



Become a founding shareholder  
in the Loomio Cooperative

**Creating a world where  
it's easy for anyone to participate  
in decisions that affect them**

# Executive summary

Loomio is an online tool for collaborative decision-making, developed by a cooperative social enterprise in Wellington, New Zealand. We're seeking ethical investors to be founding shareholders in the Loomio Cooperative.

The investment will take the form of a loan with a fixed rate of interest. We are seeking to raise a total of \$180,000. The offer will open on April 15th and close on May 15th, 2013. The minimum investment is \$10,000.

## Financial return

Investors receive a 'preference share' in the Loomio Cooperative, which is a non-voting share entitling the investor to a fixed interest rate of 8% per annum on the amount invested. We plan to fully repay the principal before the end of the 2015/16 financial year, based on reaching revenue neutrality by mid-2014.

## Social return

The social return on investment will be measured in part by the number of people participating in decisions that affect them. Our goal in 2013 is for 130,000 people to be actively participating in decision-making using Loomio.

*Our goal in 2013 is for  
130,000 people to be  
actively participating in  
decision-making using Loomio*

**Sources for market size information, pages 24–25**

Community: [www.notforprofit.gov.au/about-us/about-us-page-1](http://www.notforprofit.gov.au/about-us/about-us-page-1),

[www.charitycommission.gov.uk/showcharity/registerofcharities/](http://www.charitycommission.gov.uk/showcharity/registerofcharities/)

[SectorData/SectorOverview.aspx](http://SectorData/SectorOverview.aspx), [www.charities.govt.nz/search/](http://www.charities.govt.nz/search/);

Cooperatives: [usa2012.coop/about-co-ops/cooperatives-around-world](http://usa2012.coop/about-co-ops/cooperatives-around-world);

Local authorities: [www.lgnz.co.nz/lg-sector/role/](http://www.lgnz.co.nz/lg-sector/role/); [alga.asn.au/?ID=42](http://alga.asn.au/?ID=42);

Technology: [en.wikipedia.org/wiki/GitHub](http://en.wikipedia.org/wiki/GitHub)

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# Loomio is looking for people like you

This is an exciting time for Loomio – we've laid the foundations of a scalable social enterprise with a committed and highly skilled team, built a robust software tool used by thousands, and validated the customer use case beyond doubt. We know exactly what systems we need to automate to prepare for rapid growth.

To resource this next step in a way that aligns with our values, we're developing relationships with a small group of ethical investors. Our investors will have a passion for positive social change, and want to invest money in socially beneficial projects that have a reasonable financial return.

These investors will be part of a small group of founding shareholders in the Loomio Cooperative, joining the founding cooperative members as we prepare the Loomio social enterprise for rapid international growth. We'd love for you to be a part of this group.

The legal framework for this investment is a preference share offering, whereby ethical investors become founding preference shareholders in the Loomio Cooperative. This is a trusted legal framework for investment in the

*Our investors will  
have a passion for  
positive social change*

*We'd love for you to  
be a part of this group*

cooperative sector, providing a way of resourcing large-scale growth without selling equity in the business.

The preference share framework involves legal assurance for investors. Interest on preference shares is paid to investors as an operational expense, and in the event of liquidation debt to preference shareholders is paid out before any other shareholder debt.

We're making a firm commitment to undertake this investment in the most responsible and transparent way. As a preference shareholder, you'll receive monthly financial reports, so you can see exactly what your investment is contributing to, and what its social and financial outcomes are.

## The last 12 months

Last year in Wellington a team of people formed around a transformative idea: the internet can be used to make it easy for anyone to participate in decisions that affect them.

Over 12 months of development, this idea materialised into an online platform for collaborative decision-making called Loomio – an accessible, neutral space where any group can come together, build shared understanding, and reach clear outcomes that work for everyone.

In parallel, a cooperative social enterprise formed to steward the project and generate the resources necessary to achieve maximum positive social impact on a global scale. Loomio has been incubated at Enspiral, a collective of tech-focused social change professionals.

Right now, Loomio has thousands of beta-testers in hundreds of diverse user groups. Early adopters around the world are providing the team with invaluable feedback to guide our design and business decisions.

*an accessible, neutral  
space where any group  
can come together, build  
shared understanding,  
and reach clear outcomes  
that work for everyone*

Loomio Groups Notifications Give us feedback Richard D. Bartlett

**Home ▶ Diaspora Community ▶ Feature Proposals**

## Bring back likeable comments

Some time ago, it was possible to like comments. That feature is now removed due to some reasons. What do you think about bringing it back?  
 -> Decision has been made: YES, bring back likeable comments.  
 GitHub Issue: <https://github.com/diaspora/diaspora/issues/2999>

By Dennis Schubert  
 Last edited by Wilhelm  
[See revision history](#)

### Discussion

Say something...

Post comment

**Goob**  
 It's easy to decide that it would be good for something to be done. Actually finding a way to do it (and people with time and energy to do it) is not so easy. Likeable comments had to be removed because they were putting an enormous strain on the servers of big pods. Now this may be a fairly straightforward problem to solve, or it may not be. Until the reason for this problem has been identified, and one or more people have said they'll work on it, it wouldn't be appropriate to set a milestone, certainly not an imminent one.

As always, I'm sorry I can't help with coding things.  
 Liked by Sean Tilley - Community Manager

**Flaburgoan**  
 Yeah, we put a milestone when someone works on a pull request and we can estimate the time to do it. About like in comments, nobody has time to work on it for the moment...

**Jonne Haß**  
 I see nobody actively working on it so I'd prefer no milestone at all.

**Wilhelm**  
 No specific reason. I just thought it has been decided on so let's proceed with action. Afak, there are currently only two milestones on GH 0.0.3.0 and 0.1.0.0. Feel free to create

### Current decision

There is not currently an open proposal under discussion

### Previous decisions

Decision	Outcome
<b>Bring back likeable comments</b>	Okay. That's a clear "yes". But there are things with higher priorities
<b>Dropdown</b>	Closed 5 months ago Proposed 6 months ago by Dennis Schubert

21% of members stated their position (15/70)

### Positions

**Sean Tilley - Community Manager**  
 I like the feature, but we'd need to figure out a more resource-friendly way of doing this, compared to our implementation in the past.

