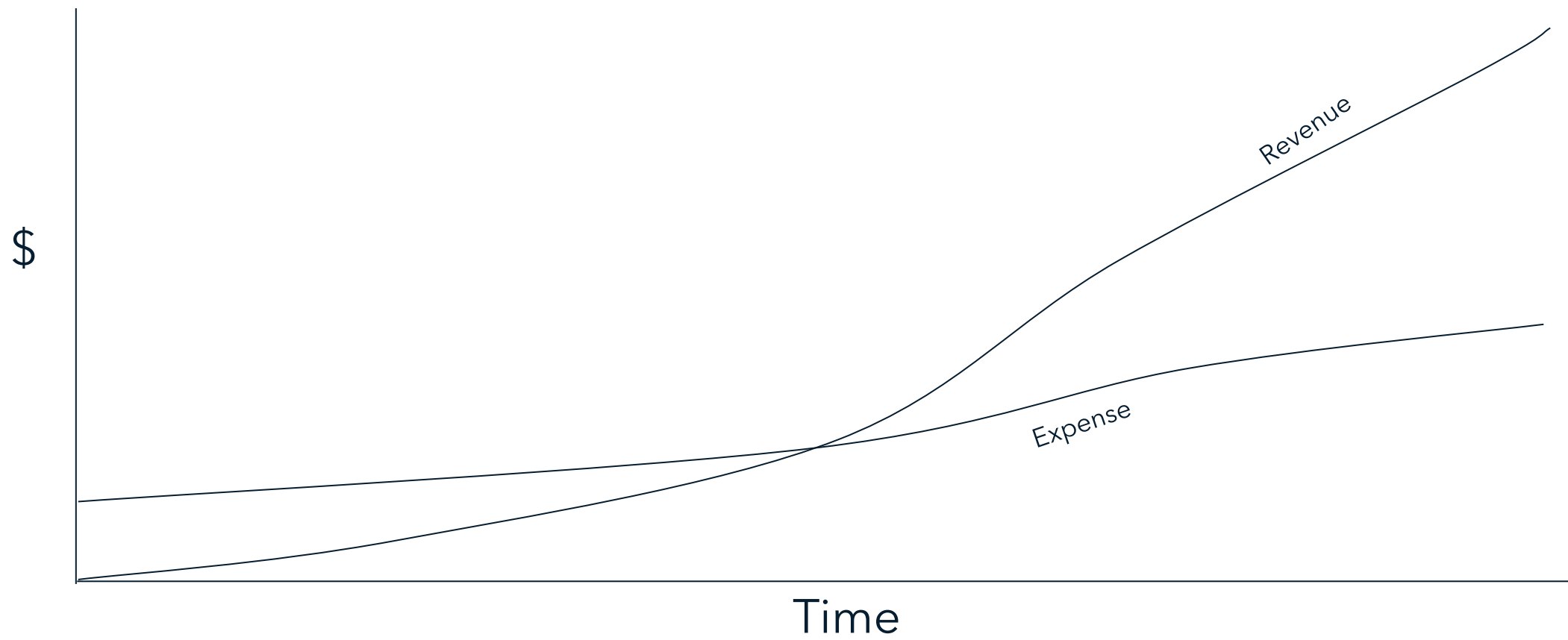




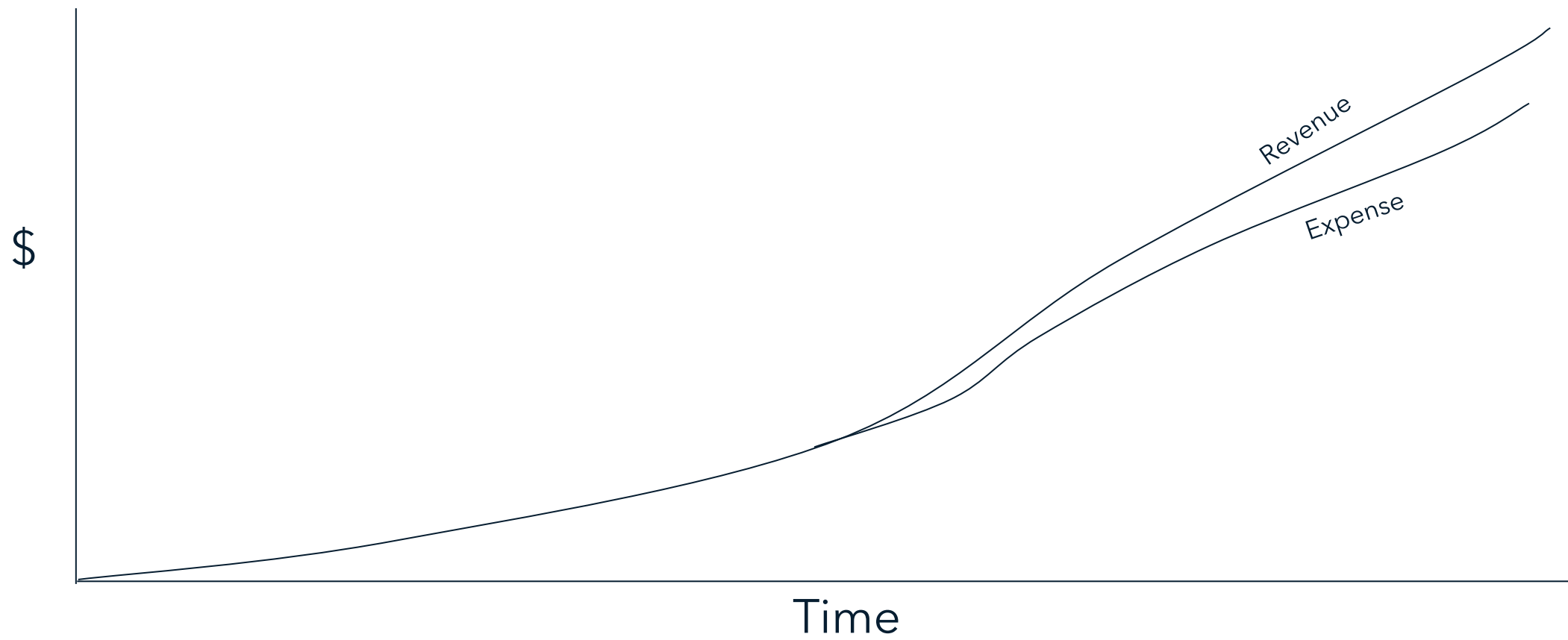
Keynote: How the Productivity - Efficiency Balance Works in the Real World

