

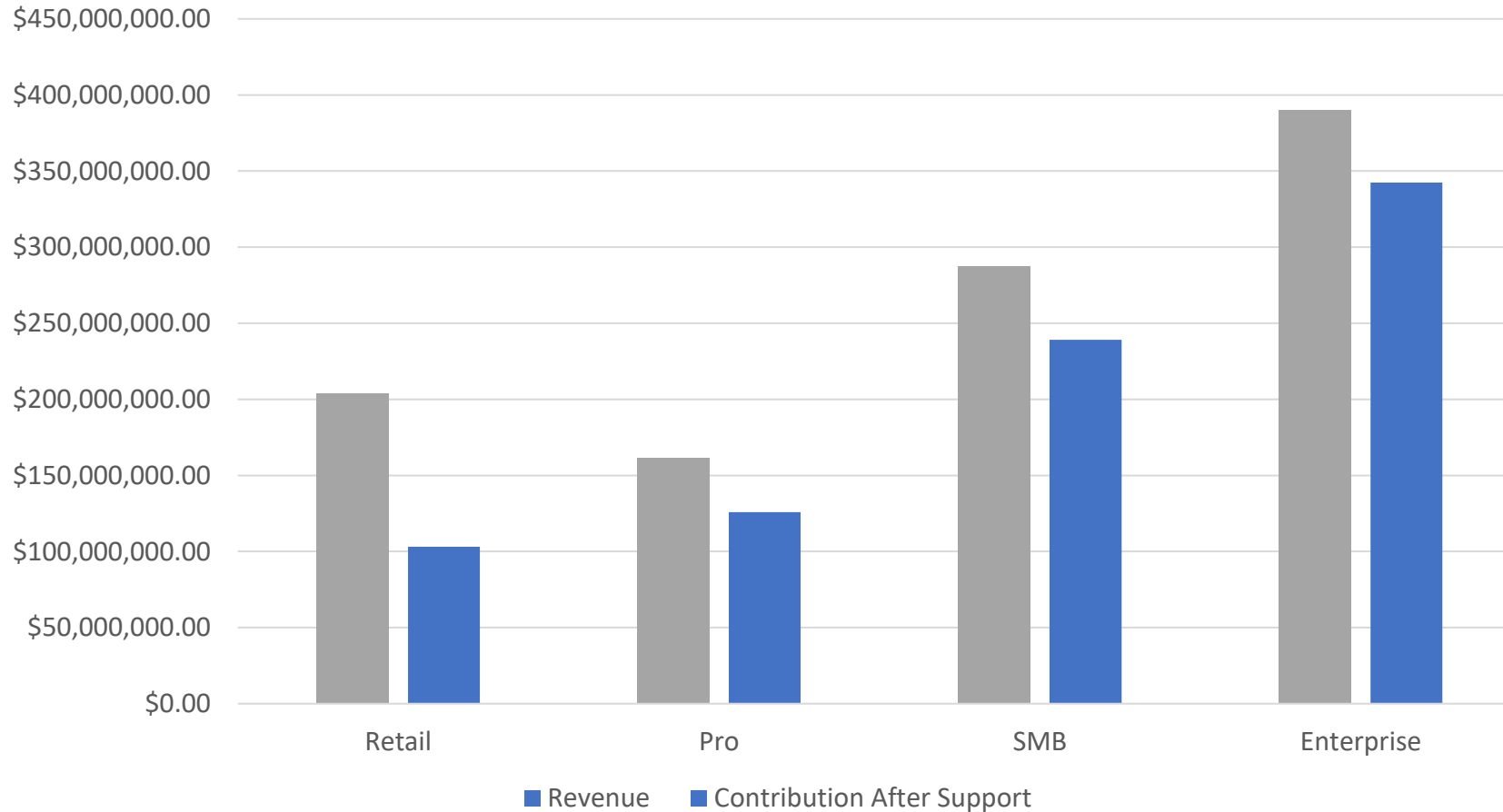
Refocusing the Operating Model to Restore Profitable Growth

Business Transformation Assessment & Recommendations

Value is concentrated in a small number of segments, but the operating model treats all customers the same

- Retail customers drive volume but dilute overall margins
- SMB and Enterprise generate the majority of contribution
- Cost-to-serve is misaligned with customer economic value
- Focused transformation outperforms efficiency initiatives alone

Current economics show clear imbalance between scale and value



Large user segments mask profitability concentration

Strategic focus outperforms automation-only approaches

Scenario	Revenue	Contribution After Support	Contribution Margin
Base Case	\$1,042,700,000.00	\$810,740,000.00	77.8%
Targeted Automation	\$1,042,700,000.00	\$857,132,000.00	82.2%
Segment-Focused Model	\$1,073,981,000.00	\$911,609,000.00	84.9%

Automation helps, but segment focus drives the largest impact

Transformation requires focused changes across operating model, support, and growth strategy

- **Segment-Based Operating Model** — align service levels to customer value
- **Targeted Support Automation** — reduce cost-to-serve at scale
- **High-Value Segment Growth Focus** — prioritize SMB & Enterprise contribution
- **KPI Ownership & Operating Cadence Redesign** — enable sustained execution

A phased approach enables learning, limits risk, and sustains impact

0–3 months: Stabilize & Diagnose

- Finalize segmentation & KPIs
- Establish ownership & baseline metrics

3–6 months: Enable & Pilot

- Launch support automation pilots
- Introduce tiered support workflows

6–12 months: Scale & Reallocate

- Roll out segment-based operating model
- Shift resources toward SMB & Enterprise

12–18 months: Optimize & Sustain

- Refine automation & pricing
- Institutionalize operating cadence

Transformation delivers meaningful upside with manageable execution risk

Expected Impact

- Margin expansion
- Cost-to-serve reduction
- Higher ROI on growth

Key Risks

- Customer perception
- Change management
- Execution complexity