**Flaburgoan**

## The software: an online tool for collaborative decision-making

Several thousand users in hundreds of groups are already using Loomio as early adopting beta-testers. We have users in more than 20 countries, from businesses to community organisations, software projects and social movements, to local and national government organisations.

We're amazed by the positive impact the tool is already having. Environmental organisations are using it to organise national campaigns, social enterprise networks are using it to make business decisions, local government bodies are using it for citywide public policy consultation, family trusts and boards of trustees are using it to get input from members in different countries, and distributed social movements are using it to build shared understanding across borders.

New technologies tend to have the greatest social impact once they become integrated into daily life. Our vision for Loomio is that participating in decisions, big and small, should be part of daily life, like checking your email every morning.

*Our vision for Loomio is that participating in decisions, big and small, should be part of daily life, like checking your email every morning*

# The business: a cooperative social enterprise with an ethical revenue model

We've worked hard to develop an organisational structure and business model aligned with our values.

## Organisational structure

Loomio is a workers' cooperative, meaning that the business is owned collectively by the people working in it.

Loomio is a social enterprise, meaning that it generates sustainable revenue from an activity that also delivers game-changing social impact.

## Business model

Our business model balances two principles:

- **money will never be a barrier to entry to groups doing great work in their communities**
- **Loomio will thrive financially to achieve positive social impact on a global scale while maintaining independence.**

Loomio is a software as a service (SaaS) product, with a cloud-based subscription revenue model. Enterprise customers, e.g. businesses, local government organisations, incorporated societies, and other formally constituted community organisations, pay a monthly subscription based on the number of users and length of subscription. Community customers pay a regular or one-off contribution, with the amount varying in accord with their means.

In addition to the two online income streams, we're responding to our clients' need for help with collaborative processes by providing on- and off-line community engagement and facilitation services. Spurred on by early successes locally, we're in the process of developing a scalable network of licensed Loomio facilitators to meet international demand.

*Enterprise customers pay a monthly subscription.  
Community customers pay a regular or one-off contribution*

## Purpose and principles: why Loomio exists

Loomio is a purpose-driven organisation and we're proud to have our values out front.

**Loomio exists to create a world where it's easy for anyone to participate in decisions that affect them.**

We weigh all our decisions against this purpose, both in business and software development. We measure social impact as well as financial success. Investment in Loomio will have social return as well as financial return.

**Independent and neutral**

We are committed to remaining independent so we can provide a neutral place for any group to come together.

**Open-source collaboration**

Loomio is 'free software', meaning that anyone has the freedom to run, read, learn from, modify and redistribute the code.

## **Adaptive, reflexive, user-driven**

Loomio uses Loomio to develop Loomio. We are learning from our customers all the time, and continually improve the usability of the tool.

## **Transparency**

Our community of users, contributors and investors must be confident that we're doing what we say we are. We have a firm commitment to sharing information and maintaining openness in our books. As an investor, you will have access to our finances, strategies and decision-making records.

# Loomio strategic phases



## Strategic phases

In 2012, the Startup Genome Project released a report about the key determinants of startup success or failure based on a study of more than 3200 high-growth tech startups.

The study identified premature scale as the number one cause of startup failure – beginning rapid growth before a robust, efficient foundation is complete. Successful startups, on the other hand, tend to navigate 4 phases; discovery, validation and efficiency-building, in sequence before launching rapid international scaling.

It's striking how closely the Startup Genome stages of growth match our progress so far. It's clear that we're in the middle of the efficiency phase, focusing on optimisation and automation of systems before scaling.

The current investment offer will specifically resource the completion of the efficiency phase, to put Loomio in the best position to successfully navigate the transition to rapid global spread.

Below we describe our progression through the discovery, validation and efficiency stages.

*Loomio is in the middle of the efficiency phase, focusing on optimisation and automation of systems before scaling.*

*we identified a problem  
common to every group of  
people who need to make  
decisions together*

## 1. Discovery phase

Within the first three months of Loomio, two things were immediately obvious: first, that we had identified a problem common to every group of people who need to make decisions together, and second, that there is a growing sense of urgency and willingness to overcome this challenge.

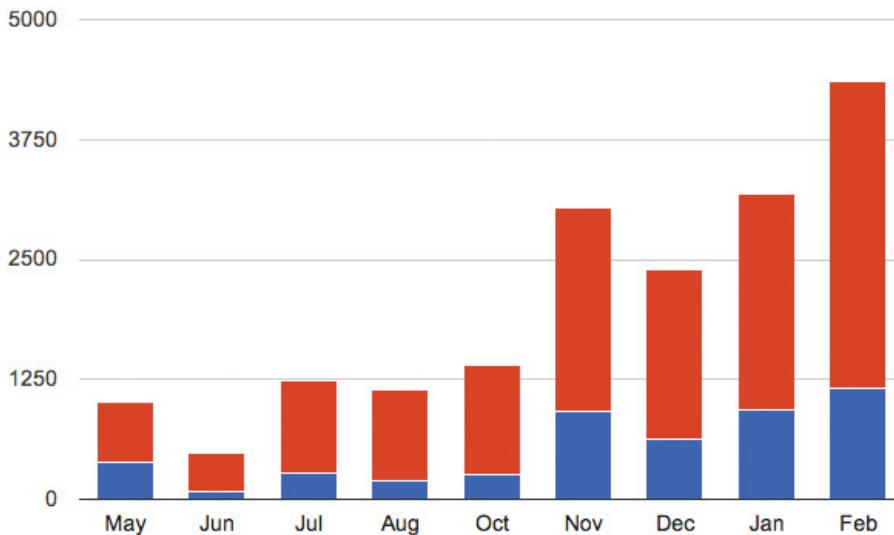
The ubiquity of communications technology has made it easier than ever to transmit information. To date, however, there's been little progress developing tools to translate this into shared understanding and collective action. Loomio drastically reduces the cost of participation in decision-making and collaboration, dissolving the practical constraints of time and place.

We began from the bottom up, innovating quickly and adaptively. Our starting point was to build the simplest possible tool to help small, purpose-driven groups collaborate more effectively. Then we began iterating development to accommodate larger, more complex groups, who might have more contention and varying organisational structures.