Vince Lombardo

-12 14



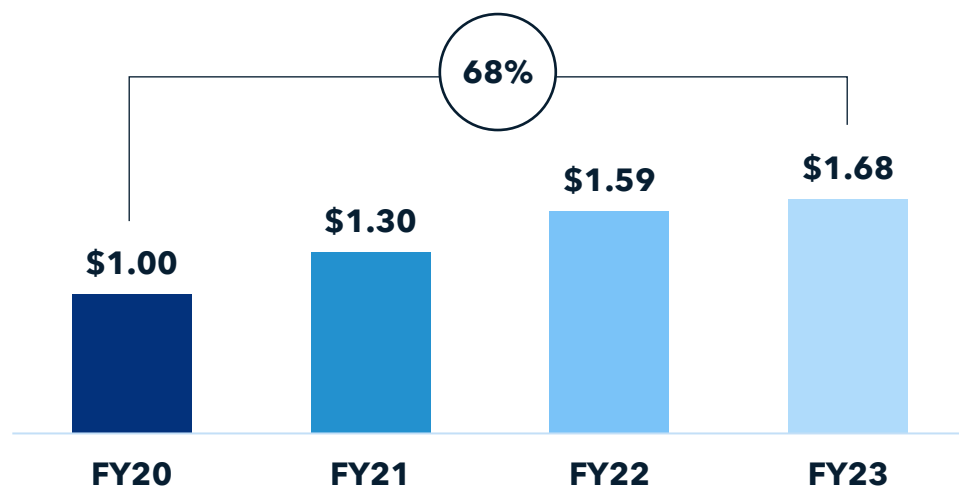
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Growth of Sales and Marketing Expenses, Indexed to 2020

