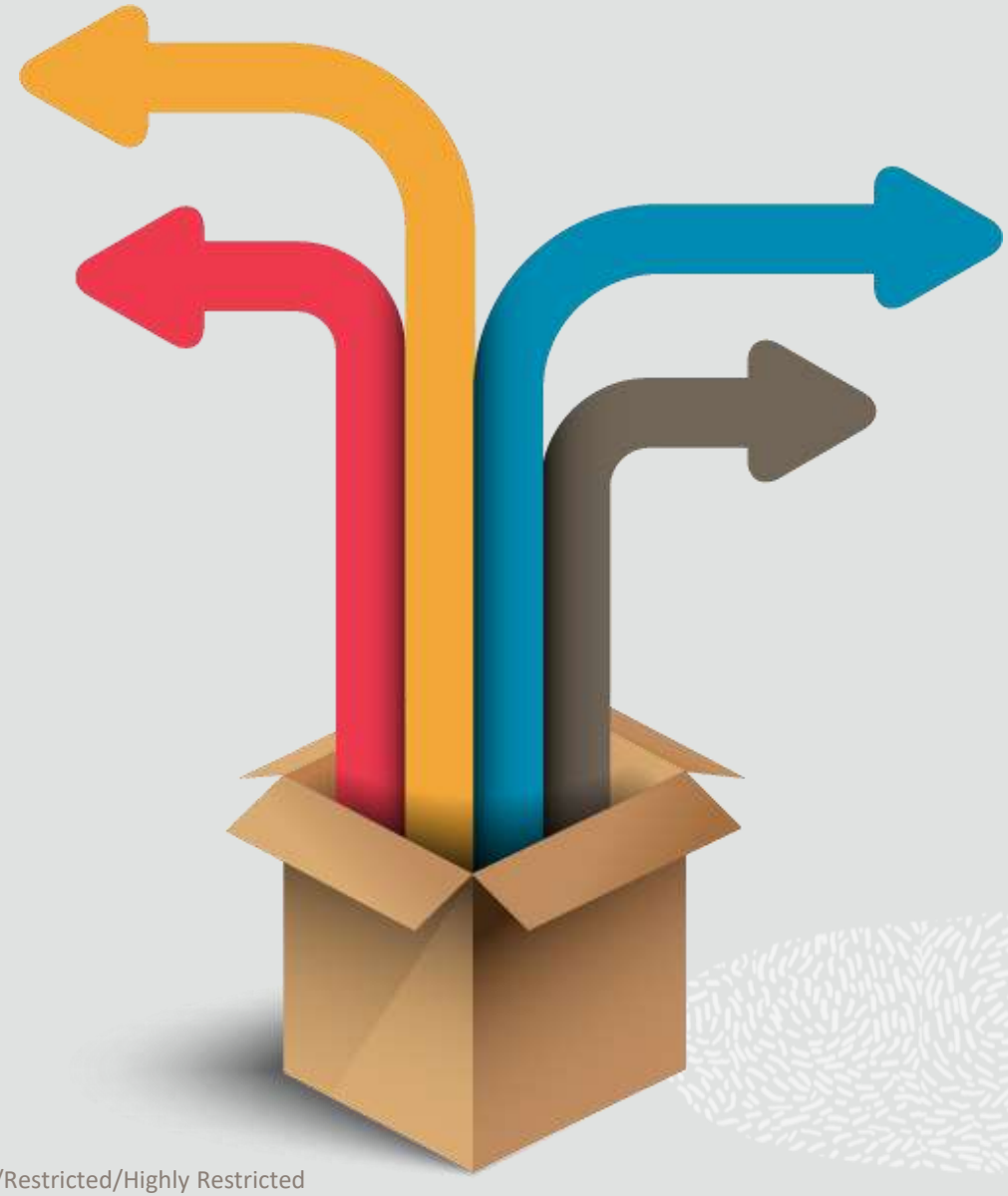
The Iridize Story

Funding



The Iridize Story

Pivot



The Iridize Story

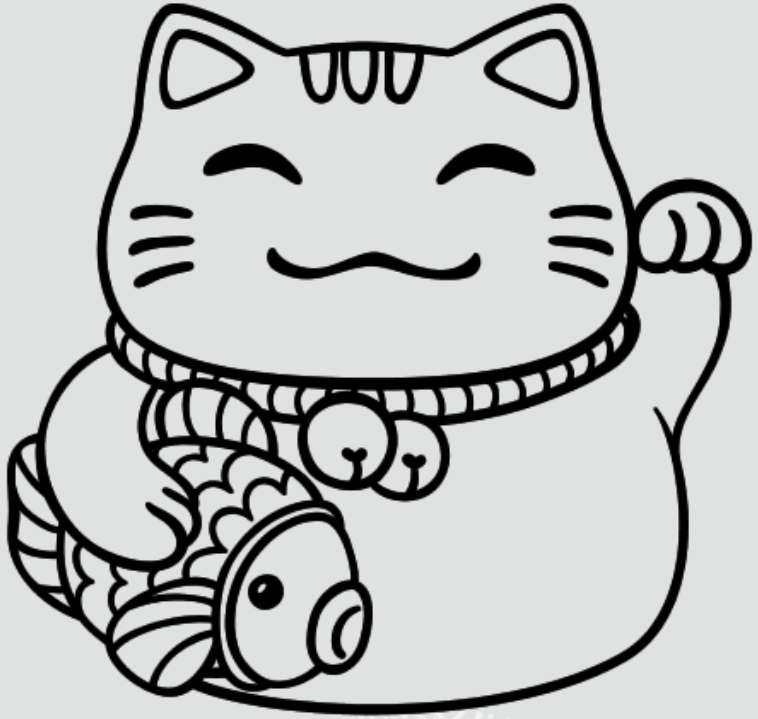
Divorce

The Iridize Story

Product Market Fit

The Iridize Story

Luck



The Iridize Story

Integration

33M ARR

85M TCV

+50%
ARR Growth

300
Customers

4M
Users

- *OGL $1M to 85M in 3 Years*
- *Renewal Rate 80%*


Financial Services
AMERICAN EXPRESS
HSBC
FAB
First Abu Dhabi Bank
NATIXIS
DTCC
UMB
Schroders
ROYAL LONDON
MACQUARIE BANK
LA MUTUELLE générale
PENN NATIONAL INSURANCE
ACI
Healthcare
Mount Sinai
UWHealth
Spire Healthcare
PPD
amplifon
H+ MC
blue california
MINISTRY OF HEALTH
InvoCare
Texas Children Hospital
KAISER PERMANENTE
Govt. Education, Non-Profit, Research
Learning Care group
VANDERBILT UNIVERSITY
BAYLOR
BIRMINGHAM CITY University
Inland Revenue
METROLINX
VICTORIA State Government Treasury and Finance
MODON
CHARLES DARWIN UNIVERSITY
CENTRAL PARK CONSERVANCY central to the park
Automotive/Manufacturing/Utilities
EMERSON
Petrofac
ResMed
Ford Motor Company
FUSO
Coronado
noble energy
LIBERTY
ervia
WINZER
NES
EATON
Retail/Hospitality
Hilton
MGM RESORTS
A.S. Watson Group
VALUE RETAIL
William HILL
verisure
PEPCO Group
Aviation/Aerospace/Logistics
DB
HOWMET AEROSPACE
AIRPORTS COMPANY SOUTH AFRICA
BAE SYSTEMS
ATS
Solistica
PATRICK
Technology/Services
ARCADIS
FUJITSU
Genesys
HEARST
RICOH
Cognizant
Apex IT
accenture
vodafone
Communication and Media
SINCLAIR
MediaNews Group
ROGERS
torneos

Q&A

WalkMe Financial Story

- https://en.wikipedia.org/wiki/WalkMe
- WalkMe has raised **US$307.5** million in nine rounds of funding. The company was valued at US$2 billion after its Series G round in December 2019.
- The company's initial public offering (IPO) took place on June 16, 2021, raised additional **$286m** for a total of **$593m**, at a valuation of **US$2.56 billion**

SmartUp