## 2. Validation phase

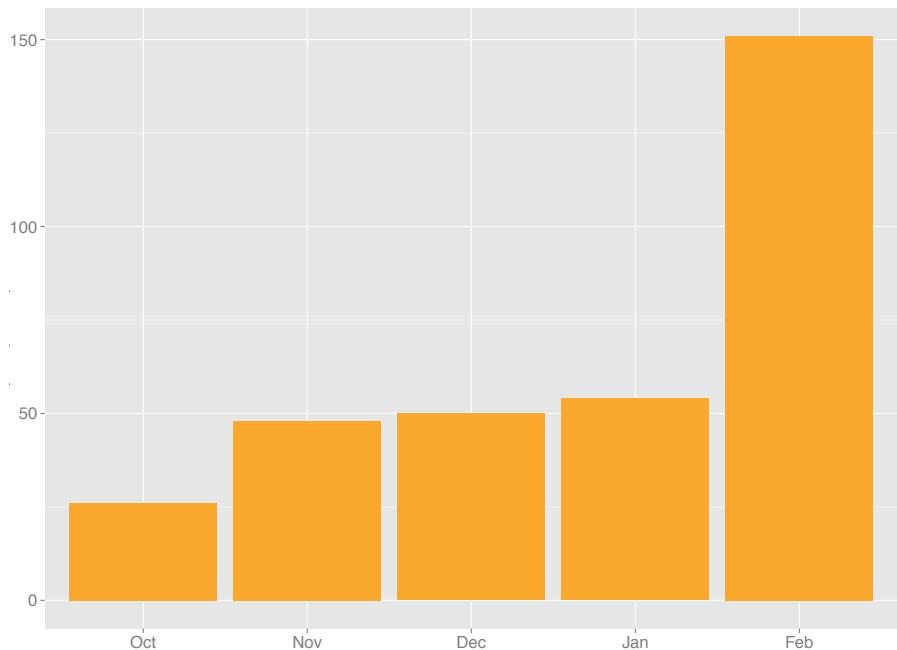
The value of Loomio has proven incredibly easy to communicate. It transmits quickly through word of mouth, online and offline. To date, we haven't had a need to push external media because of the continuous surge of interest coming to us. Since the very early days of getting the app up and running, we've

**VISITS TO LOOMIO.ORG, MAY 2012 – FEBRUARY 2013**



been swamped with groups requesting access. The primary challenge has been meeting this rising demand before we're ready to handle exponential growth.

#### **NEW GROUP REQUESTS OCTOBER 2012 – FEBRUARY 2013**



## User growth

In the validation phase, we implemented a manual group request process to give tight control over the intake of new users. This process specifically selects for groups that are most likely to succeed in using the tool. It has provided us with a substantial amount of information about what types of customers are attracted to Loomio, what they want to use it for, where they're coming from, and whether they're happy to pay for it.

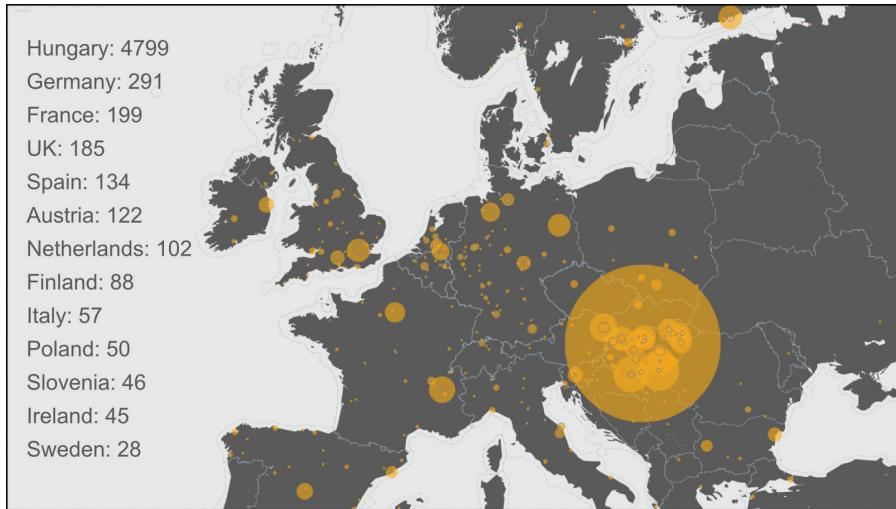
Despite this high barrier to entry and the absence of active promotion to date, Loomio has proven to be optimised for viral, horizontal growth: each new group that joins typically leads to at least one more new group request. New users in one group readily think of use cases in other organisations. Typical Loomio users are highly connected social influencers. People involved in one collaborative group are typically involved in multiple collaborative groups.

## International spread

As a cloud-based SaaS product, Loomio is a global service by definition. We've had more group requests from outside New Zealand than inside. There are currently organisations in more than 20 countries actively using the tool, such as globally distributed businesses, NGO peak bodies, and local community organisations in developing countries.

*Loomio is a global service by definition. We've had more group requests from outside New Zealand than inside*

### SITE VISITS TO LOOMIO ORIGINATING IN EUROPE IN FEBRUARY 2013



If you're wondering what's happening in Hungary, read the case study on page 28.

To maximise learning in the discovery and validation phases, we've worked closely with strategic customers in New Zealand. As we approach the scale phase, this learning will inform our international growth strategy. We're developing a comprehensive localisation plan, involving translation, user support and account management internationally.

## VISITS TO LOOMIO ORIGINATING FROM NEW ZEALAND AND AUSTRALIA, FEBRUARY 2013



Due to strong user demand, our first translation of the tool is into Spanish. Volunteers are waiting in the wings to translate into German, French, Hungarian, Polish and Romanian. As part of the scale phase, we'll be coordinating collaborative translation of Loomio into more than 20 languages.

## Market size

Loomio is a horizontal product with widespread application across diverse use cases. In the early phase of development, we are focusing on strategic market segments with a low barrier to entry, urgent demand and substantial resources.

