

The Death Spiral

Aplia – Investment History

- 2001 – Skandia invests \$11.2M
- 2005 – Additional investment by core Aplians and family



Aplia – Data Points

493,713,000

360,000

30%

100%

20 hours



Aplia – Keys to Success

- Business Model
 - ESP
 - Service-based revenue model
- Product development model
 - Identify real problems and solve them in simple, elegant ways
 - User-Centric, iterative design
- Things we believe in
 - Hire really smart, really nice people
 - Set reasonable expectations and over-deliver
 - Stay focused - Do fewer things really well