The WalkMe Founders Story

- WalkMe Inc. was founded in 2011 by Dan Adika, Rafael Sweary, Eyal Cohen and Yuval Shalom Ozanna
- Until recently Dan Adika was able to sell (restricted?) shares at a total value of about $2m

144: Securities Sold During T

Name and Address of Seller	Date of Sale	Amount of Securities Sold	Gross Proceeds
DAN ADIKA 1 Walter Moses St Tele Aviv L3 6789903	09/13/2023	25000	233107.50
DAN ADIKA 1 Walter Moses St Tele Aviv L3 6789903	09/12/2023	25000	247972.50
DAN ADIKA 1 Walter Moses St Tele Aviv L3 6789903	09/11/2023	25000	245875.00
DAN ADIKA 1 Walter Moses St Tele Aviv L3 6789903	09/08/2023	20000	188856.00
DAN ADIKA 1 Walter Moses St Tele Aviv L3 6789903	09/07/2023	20000	189968.00
DAN ADIKA 1 Walter Moses St Tele Aviv L3 6789903	09/06/2023	15000	143803.50

Name of Beneficial Owner	Ordinary shares beneficially owned before and after this offering	Percentage of ordinary shares beneficially owned: Before this offering	Percentage of ordinary shares beneficially owned: After this offering
Principal Shareholders:			
Entities Affiliated with Insight Partners(1)	23,447,372	31.9	28.4
Entities Affiliated with Greenspring Associates(2)	10,366,855	14.1	12.5
Scale Venture Partners IV, LP(3)	9,429,021	12.9	11.4
Entities Affiliated with Mangrove Capital Partners(4)	6,278,354	8.6	7.6
Entities Affiliated with Gemini Israel Ventures(5)	7,730,048	10.5	9.4
Executive Officers and Directors:			
Dan Adika(6)	2,210,226	2.9	2.6
Rafael Sweary(7)	2,029,916	2.7	2.4
Andrew Casey(8)	183,597	*	*
Haleli Barath(9)	51,944	*	*
Michele Bettencourt(10)	1,944	*	*
Menashe Ezra(5)	7,730,048	10.5	9.4
Ron Gutler(11)	7,335	*	*
Jeff Horing(1)	23,447,372	31.9	28.4
Rory O'Driscoll(3)	9,429,021	12.9	11.4
Michael Risman(12)	3,404,955	4.6	4.1
Roy Saar(13)	6,444,594	8.8	7.8
All directors and executive officers as a group (11 individuals)	**54,940,952**	**74.7**	**66.4**