Change in median value of annual sales and marketing expense per dollar

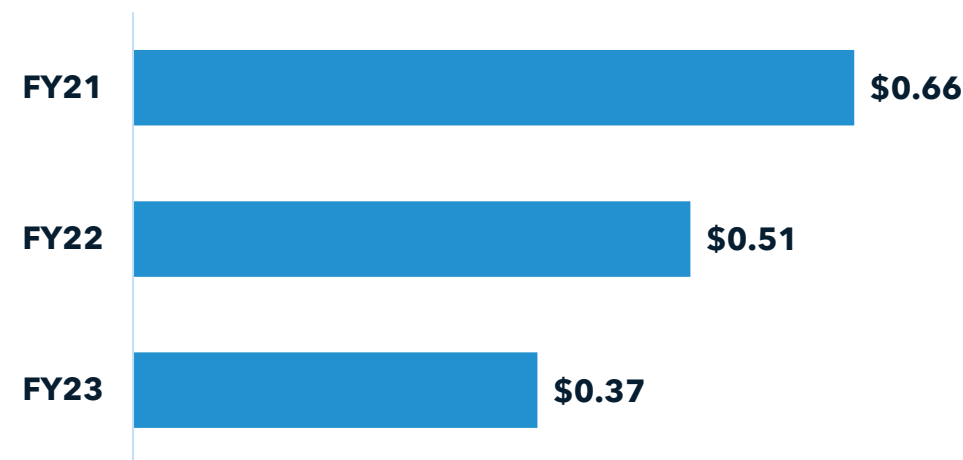


N=237 public companies in SaaS, information technology, and commercial services with \$100M - \$5B in annual revenue and headquarters in the US and Canada



Median Growth Yield on Sales and Marketing Expense, FY21-FY23

Year-over-year growth \$ / Sales and marketing spend \$



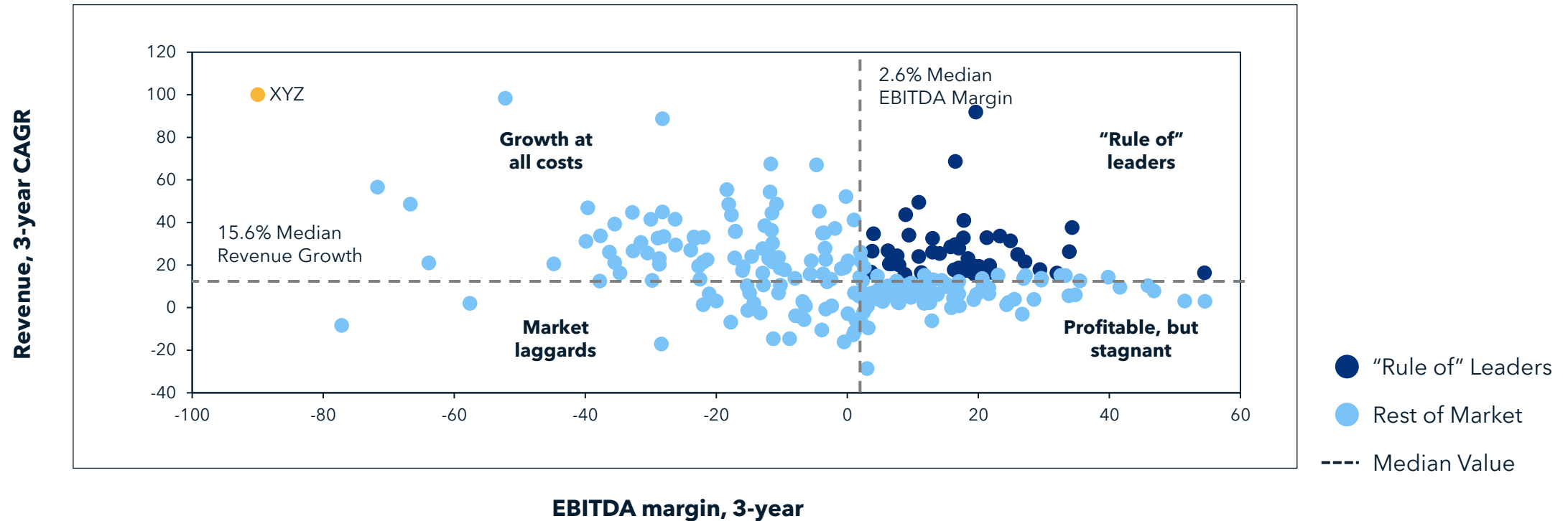
N=237 public companies in SaaS, information technology, and commercial services with \$100M - \$5B in annual revenue and headquarters in the US and Canada