Segment	<i>Examples of organisations already signed up to Loomio</i>
<b>Community organisations</b>  There are 96,000 registered charities in Australia, making up 8% of all employment and 4% of GDP.  In England and Wales, there are 180,000 registered charities. They employ 856,000 staff, and work with over 2,000,000 volunteers.  In New Zealand there are 26,000 registered charities out of 96,000 known not for profit organisations	<b>Playcentre</b> , Innermost Gardens, Redcliffs Residents' Association, Alcohol Action NZ, Hurlstone Park Wanderers Football Club, Winnipeg Rowing Club, EDRIC, <b>Finnish Psychologists for Social Responsibility</b> , 19 Tory St Open Source Community Gallery, Urban Dream Brokerage, <b>Timebanks Aotearoa</b> ...
<b>Cooperatives and democratic workplaces</b>  800,000,000 cooperative members worldwide.	Co-op Champions, Cooperative Energy Futures, Freerange Cooperative, <b>ICSE Sustainable Innovation Cooperative</b> , Cooperatives UK, Enspiral, Stone Soup Cooperative, <b>Cooperativa Paulista de Teatro</b> , Diciannove Social Co-op, Colliers Food Cooperative, Olympia Food Co-op, Harbour Co-op ...

Segment	Examples of organisations already signed up to Loomio
<p><b>Local authorities, government organisations, political parties</b></p> <p>New Zealand contains 78 local government bodies employing 25,000 staff and creating 4% of GDP.</p> <p>Australia contains 562 local government bodies employing 145,000 staff.</p>	<p><b>Wellington City Council</b>, Hamilton City Council, Lakes District Council, Far North District Council, Green Party NZ Volunteers, Wellington City Youth Council, <b>UN Youth New Zealand</b>, Folkets Fri Valg (Danish political party), Equo Madrid (Madrid Green Party), LMP Brussels (Hungarian political party), <b>Five-Star Party</b> (Italian political party) ...</p>
<p><b>Social movements</b></p> <p>“there are 1–2 million organizations working toward ecological sustainability and social justice, forming a kind of social movement. This is the largest social movement in all of human history” – Paul Hawkins, <i>Blessed Unrest</i> 2007</p>	<p>International branches of the Pirate Party, the <b>Hallgatói Halozat student activist network</b> in Hungary, the Oktatói Hálózat network of <b>Hungarian academics</b>, KIHA network of secondary students in Hungary, the 15M movement in Spain, the <b>Occupy</b> movement in multiple cities in the USA, Powershift, Generation Zero, 350, <b>Burning Man</b> networks in the US and Europe ...</p>
<p><b>Technology and innovation</b></p> <p>GitHub is the largest version control hub - a place where programmers collaborate on open source software projects which also operates as a social network for open-source programmers.</p> <p>In 2013 there are 3,000,000 participants on this site giving a sense of the strength of the open source community and the size of the market.</p>	<p><b>P2P Lab</b>, FreeLabs, OpenMandriva Association, DrexelDragonLAN, Cleverbug, <b>Diaspora</b>, Perl Community, Kernel, Wise Group Web Team, Entr'ouvert, Garoa Hacker Clube, Betterways, Kollebolle, Reqorder, Primine Joy, Dharma Team, Pangr, Espai Tarragona, Vancouver Cloud Cartographers, <b>it-agile.de</b>, Sekoya, M3S, The Chakra Project, Social Media Exchange ...</p>

## CASE STUDY 1

### Enterprise customer: Wellington Online Collaboration

In February 2013, the Wellington City Council contracted Loomio to handle the online side of their largest public consultation exercise of the year, developing an alcohol management strategy for the city. This three-month project has seen the Loomio team involved in the design and ongoing facilitation of a large-scale public collaborative process, along with communications and promotion work in social and print media.

The screenshot shows the Loomio homepage with the title "Wellington Online Collaboration: Alcohol Management Strategy". Below the title, there is a sub-headline: "A new way to work with your local Council". A descriptive paragraph follows: "People all over Wellington are getting together online to work with their City Council to collaborate on an Alcohol Management Strategy for the city." At the bottom of the page, there are two buttons: "Take a look" (in blue) and "Click here to participate" (in green). The Loomio logo, which consists of the word "loomio" in a stylized orange font with the subtitle "collaborative decision-making" in smaller black text below it, is prominently displayed at the top left of the page.

To date, the Council project team has been “rapt” with the outcomes of the online consultation using Loomio, reporting that it has performed better than any other online tool they’ve used. Their feedback has been that collaboration on Loomio provides greater depth of discussion and is more productive and cost effective than public meetings.

“We’ve been really pleased with the depth of the conversations and the way people are providing research and information to support their views. It’s been neat to see how it generates additional conversation and reaps some form of consensus.” – Jaime Dyrberg, Wellington City Council Alcohol Management Strategy project lead.

Using Loomio, Council staff engage directly with stakeholders in community-led discussion and work toward solutions. We've seen multiple cases where the online discussion has turned into real-world action, with people taking initiative to follow up ideas as well as seeking direct support from Council. Council staff are clear that Loomio goes beyond automating the old consultation models and offers a real opportunity for deepening neighbourhood democracy.

## Growth opportunity

Local government is an immediate strategic market for Loomio, with substantial growth potential. Six other city councils in New Zealand have enquired about using our services for public engagement projects. Online facilitation attracts high professional rates and creates early cash-flow in the Loomio business plan. We are currently training additional staff to build a scalable network of licensed Loomio facilitators.

With an established case study, our strategy is to undertake multiple projects around New Zealand, and then enter markets in Australia and internationally. In addition, multiple participants in these public discussions have requested access to Loomio for other organisations or groups, underlining the viral growth potential of Loomio.

*"We've been really pleased with the depth of the conversations and the way people are providing research and information to support their views. It's been neat to see how it generates additional conversation and reaps some form of consensus."*

*- Jaime Dyhrberg,  
Wellington City Council*

## CASE STUDY 2

### International community customer: Hungary

Hungary was selected as an international case study in December 2012, to test the effects of opening the door to group requests from a particular country. Our first point of contact in Hungary was a student activist network of several hundred people organising opposition to proposed changes to the education sector. This immediately led to a group request from a nationwide network of several hundred academics organising in support of the students, followed by a network of high-school students organising in solidarity with the same cause.

**HALLGATÓI HÁLÓZAT**

Főoldal | Hallgató? | SEJTEK | Események | Szabadegyetem | Mit akarunk? | English/Deutsch | Kapcsolat

Aktivistáink "szivárogat": Hogyan működik a Hallgatói Hálózat?

