



# SYMBIOSIS

## Business Plan

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**CRM, Gamified.**

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## EXECUTIVE SUMMARY

### The Product

Symbiosis is a revolutionary cloud-based customer relationship management (CRM) platform. Symbiosis' "Tarantula" gamification system is unlike any other CRM currently available

**ga·mi·fi·ca·tion** [gay-muh-fi-kay-shuhn]  
integrating game dynamics into your site, service, community, content or campaign, in order to drive participation.  
(see Bunchball)

on the market. With 70% of failed CRMs dying primarily because of a lack of user adoption, Tarantula was designed to increase the level of adoption, interaction and engagement with the Company amongst all key stakeholders, including sales agents, management teams, referral partners and even existing and new customers.

Symbiosis provides tradition CRM services such as contact databases, social media, email, calendar and phone integration, project management, accounting, marketing campaigns, sales funnels, analytics and reporting tools. Unlike traditional CRMs, Symbiosis' gamification features ensure that it is actually used. Additionally, Symbiosis acts a loyalty program with gamification features that encourage customers and referral partners to engage with the online Tarantula platform. Tarantula allocates points for certain actions performed by stakeholders and stakeholders are incentivized to perform these actions as they accrue rewards are various point levels.

### The Competition and Symbiosis' Competitive Edge

CRMs are sold all over the internet, specifically by direct competitors of Symbiosis like Salesforce, Oracle, Dynamics CRM and Sugar CRM. All of these CRM's offer similar tools as Symbiosis, yet none of them offer features such as Tarantula nor such great prices and package deals.

### The Market Opportunity

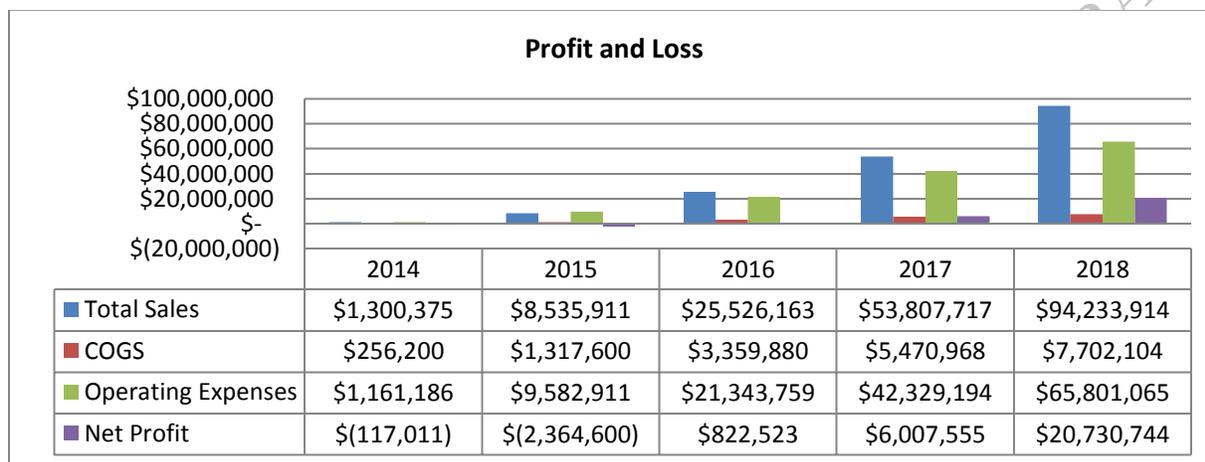
Symbiosis' addressable market consists of small businesses – and the wage and salary sales workers of these businesses – that need a CRM system that organizes their customers' information easily and effectively while increasing sales volume and revenue. There are 27.9M small businesses in the U.S. and over 13M wage and salary sales workers in the U.S. as of 2010. North America currently is the largest CRM market, reaching \$10B in sales so far for 2012. The major target markets for Symbiosis consist of small businesses in the fields of education, manufacturing, retail & wholesale and utilities as these industries use CRMs the most.

### The Sales and Distribution Strategy

Symbiosis will sell its CRM through 3 primary sales channels: online, sales representatives and partnering reseller individuals and businesses. Symbiosis will drive traffic to the website via an aggressive online marketing campaign and will build market awareness via print ads and PR while eventually offering seminars, sponsorships and TV commercials. Symbiosis' offers a free trial package for customers to demo the CRM. Small business with up to 10 seats are charged \$20 per month, businesses with 10 to 50 seats are charged \$30 per month and businesses with 50+ seats are charged \$40 per month.

**Sales Growth and Revenue Projections**

In the first year, Symbiosis projects that it will sell 25,000+ 1-10 seat packages, 20,000+ 10-50 seat packages and 16,000+ 50+ seat packages in year 1. By year 3, Symbiosis projects that it will attract 520,000+ 1-10 seat businesses, 420,000+ 10-50 seat businesses and 330,000+ 50+ seat businesses. By year 5, Symbiosis projects that it will attract 1,930,000+ 1-10 seat businesses, 1,560,000+ 10-50 seat businesses and 1,230,000+ 50+ seat businesses. The following chart depicts the Company’s projected profit and loss over the first 5 years of operations.



**The Management Team**

Symbiosis’ founders are Bill Johnson (CEO) and John Bryant (CTO). Bill was the VP of marketing for Sugar CRM for 5 years. He helped the company grow to become a dominant player in the market before leaving to start Symbiosis. Bill is striving to create a vision and direction for the company, and plans on doing so with the help of the rest of the executive team. John Bryant has a wide range of technological experience and skills that will greatly benefit the Symbiosis team. For three years John was the lead User Interface Engineer for the CRM division at BizAutomation. John also has significant experience heading teams of both front- end and back-end engineers. John’s main responsibility at Symbiosis is to oversee the product development by the engineering team, as well as managing ongoing system improvements and repairs.

**Funding Request and Use of Funds**

Symbiosis is currently seeking seed funding of \$700,000. \$223,000 will be spent on startup and organizational expenses such as development, rent and office equipment, consultants, etc. The remaining \$477,000 will be spent on sales, marketing, personnel and operating expenses. The Company anticipates seeking an additional \$5,000,000 in the beginning of year 2 in order to finance capital expenditures in years 2 and 3 that will be necessary to support the Company’s growth.



**The Exit Strategy**

The most likely exit for Symbiosis will come from an acquisition by a major player or such as Salesforce, Oracle and Dynamics CRM once the Company reaches 500,000+ company clients. A few recent mergers of CRM companies include Oracle acquiring Virtue for \$300M, Salesforce acquiring BuddyMedia for \$689M, Salesforce acquiring Radian6 for \$300M and Microsoft acquiring Yammer for \$1.2B.

SAMPLE BUSINESS PLAN — THE STARTUP GARAGE



## MISSION & VISION

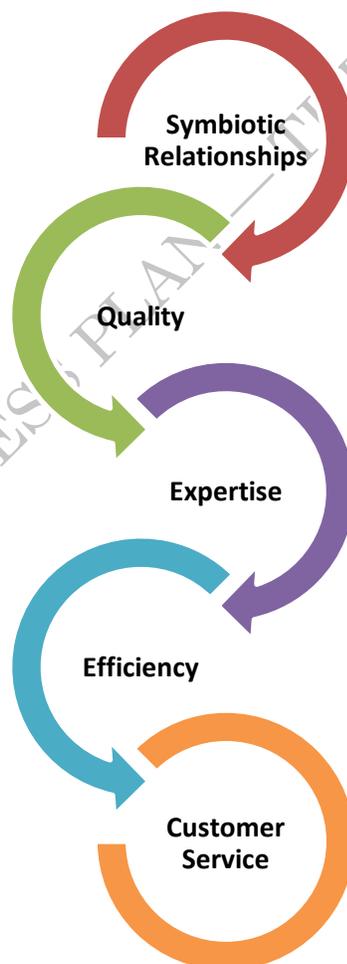
### MISSION STATEMENT

Symbiosis' mission is to help its clients improve CRM adoption rates, increase sales volume and frequency, gain customer loyalty and decrease customer service and sales costs by providing a user friendly, innovative, and powerful CRM system.

### CORE PURPOSE

Symbiosis core purpose is to provide more efficiency and value in small business owner's relationships so that they can achieve their goals.

### CORE VALUES



**PRODUCT & SERVICE DESCRIPTION**

**OVERVIEW OF PRODUCTS & SERVICES**

Symbiosis is a revolutionary cloud-based customer relationship management tool. Like many CRM's currently on the market, Symbiosis helps businesses stay connected to their customers, clients, partners and employees by providing the following features:



Similar to most CRM's, Symbiosis seeks to help companies raise their sales and revenue by providing business intelligence and organizational tools such as contact management databases, project management tools, sales funnels, analytics and reporting tools, and social media, email, calendar and phone integration systems. Additionally, Symbiosis is capable of running new potential client compatibility searches and online marketing campaigns. However, what makes Symbiosis truly unlike any other CRM currently available on the market is the Company's "Tarantula" gamification platform.

The Tarantula platform was designed to increase the level of interaction and engagement with the Company amongst all key stakeholders, including sales agents, management team, referral partners and even existing customers and new leads. **As a result, Symbiosis acts as a traditional CRM with gamification features that encourage user adoption among sales agents and management team, as well as a loyalty program with gamification features that encourage customers and referral partners to engage with the Company and increase purchases/referrals.**



Tarantula works by allocating points for certain actions performed by each stakeholder. Stakeholders are incentivized to perform these actions as rewards are accrued at various point levels. Symbiosis and its Tarantula gamification platform were designed to accomplish the following goals:

1. Encouraging customers to engage with the company and not solely the other way around
2. Increasing customer retention and loyalty
3. Increasing sales frequency and volume
4. Decreasing customer service and sales costs



The Tarantula platform is completely customizable to meet the needs of every potential company. Companies can specify the types of stakeholders (referred to hereafter as users), the desired actions to be performed by these users, the amount of points earned for each action performed and the rewards earned at various point levels. Below are some examples of potential users, desired actions to be completed and potential rewards to be offered:

Potential Users	Potential Desired Actions	Potential Rewards
<b>Sales Agents</b>	Qualify new lead. Send proposal to new lead. Close new lead. Close 10 leads. Comment on 5 relevant LinkedIn discussion boards regarding the company's product/service.	Commissions tied to certain point intervals. Bonuses.
<b>Management Team</b>	Reach X% close rate. Sign \$X in monthly revenue. Upsell \$X in existing customer sales.	Commissions tied to certain point intervals. Bonuses.
<b>Referral Partner</b>	Submit qualified referrals. Like/friend on social media pages. Comment on social media pages. Share/repost online content.	Increased referral rate.
<b>Existing Customers and New Leads</b>	Watch a sales video. Submit contact information. Purchase X products. Like/friend on social media pages. Comment on social media pages. Share/repost online content. Submit a picture on social media page using the product/service. Refer a friend.	Discounts, promotions and free products/services.

Once a company has worked with Symbiosis to setup its Tarantula platform, users can begin creating profiles and earning points. Profiles can be created by the company or by the individual user via the online web portal that is accessible directly through any browser. Once logged in to their profiles, users can conduct the following:

- Identify potential desired actions and associated point allocation
- Quickly complete desired actions via web applications that automatically complete the task (i.e. a web application that automatically posts on the user's Facebook page)
- Track points, levels and badges earned
- Review and redeem rewards for points earned
- Track point rankings among other users and leader boards
- Receive game achievement alerts
- See what actions were recently accomplished by other users
- Engage with other users in forums, discussion boards and messages



**PROBLEMS, CAUSES, SOLUTIONS & BENEFITS**

The current problems in the market and the main causes of these problems are presented below:

Problems	Causes
User-reluctance to adopt CRM	Lack of time
Difficulty organizing and maintaining client information	Lack of resources
Small businesses do not have the time to manage complex relationship management systems	Existing CRM systems are confusing to use
Too many contacts to efficiently keep track of	
Difficulty getting customers to engage with the company/brand	
Difficulty getting referral partners to actively push referrals	

The solutions that Symbiosis presents and the benefits associated with using Symbiosis are presented below:

Solution: Symbiosis	Benefits
Designed to be the easiest CRM system to learn to use and manage	Increase sales volume and frequency
Raises adoption rates through gamification techniques	Learn from contact data without using complex, confusing systems
High level of integration with social media accounts, email contacts, and smart phones	Having all contacts in one easy to access and use system
Quickly add contacts, find information, and customize reports	Saving time while managing contacts
Customizable reporting allows you to set, measure, and achieve your goals	Maximizing the value from all business relationships
Symbiosis takes the guess work out of what your contacts are passionate about	Find new, potential clients

**PRODUCT & SERVICE ADVANTAGES**

Symbiosis' competitive advantages include the following:



## INDUSTRY ANALYSIS

### INDUSTRY OVERVIEW

Symbiosis falls under the Cloud Computing Industry as a Software as a Service Provider (SaaS) as well as a CRM Provider. These industries are booming, and with new technological developments and a growing relevance in global markets, these industries are ripe for Symbiosis' emergence.

#### Industry Snapshot:

- The SaaS market will reach \$22.1B in the U.S. by 2015
- The CRM industry totaled \$12B globally in 2011 and is expected to continue to grow over the next five years.
- The development of SaaS technology allows for CRM software to be produced at low costs, with minimal upfront expenses and rapid implementation.
- According to a global survey of CEOs conducted by Gartner, the majority of CEOs cited CRM as the most important area of investment to improve their business over the next five years.

#### **Cloud Computing Industry**

In the past decade, there have been numerous changes in the way business is conducted online. Previously, software was an integral part of any business operation, as it was standard for numerous industries yet still customizable. Unfortunately, software is a costly investment and often requires multiple updates, which can make it difficult and costly for Company's to stay on top of technological trends. As the IT industry continually advances, traditional software simply cannot keep up, there are too many changes, sites, needs and instant connections for software to run efficiently in the current business world.<sup>1</sup> Given the technological advancements of the cloud, Symbiosis is poised to enter the market as an innovative alternative to current alternatives while ensuring that the Company remains relevant as the industry continues to evolve.