Sales and Marketing costs have increased 68% from '20 to '23, while the median revenue growth rate fell by more than 50%.



Revenue Growth and Sales and Marketing Expenses, FY21 - FY23

Revenue, 3-year CAGR vs. Sales and Marketing Expense, 3-year



N=237 public companies in SaaS, information technology, and commercial services with \$100M - \$5B in annual revenue and headquarters in the US and Canada.
Note: EBITDA margin, 3-year is the sum of annual EBITDA/ the sum of total revenue from FY21-FY23



So, how do we differentiate ourselves in Execution?

01

Acceptance



02

Accelerating The Flywheel



01 Acceptance

Acceptance



How much of my mental energy is consumed with thoughts of fairness, impossibility, "they just don't get it?"



Do I believe I have the competency, skills, AND desire to do what is needed in this moment in our lifecycle?



Is staying in this role, and doing this work, something I can succeed in AND stay aligned with my personal values?



Who am I commiserating with and can I either lead them out or stop connecting with them to stay positive?



When do I feel the best about our situation and what makes those moments different for me?



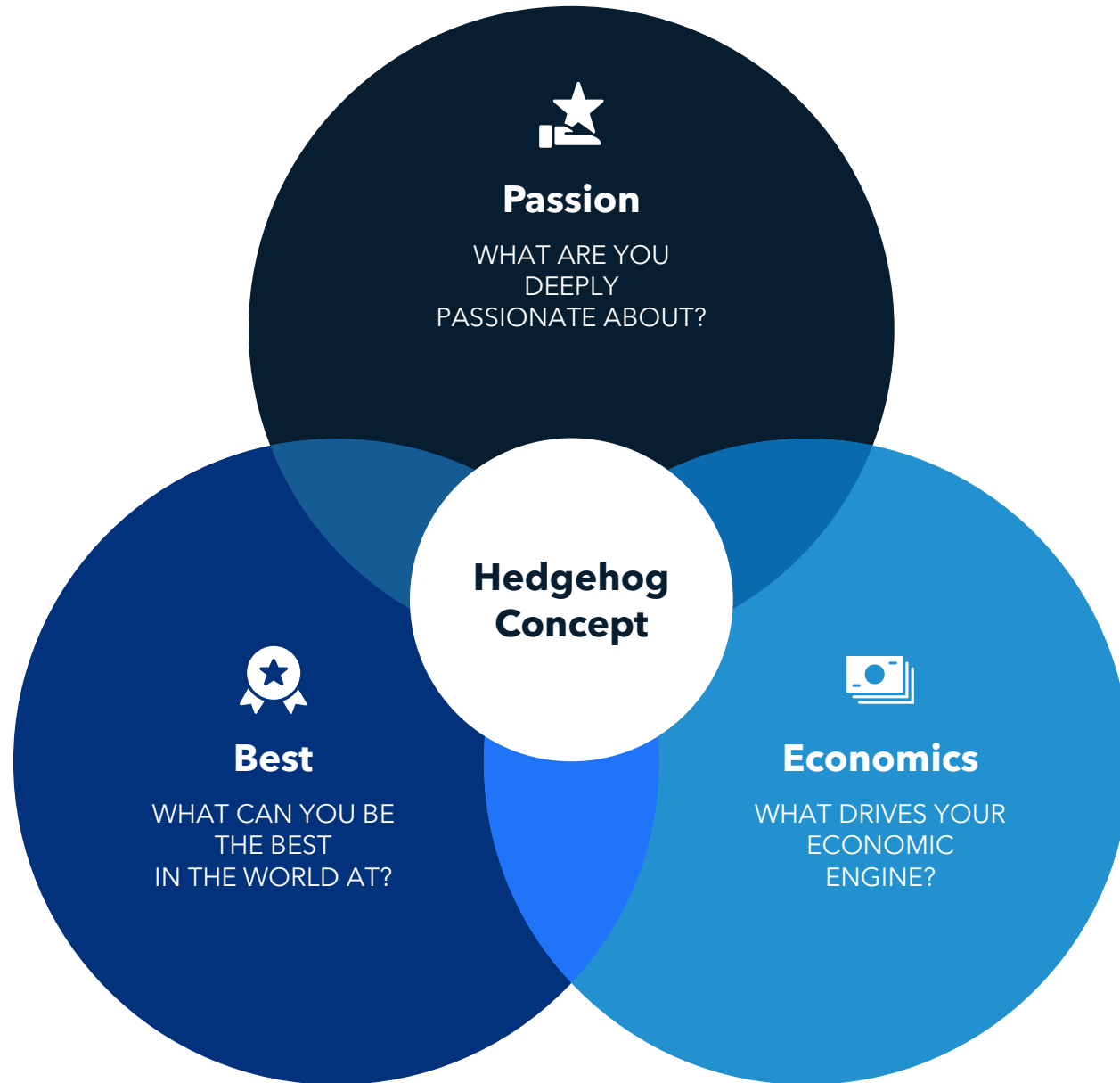
When do I feel the worst about our situation and what am I doing to pull myself and others through them that is alignment with my values?



Am I in a position to build something enduring and valuable with the tools and resources available to me? If yes, the rest is navigable.