Csatlakoztak támogatóként a Hallgatói Hálózat a POSZ fórumához?

1 day ago  
Proposed 8 days ago by Puskás Tamás

Outcome  
Támogatja a POSZ fórumat.

A résztvevők összefordultak a körményben, amiket nevezünk el többre kérő, összetett és ötödik, hogy csatlakozzon-e a mint tanácsba.

Yes (40)  
No (1)  
Not sure (5)

**Hogyan szavazunk?**  
Mint írásom elején említtettem, az első igazi, nagyobb országos találkozók csak nemrégebben zajlottak le, és a résztvevők többsége mindenütt is csak hetekkel ezelőtt indulhat. Azonban tagjainak döntéshozatali rendszerükbe való felvételre azonban hosszú, rengeteg munkák, igényű feladat, melyen az egyetem és munkánk mellett éjjel-nappal dolgozunk. Ezért az emberek kicsit lassan, de fölösleges módon kezdnek használni a Loomio-t. A Loomio egy új-réjuni csoport által létrehozott oldal, melynek jellegén mi vagyunk a legnépszerűbb felhasználói csoportja a világban. Bárki bármiről indíthat úgynevezett "discussion"-t (vita,

**Ne csak lájkolj, szerveződ!**

**Hallgatói Hálózat**  
Önszerveződő magyar diákmagazin.

**Hallgatói Hálózat** | Like: 17,056

**Hallgatói Hálózat** | Valahogy Igy

HALLGATÓI HÁLÓZAT via Egyik Párra Sem

DOKTATÁS

## **Key learnings**

- Substantial growth is possible within groups. e.g. the student activist group started with 50 members, has now grown to almost 200, and has requested space for 300.
- Uptake by community customers in social movements actively spreads Loomio to enterprise customers, such as businesses and NGOs.
- Use of Loomio can spread quickly without any active support or communication from us.
- Loomio can spread internationally in non-English-speaking countries due to its ease of use, even while the tool is only available in English.
- Community customers in Hungarian social movements have communicated a willingness to contribute financially.
- Loomio has proven to be an effective tool for empowering large networks of citizens to coordinate and mobilise for positive social change.

## Media coverage

To communicate the Loomio story to the right people, our media strategy has tightly focused on a particular target audience. We've had a steady stream of coverage delivered to this target audience, which occupies the intersection between technology and politics. Here's a cross-section of some of the stories about Loomio in New Zealand:

- *Celsias*: 'Loomio' (February 2013)
- *Dominion Post* story about co-op member Ben Knight: 'Social innovator an agent for change' (January 2013)
- *Idealog*, 'Loomio: The Kiwi web app out to democratise decision-making' (May 2012)
- *Capital Times* story about Wellington Online Collaboration on the alcohol management strategy, 'Online on Booze' (March 2013)

International media:

- France, *L'Atelier*, 'When technology helps groups make better decisions' (July 2012)

- Spain, *El Diario*, 'Loomio: de las plazas a la red' ('Loomio: the network of city squares') (February 2013)
- International: *ReadWriteWeb*: 'Loomio – Making better decisions remotely possible' (May 2012)
- United States, *Tech President*, 'Can social software change the world? Loomio just might' (February 2013)

The screenshot shows a news article from TechPresident. The header features the site's logo and navigation links for 'SEE ALL TOPICS' and 'BETA'. Below the header, there's a yellow banner with the word 'WeGov'. The main title of the article is 'Can Social Software Change the World? Loomio Just Might'. The author is listed as 'BY MICAH L. SIFRY | Monday, February 18 2013'. The article begins with a paragraph about the history of group formation and the limitations of traditional tools like email and wikis. It then transitions to a quote from the author.

Let's face it. After nearly fifty years of development and roughly twenty years of mass adoption, the Internet hasn't created many truly useful tools for groups. We may live in the age of "ridiculously easy group formation," but if you've spent any time as part of a group, you know that all the most popular Internet tools —email, list-servs, blogs, chats, and wikis—basically suck at group coordination. None of these tools are built to make it easy for large groups to make decisions together.

It's not a coincidence, I think, that most of us rarely, or never, experience working in a group where everyone actually gets a meaningful chance to participate in the decisions that group makes. Or, to look at it from the converse point of view, how many of us have been in a group where no one actually gets a meaningful chance to participate in the decisions that group makes?

### 3. Efficiency phase

#### Work focus: accessibility, automation and optimisation

In the efficiency phase, software development focuses on reducing any barriers to rapid user growth. This involves streamlining the flow from first hearing about Loomio, to setting up an engaged group, to payment.

In the efficiency phase we will complete: systems automation, international payment gateway, software optimisation, user interface design, support resources, mobile interface, web accessibility, internationalisation and translation, systems testing, and performance and engagement metrics.

We will know the efficiency phase is completed when customers we have no personal contact with have the same likelihood of successful engagement as groups receiving a high level of support.

#### Efficiency phase expenses

As a startup cooperative, Loomio has perfected the art of 'bootstrapping'. We've achieved a huge amount with very little expenditure through members contributing whatever assets they have: time, skills, knowledge, networks and money.

*We've achieved a huge amount with very little expenditure through members contributing whatever assets they have: time, skills, knowledge, networks and money*

## **Fluid equity**

Salary costs have been kept low in the efficiency phase by contributors drawing only a portion of their pay now and leaving the remaining portion at risk in the company as 'fluid equity'. The fluid equity of cooperative members will be paid back after preference shareholder loans are repaid, with a multiplier reflecting the risk they took. The value of each person's contribution is set according to market rates.

These mechanisms allow Loomio to repay contributors for taking risks, and spread risk between co-op contributors and investors, without selling direct control over the co-op to individuals.

## **Efficiency phase revenue strategy**

### **Subscription**

Although normally it's rare for people to pay for software in closed beta, Loomio already has strategic enterprise customers willingly paying for the service. This has allowed us to test price points and directly measure how different organisations value the use of Loomio. It has also validated the demand in the market for an online collaboration tool. Automation of payment systems will allow for subscription revenue from large numbers of paying customers.