Cloud computing has become the most cost effective and efficient development in how businesses utilize software and conduct everyday tasks and business. Public cloud computing can be broken down into the following subsectors:<sup>2</sup>

- |                                      |   |
|--------------------------------------|---|
| • Infrastructure as a Service (IaaS) | • Security as a Service (SECaaS)        |
| • Platform as a Service (PaaS)       | • Test Environment as a Service (TEaaS) |
| • Software as a Service (SaaS)       | • Desktop as a Service (DaaS)           |
| • Storage as a Service (STaaS)       | • APIs as a Service (APIaaS)            |

<sup>1</sup> "A Brief History of SaaS." *Modernizing Enterprise Software*. Service Now. Web. Sept. 2012.

<sup>2</sup> Monaco, Ania. "A View Inside the Cloud." *The Institute*. Web. 7 June 2012. Web. Sept 2012.

### SaaS Industry

While many cloud computing businesses offer time and money saving processes and services, the Software as a Service (SaaS) sector in particular has been the fastest growing and most popular in the cloud. As a result, Symbiosis' entrance in the market is timely, well-positioning the Company to grow along with the industry.

The cloud-based software delivery model produces on demand software to clients and consumers utilizing the web by accessing programs that are centrally stored and hosted on the cloud. Having the ability to access software via the cloud saves companies time and money on hardware and software as well as any software maintenance support that previously would have been a large expense. The most popular uses of SaaS products and services include the many CRM related functions that Symbiosis focuses on: accounting, collaboration, customer relationship management, management information systems, enterprise resource planning, human resource management and content management software.<sup>3</sup>

### CRM Industry

Customer Relationship Management (CRM) is a business strategy directed to understand, anticipate and respond to the needs of an enterprise's current and potential customers in order to grow the relationship value. Initially emerging as a database marketing tool, CRMs have benefited from waves of technological growth and now provide advanced tools for monitoring, tracking, analyzing and organizing customer relations.



Symbiosis offers the next wave of technological growth among CRMs by providing gamification features that increase user adoption rates while allowing the program to simultaneously serve as a loyalty program for customers, clients and referral partners. In summary, Symbiosis is effectively consolidating the various segments that currently compose the SaaS industry.

## SAAS AND CRM INDUSTRY SIZE AND TRENDS

### Industry Size

CRM, SaaS and the cloud computing industry as a whole is a subsector of the Data Processing and Hosting Services Industry, which was projected to total \$81.3B in 2012 in the U.S.<sup>4</sup> Leading research company Gartner estimates that the U.S. SaaS market in particular grew by 18% in 2012 to \$14.5B and will continually expand to \$22.1B by 2015. Lastly, the CRM industry totaled \$12B in global revenues in 2011, a 13.5% increase from 2010.<sup>5</sup>

<sup>3</sup> ["Software as a Service \(SaaS\)".](#) *Cloud Taxonomy*. Retrieved 24 April 2011.

<sup>4</sup> ["Data Processing & Hosting Services."](#) *Industry at a Glance*. Web. Sept 2012.

<sup>5</sup> Wingard, Nahshon. ["CRM: The Evolution of Better Customer Service."](#) *Street Directory*. Web. June 2012.

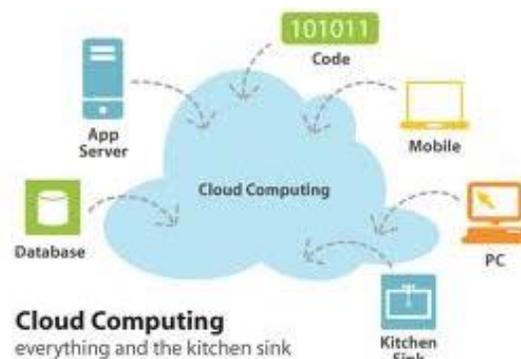
This recent growth in the CRM, SaaS and cloud computing industries is extremely promising for Symbiosis with SaaS being the fastest growing area of enterprise cloud investment in 2012<sup>6</sup> and 88% of businesses indicating that they plan on having a SaaS solution in place within the next five years.<sup>7</sup> Furthermore, according to a global survey of CEOs conducted by Gartner, the majority of CEOs cited CRM as the most important area of investment to improve their business over the next five years.

### Industry Trends and Key Factors

Although SaaS is the most popular cloud computing service, industry shifts in how cloud computing is utilized will be an up and coming trend for the next few years. The more robust of a service package offering the Company can provide, including services that extend beyond the traditional CRM realm, the more likely it will be to weather out changes and evolutions within the industry. Combining products and services that drive down costs, spur innovation and open up new jobs and skill sets will be the fuel that will drive Symbiosis as a leader in the rapidly expanding cloud computing industry, beyond solely the CRM and SaaS segments. With the launch of Symbiosis' CRM, tarantula gamification and customer loyalty platforms, the Company seeks to lead the technological evolution towards a cloud-based market consolidation.

In addition to maintaining a constant pulse on the SaaS and CRM segments of the industry in particular, Symbiosis must also develop innovative solutions within the following segments in order to establish the company at the forefront of this cloud-based consolidation:

- Instead of adopting a single cloud deployment method, (only using SaaS, IaaS or PaaS), companies will utilize a combination of the three in order to optimize efficiency and reduce costs within the business. Symbiosis has already begun to lead this shift with its innovative software; this consolidation must continue to be a high priority for the Company.
- Of equal importance, it is key that Symbiosis remain relevant in the development of security for cloud services. SaaS, IaaS and PaaS developers will be working to manage security and provide businesses with security options in order to mitigate any issues of hacking, governance or limited value for a company. Furthermore, companies will begin to selectively choose which cloud services to utilize, seeking to increase the best cloud service possible for the company.
- Mobile access for cloud computing has also become an important development for this industry in the past year, with an increased need for cloud hosted solutions for smartphones and tablets. Symbiosis will need to constantly provide industry leading products across all media platforms.



<sup>6</sup> "The Latest IT Industry Statistics." Bime. Web. 24 Jul 2012. Web. Sept 2012.

<sup>7</sup> Ibid.

## COMPETITIVE ANALYSIS

### COMPETITIVE OVERVIEW

The competitive field within the CRM industry is diverse with a multitude of systems-based solutions available to businesses.

#### Direct Competitors:

Symbiosis' most direct competitor is Zurmo, the only web-based, stand-alone CRM system that offers gamification features to encourage user participation. Other direct competitors, such as CRM Gamified and WaveAccess, are CRM add-ons that apply gamification features to existing CRM systems. Direct competitors include:

- Zurmo
- CRM Gamified
- WaveAccess

#### Indirect Competitors:

Symbiosis' indirect competitors consist of web-based CRM systems that offer a wide range of business management services that are not solely focused on traditional CRM applications. Indirect competitors include:

- MindBody Online
- Zoho
- BizAutomation
- Small Business Web

Additional major competitors are web-based CRM systems whose core features include contact databases, contact tagging systems, reporting systems and email/phone integration. Though these companies boast the largest market share in the CRM industry, they do not directly compete with Symbiosis as they do not offer gamification features. Indirect competitors include:

- Salesforce
- Oracle
- Microsoft Dynamics
- SAP CRM

DIRECT COMPETITORS

The following table provides information on the businesses that the Company has identified as direct competitors:

				
<b>Owner/CEO</b>	Bill Johnson, CEO	Jason Green	Subsidiary of UrulT DynamiX	Subsidiary of c360 Solutions
<b>Headquarters</b>	San Diego, CA	Clifton Park, New York	Miami, Florida	Henderson, NV
<b>Year Founded</b>	2012	2012	2011	2000
<b>Website URL</b>	SolidSolutions.com	Zurmo.org	CRMGamified.com	Wave-Access.com
<b>Phone #</b>	555-555-5555	N/A	N/A	866-311-2467
<b>Type of Entity</b>	Private	Private	Subsidiary	Subsidiary
<b># of Employees</b>	5	25+	N/A	N/A
<b>Product Overview</b>	Web-based CRM that encourages user adoption, increased sales frequency and volume, increased customer retention and loyalty and decrease customer service and sales cost	Open sourced, web-based CRM that is mobile, social and gamified	Add-on to Microsoft's Dynamics CRM that applies gamification techniques to encourage CRM adoption by users by rewarding them for their actions and achieved goals	Add-on to Microsoft's Dynamics CRM that applies gamification techniques to encourage CRM adoption by users by rewarding them for their actions and achieved goals
<b>Key Features</b>	Tarantula gamification platform, contact management, activity management, deal tracking, security, personalize, social media integration, sales funnels, financial analytics and reporting, email/phone integration, mobile application	Gamification platform, contact management, activity management, deal tracking, security, personalize, social media integration, sales funnels, financial analytics and reporting, email/phone integration, mobile application	Combines high professionalism with fun and healthy competition between users and teams, oriented to measure results, customizable actions and rewards, social integration	Assign points for customizable desired user actions which are tracked via a leader board
<b>Pricing</b>	\$15, \$30, \$40, and \$60/month depending on # of users	Free while in beta/testing	N/A	Free download
<b>Strengths</b>	Unique, customizable, applicable to multiple industries, easy to learn/use, effective	Unique, first gamified CRM to market, customizable, applicable to multiple industries	Customizable, applicable to multiple industries, sold on Microsoft Dynamics Marketplace (PinPoint)	Customizable, sold on Microsoft Dynamics Marketplace (PinPoint)
<b>Weaknesses</b>	New to the industry	New to the industry, still in beta/testing, no proof of concept	Tied to Microsoft Dynamics CRM and not a standalone CRM	Tied to Microsoft Dynamics CRM and not a standalone CRM, limited features

INDIRECT COMPETITORS

The following table provides information on the businesses that the Company has identified as indirect competitors:

				
<b>Owner/CEO</b>	Rick Stollmeyer Founder and CEO	N/A	Carl Zaldivar, CEO	Pamela O'Hara, CEO
<b>Headquarters</b>	San Luis Obispo, California	Pleasanton, CA	Redondo Beach, CA	N/A
<b>Year Founded</b>	1998	2005	2001	N/A
<b>Website URL</b>	MindBodyOnline. com	Zoho.com	BizAutomation. com	TheSmallBusinessWeb. com
<b>Phone #</b>	877.755.4279	888.900.9646	888-224-3227	N/A
<b>Type of Entity</b>	Private	Private	corporation	corporation
<b># of Employees</b>	N/A	1,500	N/A	N/A
<b>Product Overview</b>	Software company that offers different management solution options based on the industry	Offers a variety of online business, productivity and collaboration applications	Run your entire business on one system	integration tools for small businesses
<b>Features</b>	Management software, mobile applications, merchant account processing, hardware and ID solutions,	Organizers, CRM, billing solutions, online database, document management, and more	CRM, marketing email campaigns, project management, online customer surveys	CRM, marketing email campaigns, project management, invoicing, sms, website, accounting, appt scheduling
<b>Pricing</b>	Varies depending on service	\$12/month/user	Min 2 users: \$49/month/user Min 25 users: \$795/month/user	Varies based on service
<b>Strengths</b>	Various types of management solutions tailored to specific industries	Large pool of applications that businesses can take advantage of, relatively inexpensive	On-demand all-in-one super-suite, easy to direct webpage	Incorporates other companies well
<b>Weaknesses</b>	Only focused on Health and Wellness	Lack of differentiation	No invoicing, storefront, accounting	No actual company information available

Additional indirect competitors include:

Company Name				
<b>Owner/CEO</b>	Marc Benioff	Lawrence Ellison	Steve Ballmer Microsoft	William McDermott & Jim Hagemann Snabe
<b>Headquarters</b>	San Francisco, CA	Redwood City, CA	Fargo, ND	Waldorf, Germany
<b>Year Founded</b>	1999	1977	2008	1972
<b>Website URL</b>	SalesForce.com	Oracle.com	CRM.Dynamics.com	SAP.com
<b>Phone #</b>	800-667-6389	800-392-2999	888-477-7989	800-872-1727
<b>Type of Entity</b>	Public	Public	Subsidiary	Public
<b>Total Revenue</b>	\$2.5B	\$31.7B	\$19.95B <sup>8</sup>	\$18.4B
<b># of Employees</b>	7,785	108,000	Not Provided	54,346
<b># of Customers</b>	100K+ <sup>9</sup>	275K+ <sup>10</sup>	33K	100K+
<b>Product Overview</b>	Users can create, deploy & integrate applications into the system.	Offer multiple CRM software solutions for different industries.	Unified platform, single interface and various functions at a low cost.	CRM software to aid in the integration of back-end office functions.
<b>Features</b>	Contact management, activity management, deal tracking, security, personalize, social media integration, sales funnels, financial analytics and reporting, email/phone integration, mobile application	Contact management, activity management, deal tracking, security, personalize, social media integration, sales funnels, financial analytics and reporting, email/phone integration, mobile application	Contact management, activity management, deal tracking, security, personalize, social media integration, sales funnels, financial analytics and reporting, email/phone integration, mobile application	Contact management, activity management, deal tracking, security, personalize, social media integration, sales funnels, financial analytics and reporting, email/phone integration, mobile application
<b>Pricing</b>	\$65/month/user	\$75/month/user	\$44/month/user	N/A
<b>Strengths</b>	Reps can connect with customers through social enterprise in order to close deals faster.	Widely used; easily integrated with other systems; multiple CRM options.	Instant access anywhere & pay-as-you go pricing; Flexibility with software for ease of use.	Offers back-end support as well as standard CRM resources; Offers isolated tendency.
<b>Weaknesses</b>	Company employees are criticized for being rude to customers; Software is not easily to customize. <sup>11</sup>	Most expensive CRM per seat; Features provided are being matched by competitors for a smaller price.	Reports of poor cross platform integration; Disappearing functions; Missing info when account changes made.	Very basic software; Rumors that software is only offered as a vehicle to acquire hosting customers.
<b>Client Examples</b>	NBC; Symantec; Avon; Kimberly-Clark; GE; Tommy Bahama; Burberry; Comcast; Pandora; Wells Fargo.	Banorte; Essar; Citrix; Hyatt Hotels; Trinity Maxwell; Grameenphone.	Vodafone; 1-888-Trash-It; Icebreaker; Scott's Professional; Integrated DNA Technologies.	3M; B&G Manufacturing; D. Swarovski; & Co.; IBM; Pacific Drilling.

