

	2011 (\$m)	Percentage
Revenues	\$1.657	100%
Subscription and Support	\$1.551	94%
Professional Services etc.	\$106	6%
Cost of Revenues	\$324	20%
Subscription and Support	\$208	13%
Professional Services etc.	\$116	7%
Gross Profit (and Gross Margin)	\$1.333	80%
Operating Expenses		
Research and Development	\$188	11%
Sales and Marketing	\$792	48%
General and Administrative	\$256	15%
Total Operating Costs	\$1.236	74%
Operating Profit (and Operating Margin)	\$97	6%

Source: Michael A. Cusumano. Reflecting on the Facebook IPO. CACM 10, 2012.