## **Facilitation**

Our experience with the projects already underway with local government have shown that online and face-to-face facilitation are a key component of the value we offer this sector. Local government is a priority enterprise market, and we are already in action growing the current customer base in New Zealand. Revenue from facilitation is an important component of early cash-flow.

We have identified local authorities as the immediate market entry point for online facilitation services. We are currently laying the groundwork for a scalable international network of licensed Loomio facilitators to further grow in this sector.

*projects already underway with local government have shown that online and face-to-face facilitation are a key component of the value we offer this sector*

## **Matched funding**

One component of the revenue strategy will be project funding through Callaghan Innovation to match dollar for dollar the funding we raise elsewhere, leveraging every investor's contribution. We're being actively coached through the application process by staff at the Ministry of Business, Innovation and Employment and are confident we meet their criteria for no-interest grants. We have budgeted for a \$20,000 Callaghan grant in June.

## **4. Scale phase**

### **Work focus**

The major work focus in the scale phase will be driving viral user growth, expanding in international markets, proactively cultivating media attention, fostering strategic partnerships and large-scale community building. Software feature development will focus on enabling effective collaboration within and between groups with thousands of members.

### **Scale phase revenue strategy**

Loomio's unique revenue strategy demonstrates our values, combining a fixed subscription price with a 'pay what you can' contribution. These are respectively referred to as the 'enterprise subscription' and 'community contribution' revenue streams. These core revenue streams are supported by facilitation, consulting, grants and crowdfunding income, and will do so increasingly in the coming rapid growth phase.

#### **Enterprise subscription**

International subscription payments from enterprise customers will be automated as part of the online signup process. Approximately 15% of the existing user base are enterprise customers. Strategic markets for enterprise subscription revenue will be: local government, cooperatives, small- to medium-

*Loomio's unique revenue strategy demonstrates our values, combining a fixed subscription price with a 'pay what you can' contribution*

sized businesses in the technology sector, social enterprises and community organisations. The value of enterprise subscriptions are based on the number of users and subscription length, currently an average of \$3 per person per month. Growth in enterprise customers will also grow online facilitation income streams.

### **Community contribution**

Around 85% of current Loomio users are classified as community customers, participating in non-enterprise groups. Community customers join Loomio with the understanding that they're expected to make a financial contribution within their means. About 25% of informal groups have indicated that they're in a position to contribute financially.

An automated payment system to process these contributions is in development, providing multiple opportunities to encourage regular or one-off contributions:

- Administrators will be prompted to make a contribution when they set up a group.
- Individual users will be prompted to make a contribution when they set up their account.
- Users and administrators who chose not to make a contribution will be sent a reminder after a period of regular use.

*Community customers  
join Loomio with the  
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## **Facilitation**

In addition to our direct facilitation services in the local market, we are in the process of developing an international network of licensed Loomio facilitators, creating a licensee income stream through a percentage of facilitation work referred from Loomio to each facilitator. While conceived in response to clear customer demand, this licensee income stream is not represented in the forecast revenue as we have yet to research and validate it.

## **Crowdfunding**

As a values-based social enterprise, Loomio is well positioned to access new forms of online community micro-investment through crowdfunding. In April 2012, Loomio ran a successful PledgeMe campaign, raising \$5000 in seed funding. During the growth phase crowdfunding will be used to raise capital for particular development projects.

## **Grants**

Larger grants will be accessible from the scale phase onwards. We plan to apply for grants from several large socially-focused funders, including Google Dot Org (who have already approached us). We also have connections with the Omidyar Network and DOEN Foundation, funds that offer significant levels of financial support to initiatives with the potential for large-scale positive social change.

## Details of preference shareholding

Preference shares allow people who are not cooperative members to take a fixed financial stake in a cooperative venture. Preference shareholders receive dividends equivalent to interest payments. These shareholders are ‘preferential’ because their dividends will be paid in preference to other shareholder debts.

The details of the offer:

1. The minimum investment is NZ\$10,000.
2. The interest rate is fixed at 8%, computed monthly.
3. The offer will be considered fully subscribed at NZ\$180,000.
4. Within a 30-day period after 30th May 2014, the preference shareholder may request a yearly interest payment (yearly payment option), or
5. allow interest to compound on the principal and accrued interest (payment-in-kind option), whichever the bearer prefers.
6. Within a 30-day period after 30th May 2015, and each subsequent year, the bearer may request a payment capped at 20% of the principal amount plus any outstanding interest.

7. At any time the company may opt at its own discretion to pay some or all of the outstanding loan back.
8. In the event of liquidation, preference shareholders are repaid before any other shareholder debts.

Feel free to talk to us about these terms – we are happy to discuss tailored repayment plans.

## **Repayment example: \$30,000 investment**

Once Loomio is generating a regular surplus and the balance sheet has a buffer, Loomio will pay back preference shareholders as a matter of priority. Under current assumptions this is forecast to occur in the third quarter of 2014.

The following table is provided as an example of a repayment options with a \$30,000 preference share amount:

<i><b>Investor loans to Loomio</b></i>	<i><b>Yearly payment option</b></i>		<i><b>Payment-in-kind option</b></i>	
	<i><b>Outstanding loan</b></i>	<i><b>Loomio pays investor</b></i>	<i><b>Outstanding loan</b></i>	<i><b>Loomio pays investor</b></i>
2013 Q2	\$30,000	\$30,000	\$30,000	
2014 Q2		\$30,000	\$2,400	\$32,400
2014 Q3			\$30,583	\$33,029

# Budgets, assumptions and forecasts

## Assumptions

### Measuring user numbers

There are currently (at 31 March 2013) 2418 users. 924 of these are 'monthly active users', defined as users who have performed an action (commented, started a discussion, etc) within the previous month.

### Subscription

We have continuously tested subscription price points with our enterprise customers during the validation phase and have established that size is the strongest driver for a lower subscription price. Customers are keen to grow the size of their groups while keeping Loomio affordable. For this reason, subscription price in our model ranges between \$1 and \$5 per person per month, based on group size, with a budgeted average of \$3.

### Pay what you can

Our 'pay-what-you-can' model for community customers is based on established 'pay-what-you-want' models. Approximately 25% of current

*Our current experience tells us that facilitation income for strategic customers will be 20x the subscription income in a short term project.*

Loomio community customer groups indicate that they are in a position to make a contribution on signup. In our scale phase budget, we conservatively forecast that approximately 2.5% of monthly-active community customers will make an average donation of NZ\$10 per month.