Additional indirect competitors include: Batchbook, Leopard CRM, Sugar CRM, Free CRM, and Tactical CRM.

<sup>8</sup> Wilcox, Joe. [Microsoft Q2 by the Numbers](#). Web. June 2012.

<sup>9</sup> "[Salesforce Annual Report](#)." Salesforce Corporation. 2012. Web. July 2012.

<sup>10</sup> Oracle Software Investment Guide. Oracle. Web. June 2012.

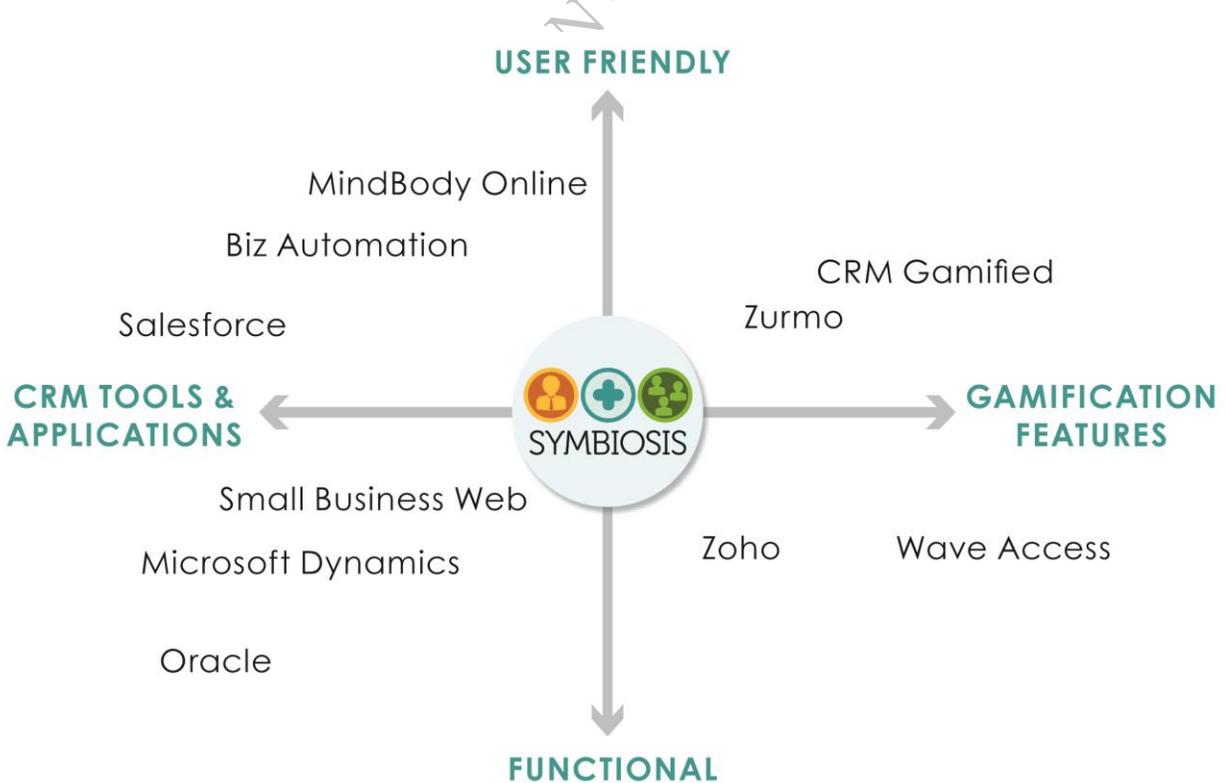
<sup>11</sup> "[SalesForce.com User Reviews](#)." CRM Landmark. 3 March 2008. Web. June 2012.

**COMPETITIVE ADVANTAGES**

Symbiosis’ main competitive advantage compared to the numerous CRM alternatives available on the market lies within the Company’s Tarantula gamification platform. This platform integrates with the Company’s more traditional features (contact management, activity management, deal tracking, security, personalization, social media integration, sales funnels, financial analytics and reporting, email/phone integration and mobile application) while adding gaming techniques that drive user adoption. Furthermore, this gamification platform performs as a customer loyalty program by engaging customers as users in order to further increase sales frequency and volume while decreasing customer service and sales costs.

While Symbiosis will directly compete with Zurmo, the only gamified CRM on the market, as well as with gamified add-on applications, Symbiosis’ gamification platform boasts far more robust features and applications. The primary areas of differentiation lie with the platform’s ability to enroll customers as users as well as with the firm’s strong social media, email, phone and app integration. Lastly, Symbiosis outperforms the competition with free technical support, extremely affordable, low prices and ease of use and setup time.

As demonstrated below, Symbiosis offers all of the CRM tools and applications combined with gamification features, making the Company one-of-a-kind. Additionally, Symbiosis is the perfect balance of functionality and usability.



## MARKET SHARE ANALYSIS

The CRM industry is highly saturated and competitive, yet highly fragmented. Salesforce's market share was 16.7% in 2011, second only to SAP, and is expected to be the leading CRM vendor worldwide by 2013. SAP continues to be the worldwide leader in CRM software sales, with Salesforce ascending to second place. Oracle was displaced by Salesforce in 2011, a trend that is projected to accelerate through 2013. The market share (in millions of dollars) for the top 10 CRM software vendors from 2009-2011 is shown below:<sup>12</sup>

2010 Rank	2011 Rank	CRM Vendors	2009	2010	2011	Share % 2010	Share % 2011	Growth 2010	Growth 2011
1	1	SAP	1,862.3	2,006.5	2,324.8	18.9	19.3	7.7	16.3
2	3	SalesForce	1,522.8	1,749.4	2,006.5	16.5	16.7	14.9	35.9
3	2	Oracle	1,166.5	1,476.3	1,918.2	13.9	16.0	26.6	9.7
4	4	Microsoft	690.8	793.3	901.0	7.5	7.5	14.8	13.6
5	5	Amdocs	389.8	408.5	434.1	3.9	3.6	4.8	6.3
6	6	Adobe	26.3	310.4	425.9	2.9	3.5	1,080.6	37.2
7	7	IBM	284.2	223.1	358.4	2.9	3.0	8.1	60.6
8	8	SAS Institute	43.3	223.1	344.8	2.1	2.9	414.9	12.2
9	9	Cegedim	222.6	218.7	232.3	2.1	1.9	-1.8	6.2
11	10	RightNow Technologies	115.4	147.4	187.4	1.7	1.6	14.6	27.1
		Other Vendors	2,958.5	3,026.7	2,883.3	27.7	24.0	2.3	-4.7
		Total CRM Market	9,285.6	10,583.2	12,016.4	100.0	100.0	14.2	13.5

The companies holding the majority of the market offer tools, add-ons and other resources for users to customize their CRM software. While the industry is highly competitive, Symbioses benefits from several competitive advantages, as outlined above, allowing the Company to differentiate itself from the current field and capture a decent percentage of the overall market.

## BARRIERS TO ENTRY

The following is an analysis of the barriers to entry that businesses within the software industry face:

### Market Saturation

The most significant barrier to entry is market saturation in both the CRM and ASP industries. Unless a new entrant to the market can significantly differentiate itself from its competitors, there are many applications that offer the same or similar features. Furthermore, the differentiating features must be proprietary or not easily replicated; otherwise, competition can implement these features before the new entrant can capture a significant enough share to establish itself as a leading player in the market. While Symbiosis recognizes this barrier as one of the major barriers to entry into the market, the Company's Tarantula gamification platform, loyalty program and

<sup>12</sup> "Roundup of CRM Forecasts and Market Estimates, 2010." SoftwareStrategiesBlog.com. Dec. 2012. Web. Feb. 2013.

social media integration will be essential in differentiating the Company from other major players already on the market.

### **Beta and Usability Testing**

Although not a strict barrier to entry, the beta and usability test period for software applications is critical. The functionality and stability of Symbiosis will be important to “get right” the first time given how quickly technology changes and how discerning CRM users are. It will be important to establish the reputation for a quality product starting from the beta and usability test period. As current CRM customers are concerned with their user experience, providing a top-tier program will set a standard for the Company as a leading CRM provider.

### **Patents & Copyrights**

Patents and copyright infringement can be a large barrier for small or start-up businesses within the software industry. While there are ongoing debates over the need for software patents, large companies who own large shares of the market may threaten smaller businesses with patent litigation. In such cases, smaller businesses are generally forced to settle due to the high costs of defending the suit in court. Symbiosis has and will continue to avoid any current patent and copyright infringements while ensuring to patent and copyright any proprietary features and intellectual property that belongs to the Company.

## MARKET ANALYSIS

### Market Snapshot

- There are 27.9M small businesses in the U.S.
- There are over 13M wage and salary sales workers in the U.S. as of 2010
- The largest four industries utilizing CRM software are: Education, Manufacturing, Retail & Wholesale and Utilities.
- North America currently is the largest CRM market, reaching \$10B in sales so far for 2012.

## ADDRESSABLE MARKET

Symbiosis' addressable market consists of small businesses – and the wage and salary sales workers of these businesses – that need a CRM system that organizes their customers' information easily and effectively while increasing sales volume and revenue.

### Small Businesses – Market Size

The Small Business Association (SBA) defines a small business as having fewer than 500 employees, though there is some slight variance in this definition depending on the industry. According to the SBA's most recent published data, there were 27.9M million businesses in the U.S in 2010 and only 18.5K businesses with 500 employees or more. Small businesses with fewer than 500 employees represent 99.9% of total firms and 99.7% of all employer firms. Small businesses employ half of all private sector employees and pay 44% of total U.S. private payroll.<sup>13</sup>

### Wage and Salary Sales Workers – Market Size

According to the U.S. Bureau of Labor of Statistics, there were over 13M wage and salary sales workers in the U.S. in 2010. The following table provides information about select U.S. sales occupations in 2010:<sup>14</sup>

Occupation	Number of Employees	Average Wage
<i>Sales representatives (wholesale and manufacturing, except technical and scientific products)</i>	1,367,210	\$52,440
<i>Sales representatives (services, all other)</i>	531,410	\$50,620
<i>Sales representatives (wholesale and manufacturing, technical and scientific products)</i>	381,080	\$73,710
<i>Insurance sales agents</i>	318,800	\$46,770
<i>Securities, commodities, and financial services sales agents</i>	276,290	\$70,190
<i>Real estate sales agents</i>	153,740	\$40,030
<i>Advertising sales agents</i>	145,160	\$45,350
<i>Sales engineers</i>	66,060	\$87,390
<i>Real estate brokers</i>	41,210	\$54,910

<sup>13</sup> "Frequently Asked Questions." SBA Office of Advocacy. Sept. 2012. Web Feb. 2013.

<sup>14</sup> [Employment Wages of Selected Sales Occupations](#). May 2010. Bureau of Labor Statistics. Web. June 2012.

While there are numerous occupations within the sales industry, most occupations fall into the education, manufacturing, retail & wholesale or utilities categories. Manufacturing and retail sales occupations have the highest number of employees, with 1.3M spread across the nation. Service sales representatives generally fall under the utility or education category, as such sales representatives generally sell consulting services, telecommunication services or other service based solutions such as insurance or finance advice.

**B2B MARKET SEGMENTATION**

Symbiosis will specifically target the education, manufacturing, retail & wholesale and utilities industries as these are the largest markets that utilize CRM systems. The following table provides information on these industries:\*

	<b>Education Industry</b>	<b>Manufacturing Industry</b>	<b>Retail &amp; Wholesale Distribution Industry</b>	<b>Utilities</b>
<b>Industry Need for CRM</b>	Allow institutions to build stronger relationships with students and other constituents. Institutions are targeting admissions and enrolment, student services and financial aid as the areas driving CRM investment.	Provides the basis to respond to a new customer-centric, customer driven business model and integrate multiple partner channels for a holistic customer view.	Provide complex pricing and promotions, sophisticated discounting permutations, Radio Frequency Identification (RFID) and bar code scanning, real-time integration with Point of Sales (POS), terminals and extended integration with Supply Chain Management (SCM) systems.	Provides increased workflow automation, electronic bill presentment and payment (EBPP), self-service, mobile field service and CRM analytics in order to respond to external pressures.
<b>Types of CRM Utilized</b>	Oracle's PeopleSoft, SunGard, SAP, Oracle, Talisma, Onyx and RightNow.	Siebel Systems, SAP, Oracle, Avaya, Dendrite, Genesys, SSA, QAD, Fair Issac, Pivotal, Infor and Microsoft.	Reynolds and Reynolds, SAP, Avaya, Lawson, Fair Issac, Oracle, Genesys, Omniture and Siebel Systems.	Siebel Systems, SAP Aspect Software, SPL WorldGroup, Avaya, Genesys and Oracle (without Siebel).
<b>Company Examples</b>	Colleges and Universities in both North America and Europe.	Kawasaki Motors, Brandrud Furniture and Milacron.	IBM, Alta Resources, Three Rivers Pharmaceuticals, BlueCross BlueShield and American Airlines.	America Online, Gaz Metropolitan Plus and AGL Resources.

\*All information was taken from CRM Forecast Industry Solutions 2012.

## IDEAL CUSTOMER PROFILE

The Ideal Customer for Symbiosis is a small business owner with a company of 1-100 employees, or an employee within such a company that makes purchasing decisions. These are small businesses that consistently build and maintain positive relationships with leads, clients and partners in order to be successful.



