EXECUTIVE SUMMARY

How do grow Beekeeper while staying agile and exciting?

Implement Cell strategy
Focus on existing industries
Ensure agile development with Beekeeper buzzLabs

BEEcome a market leader through sustainable growth
CONTENT

- External & Internal Analysis
- Strategic Alternatives
- Implementation
- Financials & Risk Analysis
CONTENT

External & Internal Analysis

Strategic Alternatives

Implementation

Financials & Risk Analysis
EXTERNAL ANALYSIS
Other Bees on the Block – Competitive Landscape

Red e App
Staffbase
Beekeeper
NOW

Small

Large

General

Industry-Specific

Yammer
Slack
Whatsapp

Crew

NOW

ADP
AALTO DISRUPTION PARTNERS
INTERNAL ANALYSIS

Higher Headcount strains Organization
INTERNAL ANALYSIS

Strengths
• Expertise in Hospitality Industry
• Corporate Culture & Beekeeper’s 5 Core Values
• GDPR Compliance

Weaknesses
• Silos within the Company
• Missing Focus

Opportunities
• Flocking of companies from competitors (GDPR)

Threats
• Difficulties in selling past early adopters
• Growing conflicts of interest between Engineering and Sales
CONTENT

- External & Internal Analysis
- Strategic Alternatives
- Implementation
- Financials & Risk Analysis
STRATEGIC ALTERNATIVES
Decision Criteria

- Boost Beekeeper’s Growth into New Dimensions
- Win the Scaleup Challenge
- Utilize Beekeeper’s Unique Value Proposition
- Differentiate from Competitors
STRATEGIC ALTERNATIVES

1. “New Territories” Expand into New Industries

2. “Special Beehives” Create Niche-Strategy to Differentiate

3. “New Beehives” Seek Growth in Existing Industries
### STRATEGIC ALTERNATIVES

**Evaluation of Alternatives with Decision Criteria**

<table>
<thead>
<tr>
<th>Alternatives</th>
<th>Decision Criteria 1</th>
<th>Decision Criteria 2</th>
<th>Decision Criteria 3</th>
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<tr>
<td>&quot;New Territories&quot;</td>
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<td>-</td>
<td>+</td>
</tr>
<tr>
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- **Boost Beekeeper’s Growth into New Dimensions**
  - "New Territories": +
  - "Special Beehives": -
  - "New Beehives": +

- **Win the Scaleup Challenge**
  - "New Territories": +
  - "Special Beehives": -
  - "New Beehives": +

- **Utilize Beekeeper’s Unique Value Proposition**
  - "New Territories": -
  - "Special Beehives": 0
  - "New Beehives": 0

- **Differentiate from Competitors**
  - "New Territories": -
  - "Special Beehives": +
  - "New Beehives": +
<table>
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<tr>
<th>Strategic Alternative</th>
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- Strategic Alternatives
- Implementation
- Financials & Risk Analysis
IMPLEMENTATION
THE CELL-STRATEGY

Beekeeper Hospitality

Beekeeper Manufacturing

Beekeeper Retail

Beekeeper Buzzlabs

Boost Future Growth with Specialized Cells
IMPLEMENTATION
THE CELL-STRATEGY

Leaders of Buzz-Labs communicate with each other.
IMPLEMENTATION
THE CELL-STRATEGY

What is the Benefit?

1. Break-Up the Silos and Miscommunications
2. Be Agile – Test Products – Fail Fast
3. Low Hierarchy

Prepare Beehive for Unprecedented Growth
Cells Are in Charge of Product Tailoring

Customer lifetime value > 2X Customer acquisition cost

- Tailor for the large clients
- Keep developing the standard product
Marketing strategy

- Naming the cells based on the industry:
  - Beekeeper Hospitality
  - Beekeeper Manufacturing
  - Beekeeper Retail

- Each cell has a marketeer focusing only on established businesses

Focus on Expertise & Trust
IMPLEMENTATION – GEOGRAPHICAL EXPANSION

Where should the Bees Fly?

Increase Presence in Current Markets (Europe & U.S.)

Seek Growth in Asia:
• Start from Hospitality Industry
• Expand through manufacturing
IMPLEMENTATION
Enhancing the Product

- Beekeeper limited to internal communication
- What if we could bring the customer to the equation?
- Example:
  1. Guest requests an ironing board from Beekeeper App
  2. Non-desk employees get notification
  3. App shows ironing board availability to employees
  4. An employee accepts the request
  5. Availability is updated
  6. Ironing board delivered

⇒ Value added – Happy Customer
IMPLEMENTATION TIMELINE
Growing the Beehive

Year 1
- Beekeeper buzzLabs
- Organizational Restructuring
- Series B: $15M on $60M

Year 2

Year 3
- Bring the End Customer into Equation
- Increase Presence in Europe & U.S.

Year 4
- Expand in Asia
IMPLEMENTATION
Moving the Beehive

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Staffbase

Beekeeper NOW

Beekeeper FUTURE

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ADP! AALTO DISRUPTION PARTNERS
IMPLEMENTATION

Aligns with the 5 Core Values

BEE BRAVE
Active R&D within cells, Buzzlabs for brave initiatives

BEE PROACTIVE
Cell strategy enables sustainable growth

KEEP IT SIMPLE
Cells break up the silos

BEE OPEN
Sales & engineering in the same team → understanding & openness prosper

BRING OUT THE BEST IN EACH OTHER
People with expertise in certain areas to empower each other
Beekeeper buzzLabs for Agile Development

- “A startup within a startup”
- Cell focused on new markets & innovations
- Agile development through the Lean Startup model
- If a strategy is not working, it is “killed off” quickly

Lean Startup model (Ries, E.)
External & Internal Analysis
Strategic Alternatives
Implementation
Financials & Risk Analysis
$15 Million in Series B

- ~$75 Million post-money valuation
- Runway of 18 months
- $15 Million used for
  - Headcount growth
  - Reorganization
  - Marketing
  - Office space
## Risky BEESness

<table>
<thead>
<tr>
<th></th>
<th>Med/High</th>
<th>Low/Med</th>
<th>Low</th>
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<tr>
<td>Resistance towards organizational change</td>
<td>Clear communication, incentivization based on team performance</td>
<td>Focus marketing on expertise within cells</td>
<td>Lean Startup model</td>
</tr>
<tr>
<td>Low traction after the cell implementation</td>
<td>Low/Med</td>
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<tr>
<td>Capital spending on unnecessary initiatives in Beekeeper buzzLabs</td>
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You asked us:

“How to steer Beekeeper towards **more growth** while staying agile?”

“Should Beekeeper focus on a **specific industry** or expand into multiple industries? Which ones?”

“What about Beekeeper’s **employees** and recent problems?”
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