Community customers are the largest customer group in the Loomio business model. Taking the ‘pay-what-you-can’ income seriously, including validating the most effective communication and marketing strategies, will be key to maximising income as we move into the scale phase.

### **Facilitation revenue**

We have conservatively budgeted \$5,000 of facilitation revenue in every second month during efficiency phase, growing quickly during the scale phase. Our current experience tells us that facilitation income for strategic customers will be 20x the subscription income for short term projects.

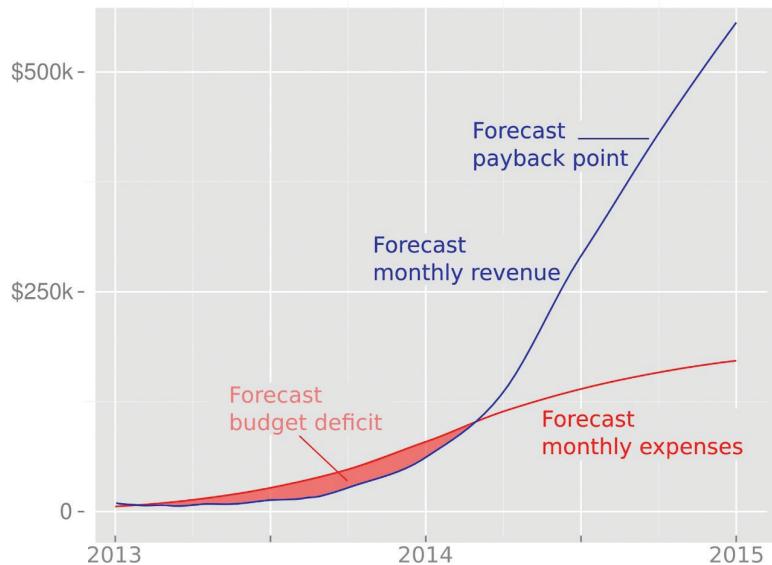
### **Repayment plan**

Repayment of the preference shares is based on the above assumptions, based on the real growth achieved to date through word of mouth referral across current beta users. Active groups and users have increased by 10% per week on average during 2013. Once the scale phase begins and we have an automated sign-up process and a dedicated international media strategy we believe an active user growth target of 15% per week is a conservative target.

Under these assumptions Loomio reaches revenue neutrality in early 2014.

Once Loomio balance sheet looks strong then the board will determine that preference shareholders will be repaid capital.

#### CAPITAL REPAYMENT FORECAST



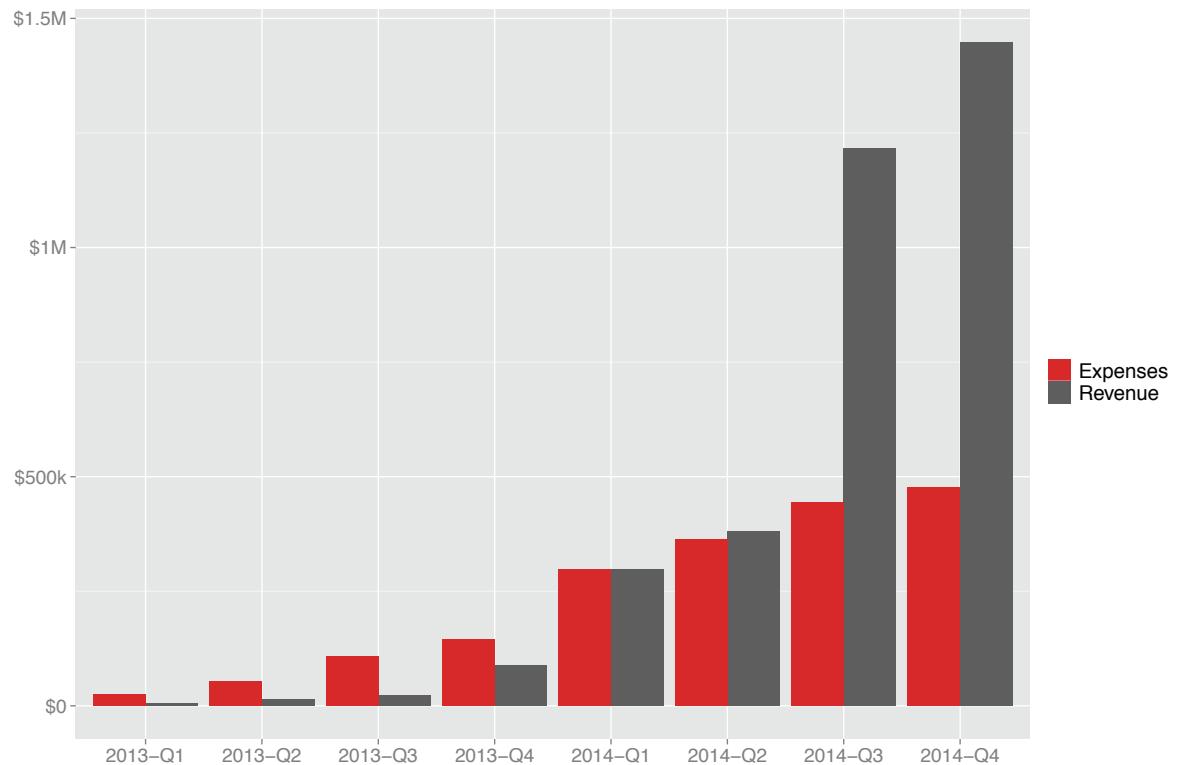
## Budget: Efficiency Phase (until 1 July 2013)

	January	February	March	Actual	Forecast	
	January	February	March	April	May	June
Full-time equivalent fluid-equity earning contributors	6	6	6	7	9	11
(of these) paid contributors	0	4	4.5	5	6	7
Average salary paid portion per annum		\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total monthly expenditure	\$2,401	\$11,296	\$10,663	\$15,000	\$18,000	\$20,500
Monthly business revenue	\$720	\$1,260	\$5,580	\$6,000	\$1,250	\$6,500
Profit/(loss)	(\$1681)	(\$10,036)	(\$5,083)	(\$9,000)	(\$16,750)	(\$14,000)
Investment/grants/crowdfunding		\$20,000		\$50,000	\$130,000	\$20,000
Cash (end of period)	\$7,010	\$16,974	\$11,891	\$52891	\$166,141	\$172,141
Monthly active beta testers	438	621	924	1,500	2,250	3,375