These businesses have a major challenge managing the dozens or hundreds of relationships they form, and mismanaging or losing these connections often leads directly to lost sales and revenue. In order to fix this problem, these businesses use a variety of systems, including email, calendars, to do lists, and more, but would prefer an easy to use system that has all of this included, and is more intuitive to use. Many of these business owners are also looking for more functionality than a simple contact manager, calendar or to do list. They want to add information about their contacts that will be used to effectively measure the efficiency of their sales and marketing efforts, and better understand the financial impact of their relationships. Many of these small businesses have also attempted to use Customer Relationship Management services such as Batchbook or Sugar CRM, but have found that they are too cumbersome and time consuming to be effective for their needs. These business owners would also like tools and features that will improve their employees success rates such as gaming mechanics and lead generation tools.

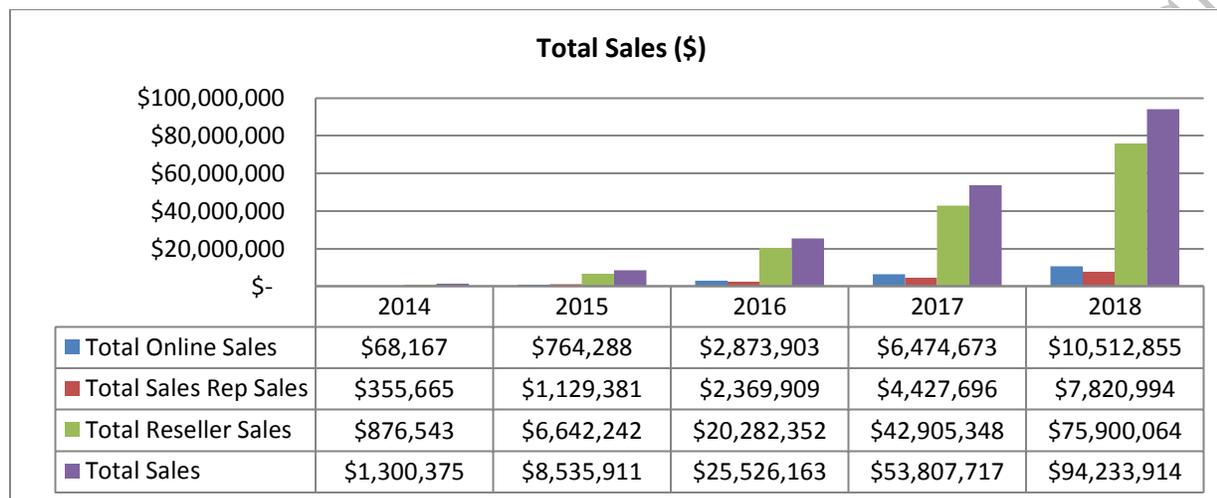
These small businesses are also very budget conscious, and they are unable to hire another employee or purchase expensive customized software to handle these needs. Although online CRM systems are inexpensive compared to these alternatives, these small businesses are price sensitive when comparing their choices.

When they use Symbiosis, these ideal clients are impressed with by the small amount of time that it takes to perform functions, like entering a contact or creating a report. The innovative gaming, tagging and report building systems allows users to analyze information quickly and intuitively, which is a huge value to the small business owner, who knows this information is critical but doesn't have much time to spend finding it. The small business owner also appreciates the pricing of Symbiosis, which is designed to accommodate even very small businesses, and continue to be affordable as they grow.

**SALES & MARKETING PLAN**

**SALES & MARKETING GOALS**

Symbiosis will sell its CRM through 3 primary sales channels: online, sales representatives and partnering reseller individuals and businesses.

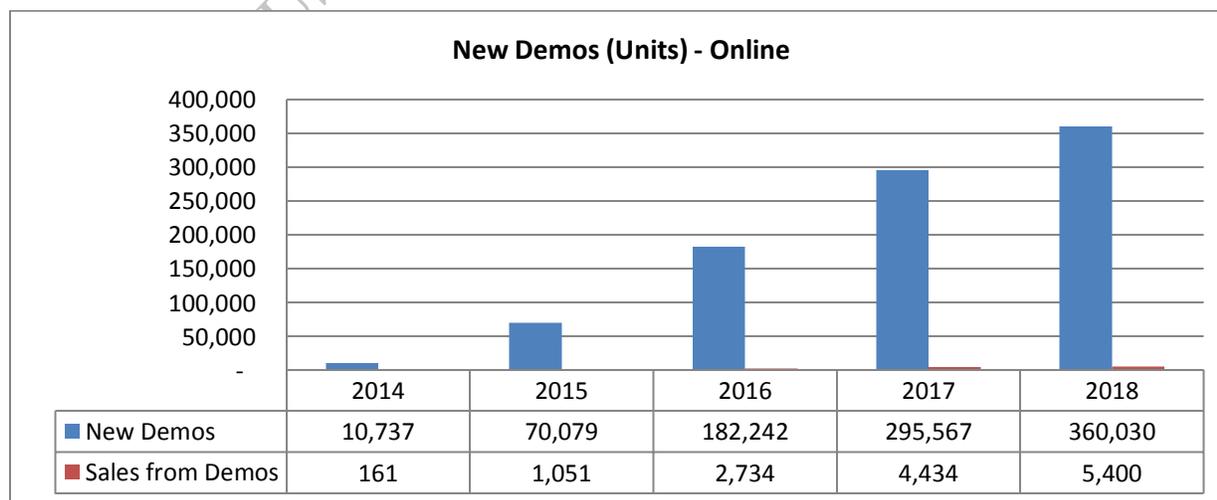


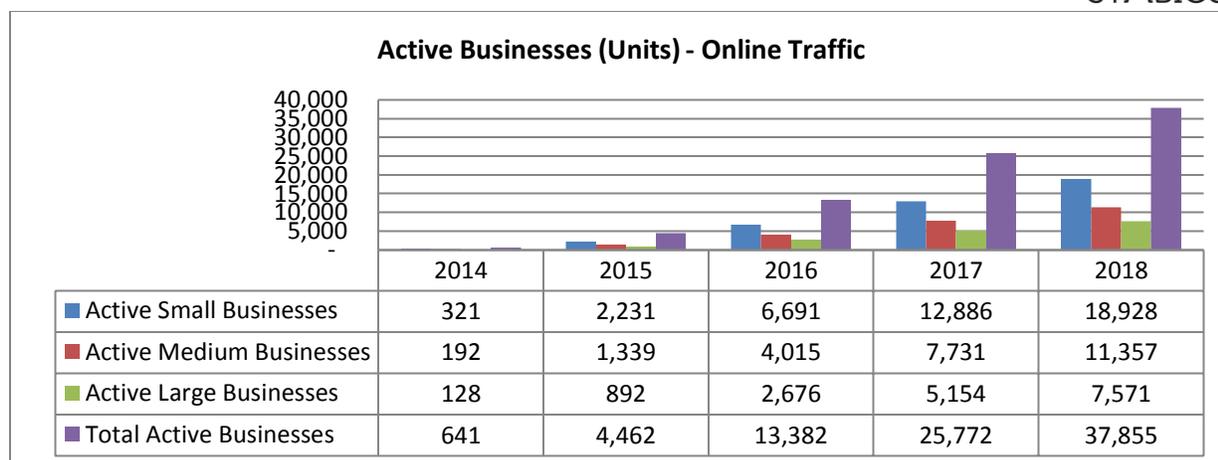
Symbiosis’ total sales goals for online traffic, sales representatives and resellers is provided in the table below:

**Online Traffic**

The charts below provide Symbiosis’ marketing goals for online sales based on the following assumptions:

- About 1% of all website visitors will convert to paid accounts immediately
- About 20% of visitors will be inclined to try the free demo offered on the website
- About 1.5% of demo users will convert to paid accounts
- Traffic will grow on average by 30% in year 1, 11% in year 2, 6% in year 3, 3% in year 4 and 1% in year 5.

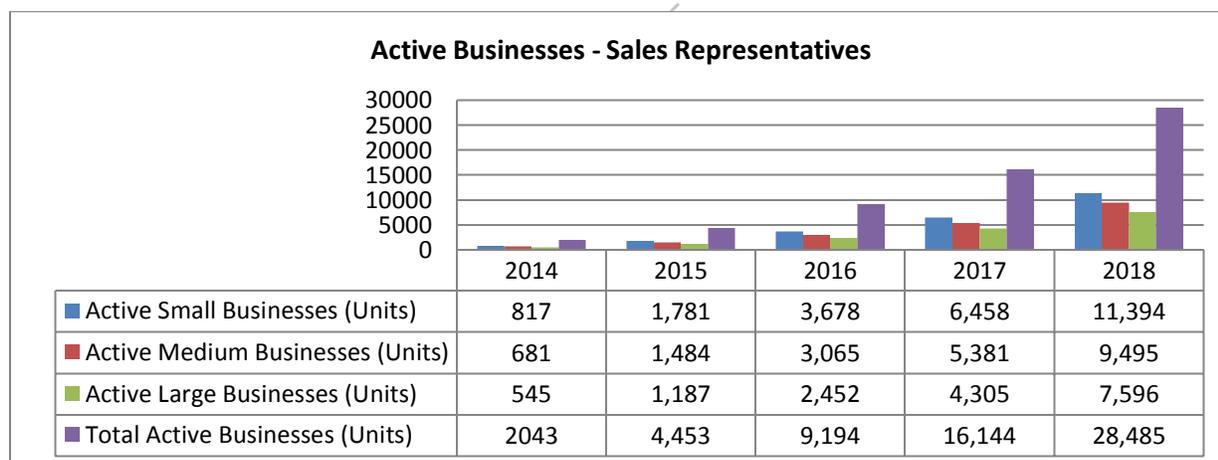




### Sales Representatives

The chart below provide Symbiosis’ sales and marketing goals for sales representatives based on the following assumptions:

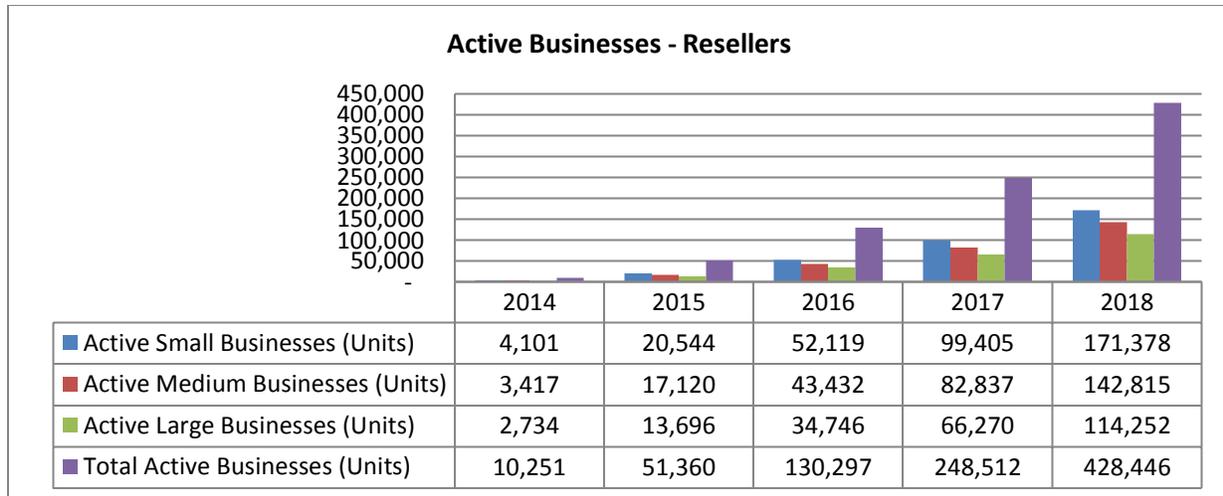
- Sales representatives close thirty 1-10 seat businesses, twenty five 10-50 seat businesses and twenty 50+ seat businesses per month
- 4% of active businesses no longer use Symbiosis per month
- There is an average of 3 sales reps in year 1, 4 in year 2, 7 in year 3, 11 in year 4 and 19 in year 5.



### Resellers

The chart below provides Symbiosis’ sales and marketing goals for resellers sales based on the following assumptions:

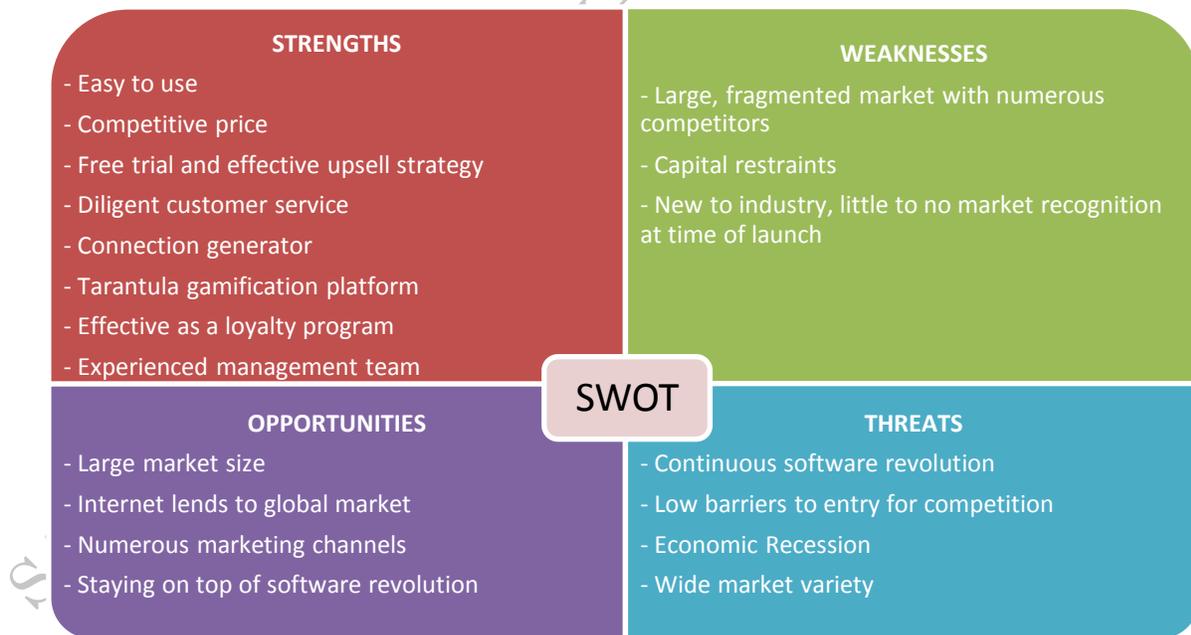
- Sales representatives close 2 new resellers per month
- Resellers close thirty 1-10 seat businesses, twenty five 10-50 seat businesses and twenty 50+ seat businesses per month
- 4% of active businesses no longer use Symbiosis per month
- There is an average of 2 sales reps in year 1, 4 in year 2, 8 in year 3, 12 in year 4 and 19 in year 5.