02 Accelerating the Flywheel





The Shakedown





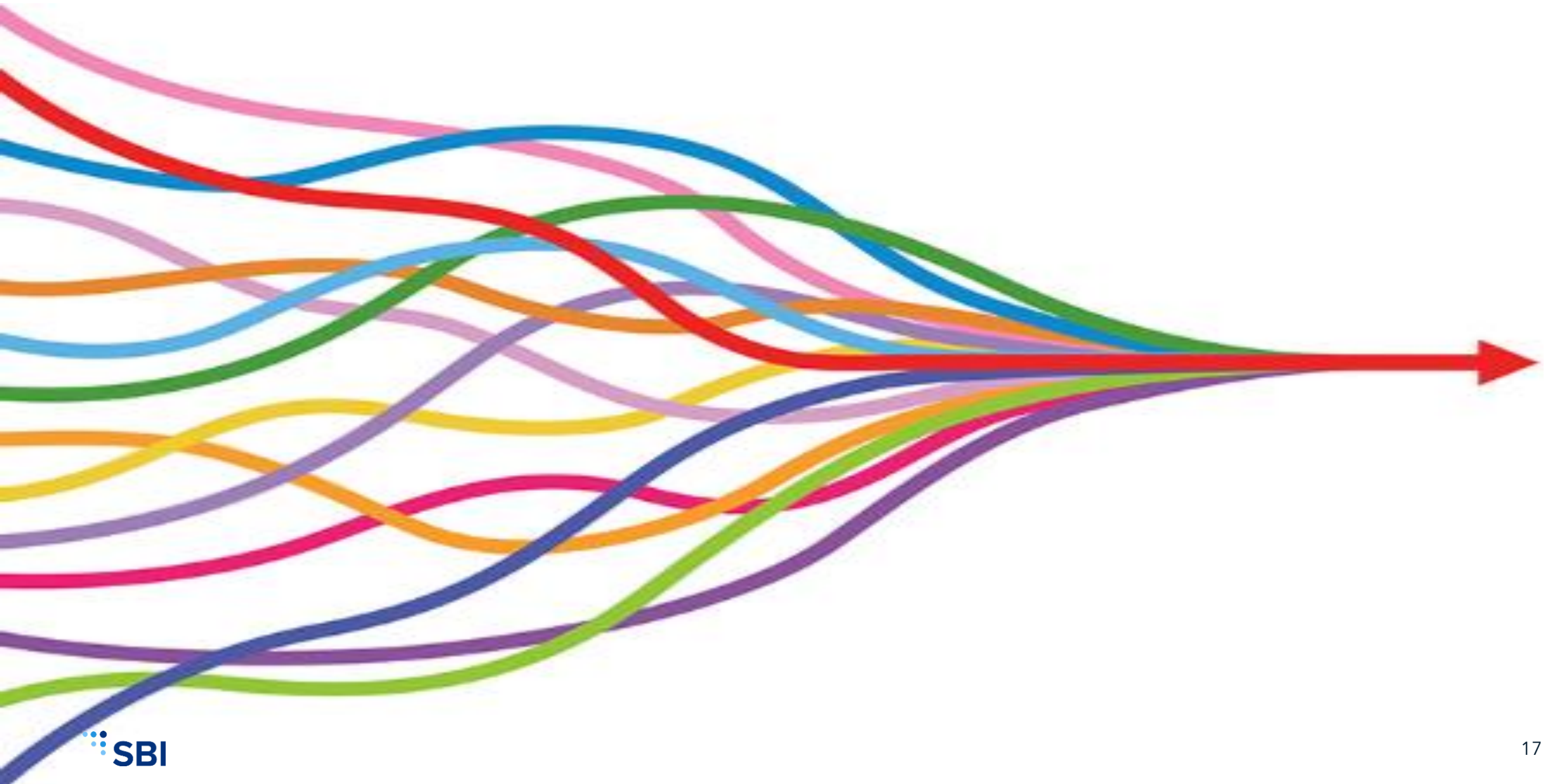
Leading

Strategic Plan

Core Values	1. Work like it matters, because it does. 2. Own the outcome, together. 3. Foster healthy relationships		3-Year Picture Future date: December 31st, 2025 Revenue: \$4.350 Billion Measurables: 100K new clients annually What Does it Look Like: <ul style="list-style-type: none">• Execute M&A Integrations in Excellence• POS Maturation<ul style="list-style-type: none">◦ POS is \$350M in Revenue with 75K active rooftops• Software centric sales execution• OnDemand Execution<ul style="list-style-type: none">◦ OnDemand is generating 1,500 new customers per month• Payroll is \$350M in revenue with 65K active customers• 30% of new sales are 2 product minimum within 60 days• Generating \$30M EARR of X-sell revenue annually from base
Core Focus	Increase market share via distribution, acquisition, and retention.		
Vision	Become a software solutions company that makes everyday work better.		
Ideal Customers	Main Street SMBs: Small and medium sized restaurants and retailers looking for in person and online business technology.	Business-to-Business Partners: Businesses looking for financial technology to sell on their own or to refer their customers and clients to.	



Alignment





Communication



Context



Transparency



Repetition