\* The sales goals listed above are based on assumptions and projections as outlined in the Growth Model tab of the Excel Financial Projections file.

**SWOT**

The following chart provides information on the Company's strengths, weaknesses, opportunities and threats for entering into the market.



**PRICING STRATEGY**

Symbiosis will offer a free, demo version of the CRM via the Company’s website for a limited trial basis in order to attract potential paying customers. Symbiosis will charge small businesses that require up to 10 logins \$20 per month. Businesses that require 10 to 50 seats will be charged \$30 per month. Businesses with 50+ seats will be charged \$40 per month.

**BRANDING**

**Branding Strategy**

In order to enforce a brand identity, Symbiosis wants customers to associate effectiveness, organization, relationships, reliability, professionalism and success with its name. Symbiosis wants them to think of easy to use system, strong connections, a friendly environment and productive workforce. The way to get customers to think about Symbiosis in these terms is to excel in efficient and easy to use products. Symbiosis will ensure reliability through experienced staff to help execute excellent customer service with any questions customers might have. Symbiosis’s core values include quality, efficiency, expertise and customer service.



Company Overview	
<b>Words Customers Should Associate with the Company</b>	Effectiveness, Organization, Relationships, Reliability, Professionalism, Success
<b>Related Words</b>	Easy to Use, Strong Connections, Friendly Environment, Productive Workforce
<b>Mission Statement</b>	Symbiosis gives small businesses the ability to enhance their customer relationships by providing a user friendly, innovative, and powerful CRM system that is efficient and has unparalleled customer service.
<b>Core Values</b>	Quality, Efficiency, Expertise, Customer Service
<b>Services Offered</b>	Symbiosis System
<b>Specialty</b>	An efficient and easy to use system that will save users time in managing relationships.
<b>Target Market</b>	Business Consultants, Retailers, Advertising Agencies, Software Publishers, Accountants, and other Small Business Owners
<b>Terms Used that Show the Connection Between the Company and the Target Market</b>	Making Lives Easier, Saving Small Business Owners from Headaches
<b>What Sets the Company Apart from the Competition</b>	Symbiosis cares about the fact that small business owners are strapped for time and offers a simplistic CRM system that makes their lives less hectic.

Symbiosis Brand	
<b>Business Name</b>	Symbiosis
<b>Unique Selling Position</b>	Symbiosis gives customers freedom in their lives by offering them a solution to time consuming relationship management software. Also, Tarantula connection generator is unlike any technology in existence.
<b>Tagline</b>	“Relationships Made Easy”

## MARKETING STRATEGIES

- Online Marketing
  - Website
  - SEO
  - PPC (Google and Social Media Ads)
  - Social Media Marketing
  - Email Newsletters
- Print Ads in targeted Business Publications
- Seminars
- Sponsorships
- TV Commercials
- Sales team

### Online Marketing

Symbiosis' online marketing strategies consist of a well-optimized website, search engine marketing tactics, paid ads, social media, e-newsletters, blog marketing and viral video clips.

A well-optimized website with proper site structure, page layout and clear and easy navigation, along with targeted keywords embedded throughout the site, will ensure proper search engine placement and saturation. Symbiosis' SEM tactics are aimed at improving a website's ranking on the search results of today's most popular search engines, such as Google, Yahoo!, and Bing. SEM campaigns include the following: search engine optimization (SEO), paid inclusion, inbound linking, online retargeting, paid placement, contextual advertising, link bait and online public relations.

Symbiosis will take advantage of social media as a cheap way of creating buzz about the business. The Company will develop and maintain a social media presence via Facebook, LinkedIn, Twitter and other social networks in order to establish a dialogue with customers and create a sense of community around the brand and the Company's stakeholders. The Company will also use these sites for paid ad-space.

Symbiosis will develop regular e-newsletters and blog posts to serve as an outlet for communicating with the Company's customers. The newsletter and blog posts will be informative, including industry news and updates, in addition to showcasing The Company's new and existing products, activities, promotions, etc.

Lastly, Symbiosis will develop video clips to be distributed on the Company website, in blogs and newsletters and across various social networking sites such as YouTube. Video clips are aimed at catching the attention of online viewers acting as a visual referral for the Company's brand and product line.

## OPERATIONS PLAN

### LOCATION

The headquarters is under leasing contract located at the following address:

123 Smith Street, Suite 1  
 San Diego, CA 92110  
 United States  
 Phone: 555-555-5555

### STAFFING AND TRAINING

Staff will be hired according to recommendations, experience and education in their field. High standard will be kept through the training manuals for new employees and will be given a mentor to shadow for the first 2 weeks of arriving. Later a checklist will be drafted to monitor their quality of service first three months.

Staffing and training will be available for sales representative, and customer service candidates. Programmers will be given specific assignments and valued on completion of the assignment.

One on one meeting will be held to discuss and handle any arising issue regarding performance and service.

### PERSONNEL PLAN

The following table outlines Symbiosis 5 year hiring plan including starting salaries and hiring dates:

Position	Starting Salary	Hiring Date
CEO	\$80,000	Month 1
CFO	\$75,000	Month 1
CTO	\$75,000	Month 1
CMO	\$60,000	Month 1
Lead Front-End Engineer	\$60,000	Month 1
Lead Back-End Engineer	\$60,000	Month 1
Lead UI/US Engineer	\$60,000	Month 1
Sales Representatives	\$30,000	Month 1
Customer Service Representatives	\$30,000	Month 1
Sales Manager	\$50,000	Month 1
Marketing Manager	\$50,000	Month 1
Front-End Engineer Support Staff	\$80,000	Month 13
Back-End Engineer Support Staff	\$80,000	Month 13
UI/US Engineer Support Staff	\$80,000	Month 13
Sales & Market Assistants	\$50,000	Month 13
Controller	\$50,000	Month 13
Bookkeeper	\$30,000	Month 13
Administrative Assistants	\$35,000	Month 13

## CUSTOMER SERVICE

Customer services provided by Symbiosis will be done through the company's webpage as a SaaS as well as through designated customer service agents. Symbiosis' unique competitive advantage of having software that learns what the user is looking for in reports and other tools, and over time creates these reports automatically will help to reduce customer service inquiries. The service process will be monitored through customer service representatives that Symbiosis will hire to take care of customers' questions and concerns. The company will employ one customer service representative for every 4000 company clients.

Symbiosis will also feature an online demo for customers to receive insight on the product. All the information will be available including pricing and packaging. Customers will be able to upgrade before the next billing cycle comes into effect. Additional questions will be helped by a web page section FAQ. A tutorial will be available for customers to enhance their operation of the software. It will have help guides and a step by step tutorial to help them through the process. Technical support will be available by Symbiosis to provide support with the software. These will be handled by appropriate employees. Customers who pay for their services will have the same support as the free demo, but as well offer assistance by phone service.

## PURCHASING PROCEDURES

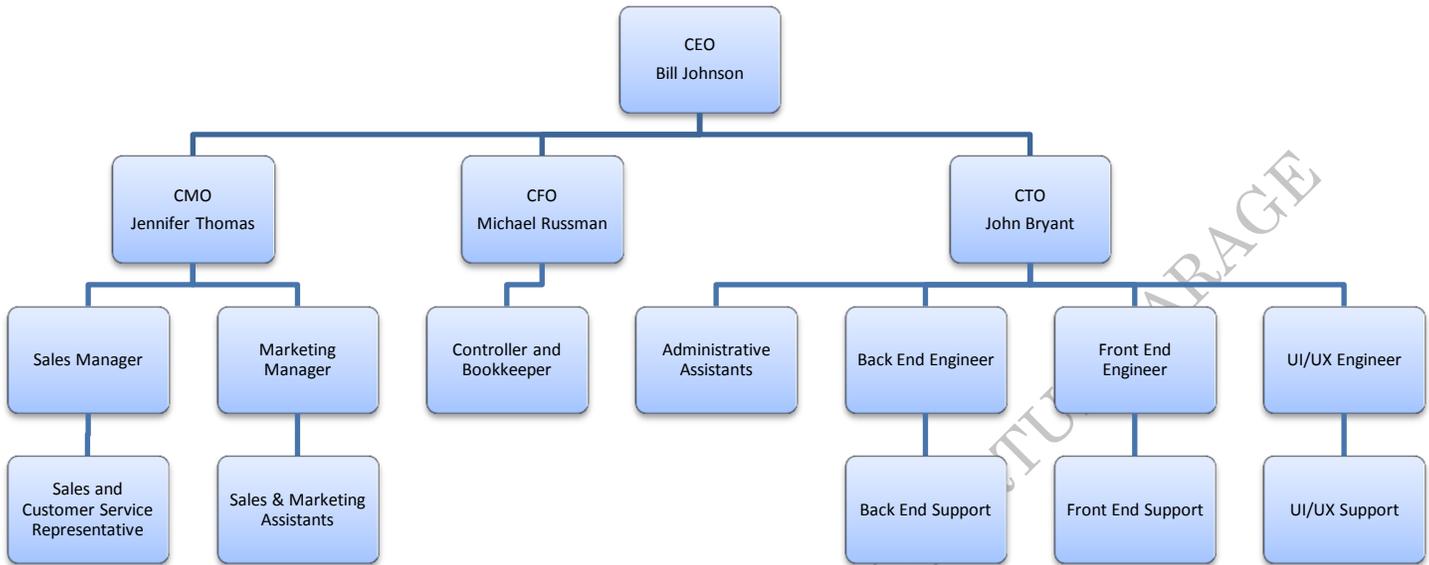
All of Symbiosis purchases are done over the phone or placed online through an online shopping cart system that will be added to the company's website. Credit cards will be charged 1-3 business days after the initial purchase, barring any unforeseen complications, and will continue to charge the customer's credit card monthly. Unsatisfied customers may either email or call the company with their complaints, which will be handled by customer service representatives.

## QUALITY CONTROL MEASURES

Symbiosis will continuously review its manuals and software to ensure only the highest quality of service and products. Software functionality will be tested continuously by engineers to ensure safety from hackers and viruses. Any complaints or observations about the program will be noted and promptly fixed. A record of all complaints will be kept in order to prevent future problems. Feedback will be enforced with any cancellation process in order to prevent future turnover of clients. This information will improve the service and company.

Customer service and technical support will be monitored by other members to evaluate performance. Customers will be able to speak to specialized staff members who may help with billing, software and other miscellaneous issues. These staff members will be thoroughly selected among highly knowledgeable people.

ORGANIZATIONAL CHART



**MANAGEMENT TEAM****KEY MANAGEMENT****Bill Johnson, Founder and CEO**

Bill Johnson was the VP of Marketing for Sugar CRM for 5 years, helping the company grow to become a dominant player in the market before leaving to start Symbiosis. Bill's major responsibility in the company is to create the vision and direction for the company, and work with the rest of the executive team to plan how this will be accomplished.

**Jennifer Thomas, CMO**

After 8 years of experience as a Marketing Executive at EBay, Jennifer joined the Symbiosis team in 2009 as the Chief Marketing Officer. Her major responsibilities include creating an innovative marketing strategy to meet the company's overall goals for sales and revenue. She is also responsible for overseeing the execution of the marketing strategy by the sales and marketing teams.

**Michael Russman, CFO**

Michael Russman has over 15 years of experience as a CFO for a variety of growing technology companies. At Symbiosis, his major responsibilities include allocating the company's resources effectively to effectively execute the company vision, with respect to the company's goals for consistent growth.

**John Bryant, Founder and CTO**

John brings wide ranging technological expertise and experience to the Symbiosis team. From 2003-2006, John was the lead User Interface Engineer for the CRM division at BizAutomation. John also has significant experience heading teams specialized in both front-end and back-end engineering. At Symbiosis, John's major responsibilities as CTO include overseeing product development by the engineering team, as well as managing ongoing system improvements and repairs.

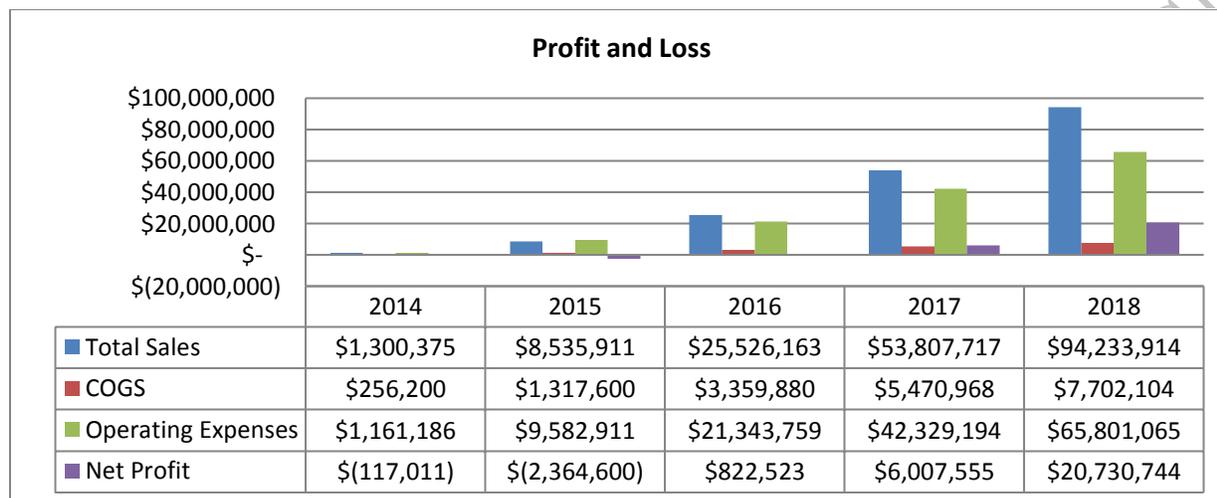
**BOARD OF DIRECTORS & BOARD OF ADVISORS**

The Company is currently building its Board of Directors and Board of Advisors.

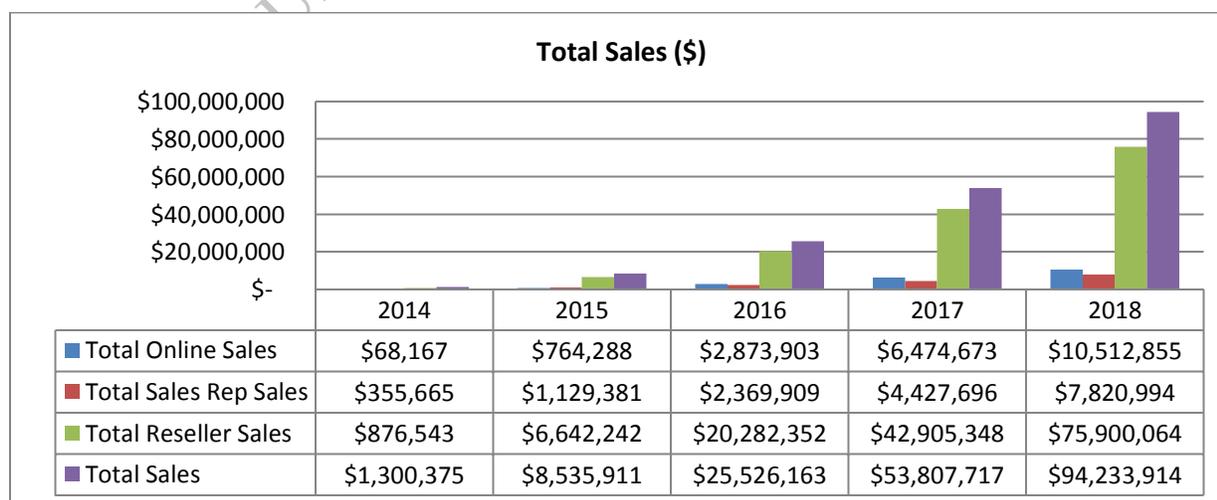
**FINANCIAL PLAN**

**FINANCIAL SUMMARY**

The Company intends to deploy its funding to maximize growth and profitability. The following chart outlines Symbiosis' projected net profit, gross revenue and profit margins for the next five years:



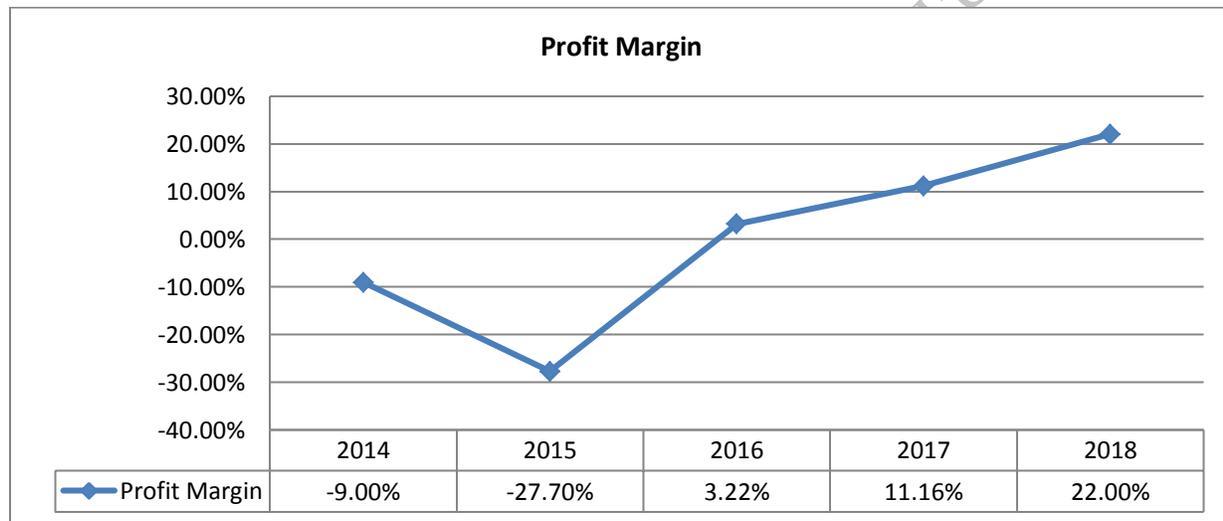
Symbiosis' projects modest revenue in the first two years of operations followed by high growth in 2016 through 2018 as the Company dials in its operations and turns up sales and marketing efforts and budget. Symbiosis' revenue is divided into 3 main categories – Online Sales, Sales Representative Sales and Reseller Sales – as outlined in the chart below. Within each category, revenue is divided by sales from businesses that require up to 10 seats, 10 to 50 seats or 50+ seats as each size of business has a different price point based on the number of seats that the company will use. The vast majority of sales will come from the Company's reseller partner agents with a large increase in online sales as the Company continues to grow in popularity.





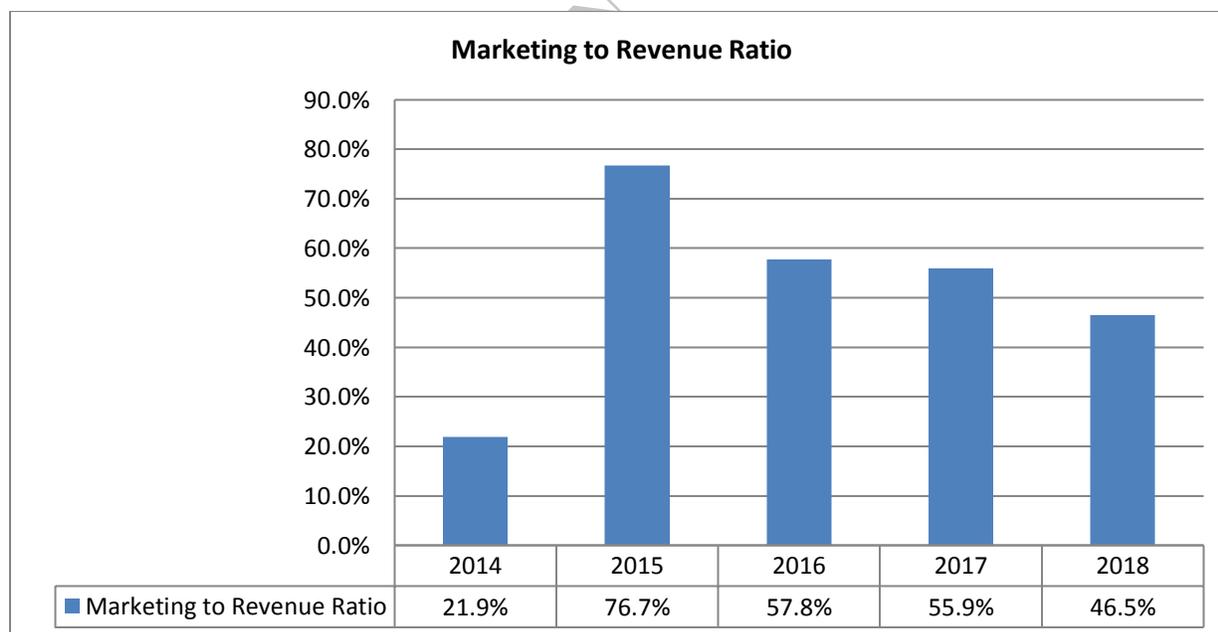
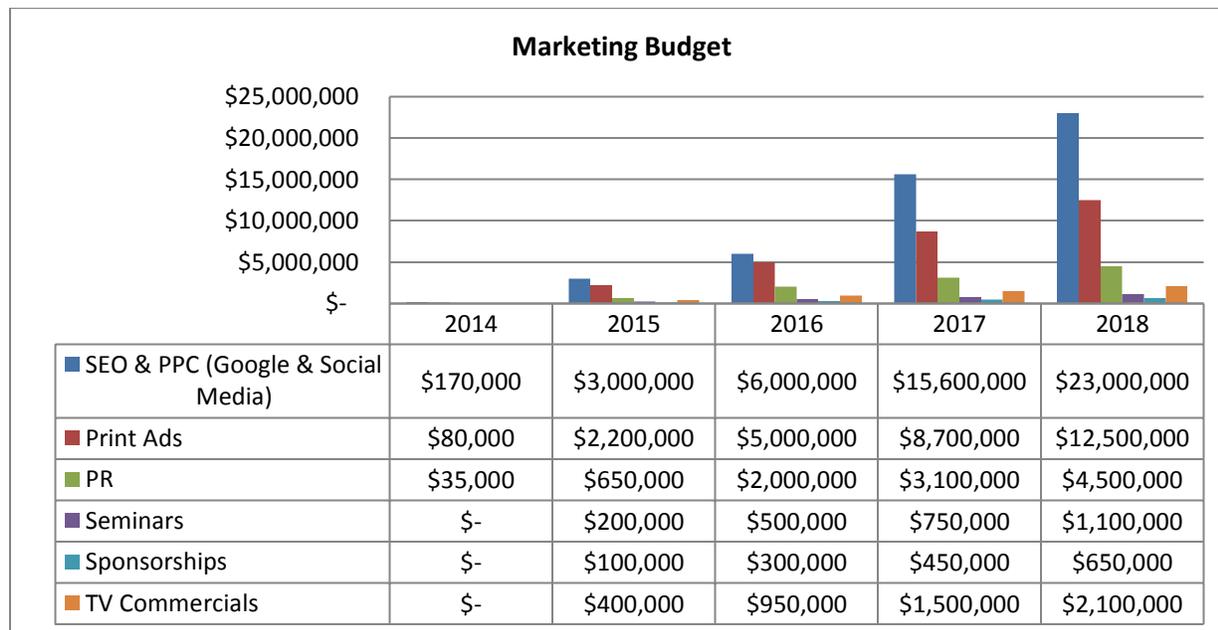
Symbiosis projects that the majority of the Company’s operating expenses in year 1 will come from personnel costs (61% of sales) as the Company tests, tweaks and sells the product. As the Company grows, personnel costs are projected to reduce to 15% of sales by year 5, replaced by higher sales and marketing costs in order to fuel the Company’s growth. Symbiosis projects personnel costs to reach \$792,000 in year 1 (61% of sales), \$4,552,000 in year 3 (17% of sales) and \$14,048,000 by year 5 (15% of sales). The Company’s sales and marketing expenses are projected at \$285,000 in year 1 (22% of sales), \$17,750,000 in year 3 (58% of sales) and \$43,850,000 in year 5 (47% of sales). The Company’s total operating expenses (including payroll and marketing) are projected at \$1,161,000 in year 1 (89% of sales), \$21,343,000 in year 3 (84% of sales) and \$65,801,000 by year 5 (70% of sales).

Based on these projections, the Company projects a net loss of \$117,000 in year 1 and \$2,364,000 in year 2. The Company projects a net profit of \$822,000 in year 3, \$6,007,000 in year 4 and \$20,730,000 in year 5.

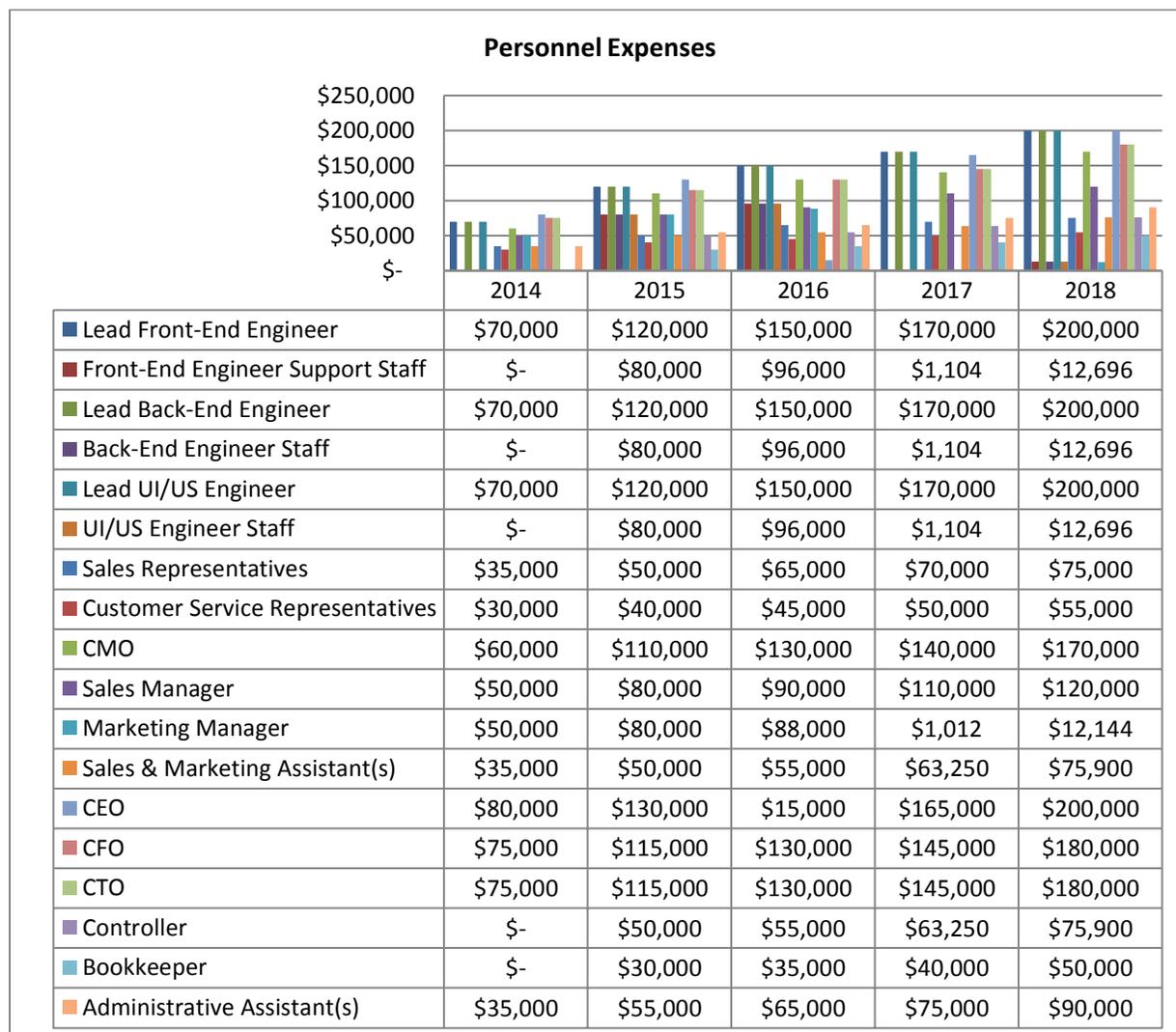


**MARKETING AND PERSONNEL EXPENSES**

Based on the marketing strategies described in the sales and marketing section of this plan, Symbiosis’ marketing budget is as follows:



The following chart portrays Symbiosis' anticipated personnel expense budget:



## PROJECTED PROFIT AND LOSS

The following chart depicts Symbiosis' annual Profit & Loss Statement:

	2014	2015	2016	2017	2018
<b>Sales (\$)</b>	\$ 1,300,375	\$ 8,535,911	\$ 25,526,163	\$ 53,807,717	\$ 94,233,914
<b>Cost of sales</b>					
Material (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Labor (\$)	\$ 256,200	\$ 1,317,600	\$ 3,359,880	\$ 5,470,968	\$ 7,702,104
Other (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total cost of sales</b>	\$ 256,200	\$ 1,317,600	\$ 3,359,880	\$ 5,470,968	\$ 7,702,104
<b>Gross profit (\$)</b>	\$ 1,044,175	\$ 7,218,311	\$ 22,166,283	\$ 48,336,749	\$ 86,531,810
Gross profit %	80%	85%	87%	90%	92%
<b>Operating expenses (\$)</b>					
Payroll (\$)	\$ 792,836	\$ 2,357,911	\$ 4,557,409	\$ 8,142,844	\$ 14,048,415
Marketing Budget	\$ 285,000	\$ 6,550,000	\$ 14,750,000	\$ 30,100,000	\$ 43,850,000
Rent (\$)	\$ 11,800	\$ 99,200	\$ 199,800	\$ 319,800	\$ 482,600
Utilities (\$)	\$ 8,850	\$ 49,600	\$ 99,900	\$ 159,900	\$ 241,300
Telephone (\$)	\$ 5,900	\$ 74,400	\$ 149,850	\$ 239,850	\$ 361,950
Leased equipment (\$)	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance (\$)	\$ 5,000	\$ 40,000	\$ 150,000	\$ 300,000	\$ 500,000
Supplies (\$)	\$ 5,000	\$ 50,000	\$ 180,000	\$ 300,000	\$ 500,000
Travel (\$)	\$ 8,000	\$ 50,000	\$ 180,000	\$ 450,000	\$ 800,000
Consultants (\$)	\$ 5,000	\$ 100,000	\$ 400,000	\$ 600,000	\$ 1,200,000
Legal (\$)	\$ 5,000	\$ 60,000	\$ 180,000	\$ 500,000	\$ 1,200,000
Bookkeeping & Taxes (\$)	\$ 7,000	\$ 60,000	\$ 180,000	\$ 500,000	\$ 1,100,000
Depreciation (\$)	\$ 11,600	\$ 11,600	\$ 11,600	\$ 11,600	\$ 11,600
Amortization (\$)	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200	\$ 5,200
Web/CRM Development & S	\$ 5,000	\$ 75,000	\$ 300,000	\$ 700,000	\$ 1,500,000
<b>Total expenses (\$)</b>	\$ 1,161,186	\$ 9,582,911	\$ 21,343,759	\$ 42,329,194	\$ 65,801,065
Expenses/sales %	89%	112%	84%	79%	70%
<b>Profit (\$)</b>	\$ (117,011)	\$ (2,364,600)	\$ 822,523	\$ 6,007,555	\$ 20,730,744
<b>Interest exp. ST</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Interest exp. LT</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Taxes (\$)</b>	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net profit (\$)</b>	\$ (117,011)	\$ (2,364,600)	\$ 822,523	\$ 6,007,555	\$ 20,730,744
Net profit/sales %	-9.00%	-27.70%	3.22%	11.16%	22.00%

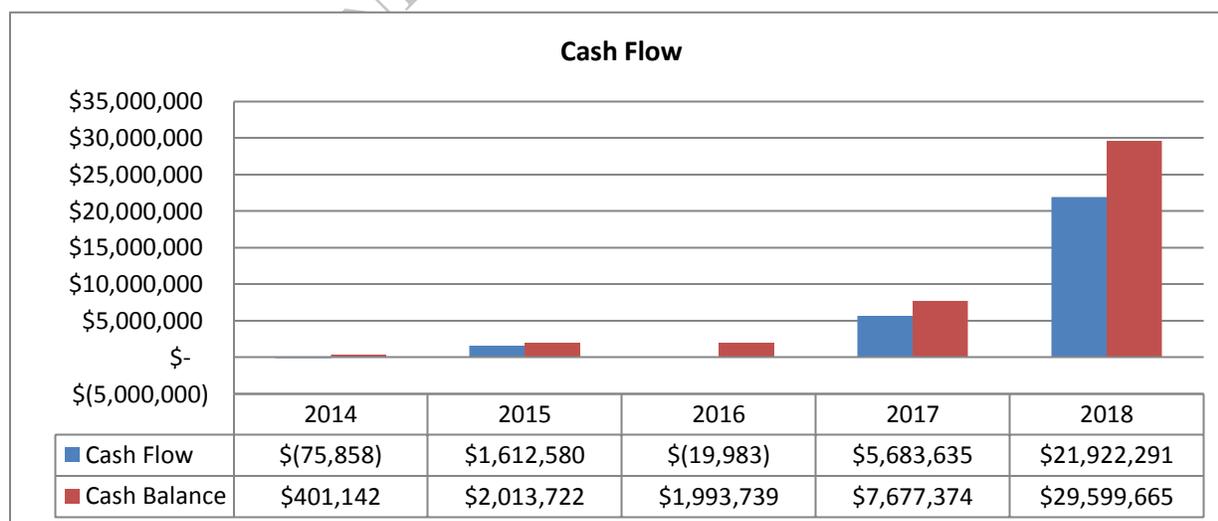
\*Complete 60 month integrated profit and loss available upon request.

PROJECTED CASH FLOW

Thee follow chart depicts Company’s projected cash flow statement for the first 5 years of operations:

	2014	2015	2016	2017	2018
<b>Beginning cash</b>	\$ 477,000	\$ 401,142	\$ 2,013,722	\$ 1,993,739	\$ 7,677,374
<b>Cash in:</b>					
Net profit	\$ (117,011)	\$ (2,364,600)	\$ 822,523	\$ 6,007,555	\$ 20,730,744
Depreciation & amort.	\$ 16,800	\$ 16,800	\$ 16,800	\$ 16,800	\$ 16,800
Change in accts payable	\$ 24,353	\$ 460,380	\$ 640,693	\$ 1,159,280	\$ 1,174,747
Current borrow ing	\$ -	\$ -	\$ -	\$ -	\$ -
Long-term borrow ing	\$ -	\$ -	\$ -	\$ -	\$ -
Increase other liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
Capital input	\$ -	\$ 5,000,000	\$ -	\$ -	\$ -
<b>Total cash in</b>	\$ (75,858)	\$ 3,112,580	\$ 1,480,017	\$ 7,183,635	\$ 21,922,291
<b>Cash out:</b>					
Change in A/R	\$ -	\$ -	\$ -	\$ -	\$ -
Change in inventory	\$ -	\$ -	\$ -	\$ -	\$ -
Change other ST assets	\$ -	\$ -	\$ -	\$ -	\$ -
Capital expenditures	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -
Loan repayment (ST)	\$ -	\$ -	\$ -	\$ -	\$ -
Loan repayment (LT)	\$ -	\$ -	\$ -	\$ -	\$ -
Dividends	\$ -	\$ -	\$ -	\$ -	\$ -
Ow ner w ithdraw al	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total cash out</b>	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ -
<b>Net cash flow</b>	\$ (75,858)	\$ 1,612,580	\$ (19,983)	\$ 5,683,635	\$ 21,922,291
<b>Cash balance</b>	\$ 401,142	\$ 2,013,722	\$ 1,993,739	\$ 7,677,374	\$ 29,599,665

\*Complete 60 month integrated cash flow statement available upon request.



## PROJECTED BALANCE SHEET

The follow chart depicts Company's projected balance sheet for the first 5 years of operations:

	2014	2015	2016	2017	2018
<b>Current assets:</b>					
Cash	\$ 401,142	\$ 2,013,722	\$ 1,993,739	\$ 7,677,374	\$ 29,599,665
Accounts receivable	\$ -	\$ -	\$ -	\$ -	\$ -
Inventory	\$ -	\$ -	\$ -	\$ -	\$ -
Deposits	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000
<b>Total current assets</b>	<b>\$ 405,142</b>	<b>\$ 2,017,722</b>	<b>\$ 1,997,739</b>	<b>\$ 7,681,374</b>	<b>\$ 29,603,665</b>
<b>Fixed Assets</b>					
Capital assets	\$ 193,000	\$ 1,693,000	\$ 3,193,000	\$ 4,693,000	\$ 4,693,000
Accumulated Depreciation	\$ 11,600	\$ 23,200	\$ 34,800	\$ 46,400	\$ 58,000
Book Value	\$ 181,400	\$ 1,669,800	\$ 3,158,200	\$ 4,646,600	\$ 4,635,000
Other assets	\$ 20,800	\$ 15,600	\$ 10,400	\$ 5,200	\$ 0
<b>Total assets</b>	<b>\$ 607,342</b>	<b>\$ 3,703,122</b>	<b>\$ 5,166,339</b>	<b>\$ 12,333,174</b>	<b>\$ 34,238,665</b>
<b>Current Liabilities</b>					
Accounts payable	\$ 24,353	\$ 484,733	\$ 1,125,427	\$ 2,284,707	\$ 3,459,453
Short-term notes	\$ -	\$ -	\$ -	\$ -	\$ -
Other ST liabilities					
<b>Total current liab.</b>	<b>\$ 24,353</b>	<b>\$ 484,733</b>	<b>\$ 1,125,427</b>	<b>\$ 2,284,707</b>	<b>\$ 3,459,453</b>
Long-term liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total liabilities</b>	<b>\$ 24,353</b>	<b>\$ 484,733</b>	<b>\$ 1,125,427</b>	<b>\$ 2,284,707</b>	<b>\$ 3,459,453</b>
<b>Equity</b>					
Beginning capital	\$ 700,000	\$ 5,700,000	\$ 5,700,000	\$ 5,700,000	\$ 5,700,000
Profit or (loss)	\$ (117,011)	\$ (2,481,611)	\$ (1,659,088)	\$ 4,348,468	\$ 25,079,212
Owner's withdrawals & Dividends	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Capital-end of period</b>	<b>\$ 582,989</b>	<b>\$ 3,218,389</b>	<b>\$ 4,040,912</b>	<b>\$ 10,048,468</b>	<b>\$ 30,779,212</b>
<b>Total Liabilities &amp; Equity</b>	<b>\$ 607,342</b>	<b>\$ 3,703,122</b>	<b>\$ 5,166,339</b>	<b>\$ 12,333,174</b>	<b>\$ 34,238,665</b>

\*Complete 60 month integrated balance sheet available upon request.

**CURRENT OWNERSHIP SUMMARY**

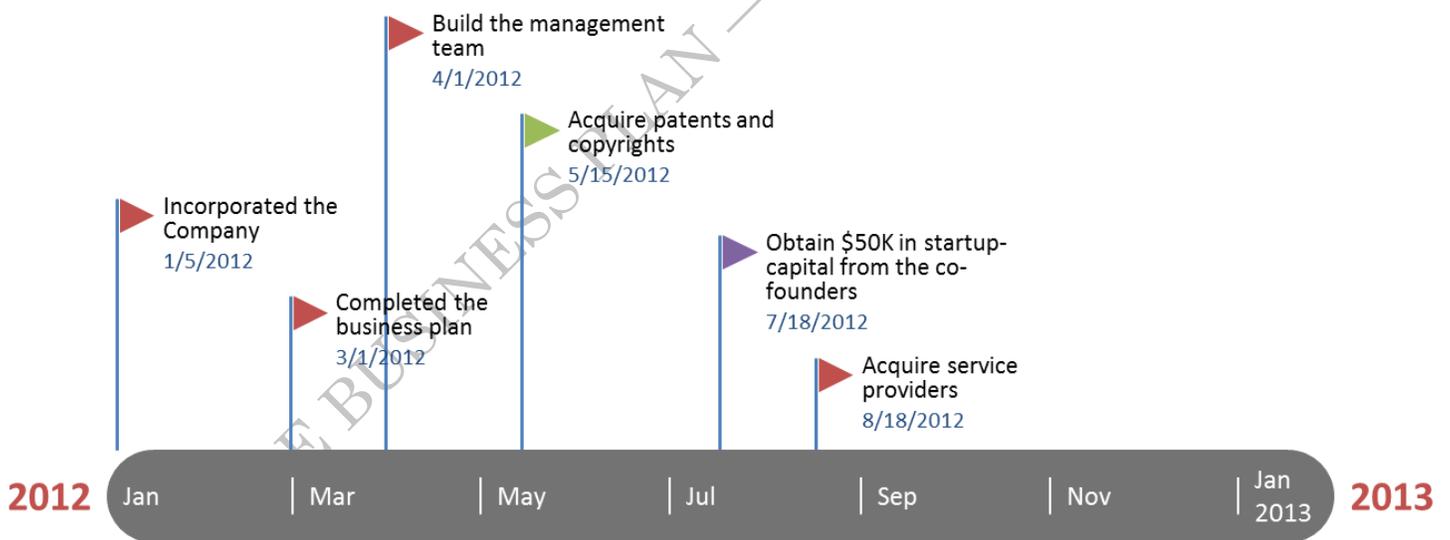
Symbiosis is currently owned by the founders Bill Johnson and John Bryant. Bill Johnson owns 60% of the company while John Bryant owns 40% of the company.

**FUNDING REQUEST & TERMS OF INVESTMENT**

**Current Milestones**

To date, Symbiosis has reached the following milestones:

- Incorporated the Company
- Built the management team
- Acquired technology patents securing the Company’s gaming software intellectual property. Obtained a copyright for the Company name, Symbiosis as well as the Tarantula gamification platform.
- Completed the business plan
- Invested \$50K in start-up capital
- Acquired service providers including a lawyer, an accountant and a branding consultant.



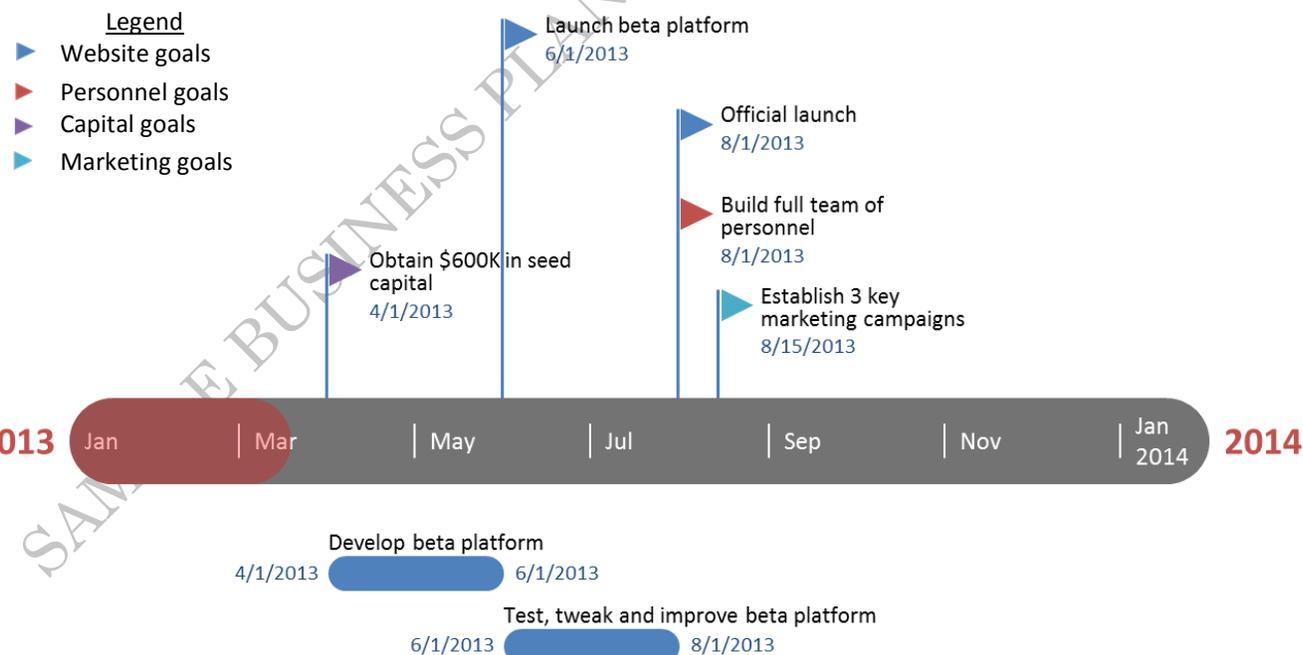
### Seed Capital

Symbiosis is currently seeking seed funding of \$700,000. \$223,000 will be spent on startup and organizational expenses such as development, rent and office equipment, consultants, etc. The remaining \$477,000 will be spent on sales, marketing, personnel and operating expenses. .

The seed capital will be used over the first year of operations to reach the following business goals:

- Develop and launch beta platform
- Test, tweak and improve beta platform
- Official launch
- Obtain proof of concept: reach 12,000 monthly website visitors and build key strategic partnerships with 24 resellers
- Build full team of personnel including lead engineers, sales and customer services representatives and sales and marketing managers.
- Establish 3 key marketing campaigns: SEO & PPC, Print Ads and PR.
- Earn \$1.3M in total revenue in year 1

Start-up Expenses	
CRM Development	\$ 150,000
Front End Website Development	\$ 15,000
Office furniture	\$ 10,000
Leasehold improvements	\$ 6,000
Office equipment	\$ 12,000
Rent deposit	\$ 4,000
Research & development	\$ 4,000
Other start-up expenses	\$ 5,000
<b>Total start-up expenses</b>	<b>\$ 206,000</b>
Organization Expenses:	
Legal expenses	\$ 8,000
Accountant expenses	\$ 4,000
Consultant expenses	\$ 5,000
<b>Total Organization Expenses</b>	<b>\$ 17,000</b>
<b>Total Org. &amp; Startup Expenses</b>	<b>\$ 223,000</b>



### Series A Capital

The Company anticipates seeking an additional \$5,000,000 in the beginning of year 2 in order to finance capital expenditures in years 2 and 3 – such as technological infrastructure, key personnel and marketing campaigns – that will be necessary to support the Company’s growth.

### EXIT STRATEGY

The tech industry is experiencing a consolidation phase with 2012 seeing 2,277 private tech companies acquired for \$46.8B. The E-Marketing & Search segment increased fourfold compared to the first half of 2011 and 30 percent relative to the prior half year period. 76% of the acquired companies hadn’t raised VC money prior. The CRM industry in particular saw numerous acquisitions by major players such as Salesforce, Oracle and Dynamics CRM. Though there are many emerging opportunities in the CRM market, such as gaming mechanics and social CRM, major players turn to acquisitions of smaller organizations as a means of building market share. The most likely exit for Symbiosis will come from an acquisition by a major industry player such as Salesforce, Oracle or Dynamics CRM once the Company reaches 100,000+ company clients. Below are a few recent mergers of CRM companies:

- Oracle acquired Vitruve in May of 2012 for \$300M, a 3X revenue multiple.<sup>15</sup>
- Salesforce acquired BuddyMedia in June of 2012 for \$745M, a 29.8X revenue multiple.<sup>16</sup>
- Salesforce acquired Radian6 in August of 2012 for \$300M, an estimated 9.5X revenue multiple.<sup>17</sup>
- Microsoft acquired Yammer in June of 2012 for \$1.2B, an estimated 50X revenue multiple.<sup>18</sup>
- Oracle acquired Taleo in February of 2012 for \$1.9B, a 6X revenue multiple.<sup>19</sup>

As depicted above, deals in the technology market vary greatly, mostly as a result of timing and potential software integration. Often when an industry leader makes a new acquisition, especially one that provides a significant boost to functionality and or market share, competitors in the industry will scratch to make an acquisition of their own in order to balance the scales. In this sense, the industry is very reactive. Additionally, when companies are seeking to make a strategic acquisition in order to bolster their product’s functionality and intellectual property, the sale price will be driven quite high. Despite the Industry’s wide range in multiples as shown in the examples above, the following research institutions suggest that the average industry multiplier that Symbiosis could expect is between the range of 4X to 12X EBITDA:

<sup>15</sup> “M&A Report – June 2012.” [Couldaq](#). June 2012. Web. Feb 2013.

<sup>16</sup> “Salesforce Acquires Buddy Media.” [ArchitectPartners.com](#). June 2012. Web. Feb 2013.

<sup>17</sup> “Salesforce Acquires Radian6.” [ArchitectPartners.com](#). June 2012. Web. Feb 2013.

<sup>18</sup> “Microsoft Buys Yammer: Who Will Make The Next Move.” [Forbes.com.com](#). June 2012. Web. Feb 2013.

<sup>19</sup> “Oracle to Pay \$1.9B for Taleo, Extends SAP Rivalry.” [USAToday](#). Feb 2012. Web. Feb 2013.



- According to Bloomberg Businessweek, the valuations for SaaS companies can be as high as 10X revenue. In more than 60 enterprise-software takeovers since 2002, the median multiples buyers paid was about 16X EBITDA.<sup>20</sup>
- According to iMerge Advisors, software companies in 2010 received average multiples of anywhere between 2.6X and 3.8X EBITDA. The companies that received multiples on the higher end of the scale were cloud based SaaS providers. The highest multipliers were received by mobile applications and were closely followed by CRM, sales and marketing applications such as the acquisitions listed above.<sup>21</sup>
- Lastly according to Berkery Noyes, the median revenue multiple in the Online & Mobile Industry remained nearly constant in the first half of 2012, moving slightly from 2.5X to 2.4X. However, the median EBITDA multiple increased from 11.4X to 12.7X.<sup>22</sup>

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<sup>20</sup> "Salesforce's Buddy Buy Shows Startup Demand" businesswee.com." June 2012. Web. Feb. 2013.

<sup>21</sup> "Valuation Multiples for Software Companies YTD 2012 – iMerge Advisors." iMergeAdvisors.com. 2012. Web. Feb. 2013.

<sup>22</sup> "Berkery Noyes Releases First Half of 2012 M&A Report For the Online and Mobile Industry." BerkeryNoyes.com. Jul. 2012. Web. Feb. 2013.



APPENDICES

PRODUCT COMPARISON

	<i>Free Membership</i>	<i>Premium</i>	<i>Premium Pro</i>	<i>Enterprise</i>
<i>Features</i>	<b>100 Contacts</b>	<b>1000 Contacts</b>	<b>25,000 Contacts</b>	<b>Unlimited</b>
	<b>1,000 Emails</b>	<b>1 GB</b>	<b>3 GB</b>	<b>10 GB</b>
	<b>2 Users</b>	<b>2 Users</b>	<b>3 Users</b>	<b>4+ Users</b>
Communications/Networking	x	x	x	x
<input checked="" type="checkbox"/> Send emails to team members	x	x	x	x
<input checked="" type="checkbox"/> Private member messaging/email	x	x	x	x
<input checked="" type="checkbox"/> Attach file to email messages	x	x	x	x
<input checked="" type="checkbox"/> Attach event to email messages	x	x	x	x
<input checked="" type="checkbox"/> Media/File Sharing	x	x	x	x
<input checked="" type="checkbox"/> - Maximum limit	x	x	x	x
<input checked="" type="checkbox"/> - Purchase additional storage	x	x	x	x
Business Management Features	x	x	x	x
<input checked="" type="checkbox"/> CRM	x	x	x	x
<input checked="" type="checkbox"/> Marketing Automation	x	x	x	x
<input checked="" type="checkbox"/> Productivity Tool	x	x	x	x
<input checked="" type="checkbox"/> Partner Relationship Management PRM	x	x	x	x
<input checked="" type="checkbox"/> Business Relationship Manager BRM	x	x	x	x
<input checked="" type="checkbox"/> Contract & Documents Management	x	x	x	x
<input checked="" type="checkbox"/> Appointment Scheduling	x	x	x	x
<input checked="" type="checkbox"/> Assign tasks to members	x	x	x	x
<input checked="" type="checkbox"/> Milestone/percentage tracking	x	x	x	x
<input checked="" type="checkbox"/> Sales/fundraising reports	x	x	x	x
<input checked="" type="checkbox"/> Email tracking	x		x	x
Biz Mgt & Marketing Features	x	x	x	x
<input checked="" type="checkbox"/> Events/Calendar	x	x	x	x
<input checked="" type="checkbox"/> Recurring events	x	x	x	x
<input checked="" type="checkbox"/> Automatic event reminders	x	x	x	x
<input checked="" type="checkbox"/> - Email	x	x	x	x
<input checked="" type="checkbox"/> - SMS	x	x	x	x
<input checked="" type="checkbox"/> - Auto notify subs to fill lineup	x	x	x	x
<input checked="" type="checkbox"/> RSVP capability (member login)	x	x	x	x
<input checked="" type="checkbox"/> - via Email	x	x	x	x
<input checked="" type="checkbox"/> - via SMS	x	x	x	x
<input checked="" type="checkbox"/> Project deadlines integrated	x	x	x	x
<input checked="" type="checkbox"/> Custom event types	x	x	x	x
<input checked="" type="checkbox"/> Social media		x	x	x
<input checked="" type="checkbox"/> - Twitter		x	x	x
<input checked="" type="checkbox"/> - Facebook		x	x	x
<input checked="" type="checkbox"/> - LinkedIn		x	x	x
<input checked="" type="checkbox"/> - Searchable	x	x	x	x
<input checked="" type="checkbox"/> FAQ	x	x	x	x
<input checked="" type="checkbox"/> Video tutorial	x	x	x	x
<input checked="" type="checkbox"/> Support forums	x	x	x	x
<input checked="" type="checkbox"/> Telephone support		x	x	x