## Budget: Scale Phase forecast – 2013

	<i>July</i>	<i>August</i>	<i>September</i>	<i>October</i>	<i>November</i>	<i>December</i>
Full-time fluid-equity earning contributors	11	12	12	12	12	12
(of these) paid contributors	9	12	12	12	12	12
Average salary paid portion per annum	\$25,000	\$25,000	\$40,000	\$40,000	\$40,000	\$40,000
Total monthly expenditure	\$27,000	\$33,500	\$48,500	\$48,500	\$48,500	\$48,500
Monthly business revenue	\$8,000	\$10,000	\$20,000	\$20,000	\$25,000	\$45,000
Profit (loss)	(\$19,000)	(\$23,500)	(\$28,500)	(\$28,500)	(\$23,500)	(\$3,500)
Investment/grants/crowdfunding				\$50,000		
Cash (end of period)	\$153,141	\$129,641	\$101,141	\$122,641	\$99,141	\$95,641
Monthly active users	6,000	12,000	20,000	40,000	75,000	130,000

## FORECAST REVENUE AND EXPENSES 2013-15 (QUARTERLY)



# Risks and competitors

## Potential risks

### User growth may be slower or faster than we predict

We have made conservative assumptions about user growth, based on current growth rates, the potential market size, and reported growth rates of comparable services. These are forecasts, and we expect that the actual growth rates will differ to some degree.

We have modelled high-growth and low-growth scenarios as well as the moderate-growth scenario presented in this document, and have prepared appropriate financial plans for each. If growth or subscription rates were to drop by a third, or the proportion of donating users were to halve, revenue neutrality is pushed back to the second half of 2014. If user growth doesn't meet predictions, we have the flexibility to defer planned increases in number of staff, and/or staff salaries. As a cooperative social enterprise where all staff have a stake in the venture and are willing to share risks with investors, Loomio has a substantially greater degree of flexibility than most startups. If necessary, further risk mitigation can come from focusing on local government sector

*Loomio has a substantially greater degree of flexibility than most startups*

*we're growing the pool  
of talent around Loomio,  
enabling rapid recruitment  
of highly skilled staff*

growth as a way to increase immediate revenue, thus sustaining the enterprise through a more gradual growth phase.

An extremely high-growth scenario carries another set of risks. Very rapid growth would require us to expand the team faster than planned, and would carry the risk of losing or diluting our group process expertise. Scaling the software to function well with hundreds of thousands of users presents its own challenges. A key element of our current strategy to cope with an extremely high-growth scenario is prioritising the optimisation and scalability of the code base, laying the groundwork to cope with a massive user influx. At the same time, we're growing the pool of talent around Loomio, through our internship programmes and open source community, enabling rapid recruitment of highly skilled staff.

### **Someone might try to copy Loomio**

You can't steal a gift. Since the Loomio codebase is in the public domain, there's no incentive for another company to directly compete with us. Under an AGPL license, any changes to the codebase must be contributed back to the common pool. This is why our business model is based on selling services around the code we've built, not the code itself.

Being open source is a huge advantage for Loomio, giving access to an international community of software development talent for no or very little cost. This means the cost of experimenting with new ideas and different features is drastically reduced, speeding up the innovation cycle. To date, 34 developers have contributed to the Loomio codebase. Competing with this pool of talent would be a very expensive exercise for a company using a traditional business model.

Loomio is a lot more than software, and most of what we do can't be duplicated. The growing Loomio community provides robust protection against the threat of a well-resourced competitor. We're supported by a growing network of highly-connected advisors who are offering support that they would never offer a closed-source product developed by a traditional company.

*Being open source is a huge advantage for Loomio, giving access to an international community of software development talent*

## **The business ecosystem – what other tools are out there?**

A key focus of the validation phase has been to gain a comprehensive understanding of the rapidly changing ecosystem of online communication and collaboration tools and platforms currently operating. Loomio is unique, providing a solution for a widespread challenge that is currently unmet.

Below is an analysis of other players in this ecosystem, and how Loomio fits among them.

## Email

Email has transformed one-to-one and one-to-many communication, but was never designed for the many-to-many communication needed for group collaboration. Groups requesting access to Loomio commonly report that they're having serious trouble organising themselves using email. Loomio solves this problem, providing a neutral space where everyone can talk to everyone else, allowing the group to build shared understanding and bring the discussion to a conclusion using the decision making tool.

## Online surveys

Online surveys like SurveyMonkey can provide a snapshot of how a group feels about several options at a point in time, but aren't well suited to ongoing collaboration or group decision making. With Loomio, proposals come out of group discussion and decisions are improved by group consideration.

## Group-based online voting platforms

Liquid Feedback, Agora, Adhocracy and OpenAssembly have been developed by direct democracy movements as tools for shifting formalised voting and election protocols into the virtual space. To date, none of these tools have garnered serious uptake outside of their immediate communities. Several hundred users from groups previously using Liquid Feedback have now signed

up to Loomio, citing greater accessibility and user-friendliness. The complexity of these multifunctional online tools make them inaccessible for many, preventing widespread use.

## **Public engagement tools**

Bang the Table and DialogueApp are public engagement tools specifically targeting local government agencies. These platforms use an online ‘suggestion-box’ model of consultation, where individual ideas are posted and voted up or down. The focus of these platforms is restricted to public political decision-making rather than businesses or informal groups for everyday decision-making, while Loomio is well suited to both.

## **Social networks**

Facebook is a ubiquitous advertising-driven social network. It’s a powerful tool for socialising, establishing connections, and forming groups, but it is not suited for the deep discussion necessary to build shared understanding or decision-making capabilities. Attempting productive discussion on Facebook is like trying to have a public meeting in a shopping mall. In contrast, Loomio is strongly purpose-driven: everyone knows they are there to participate in productive discussion with clear outcomes.

*Loomio is strongly purpose-driven: everyone knows they are there to participate in productive discussion with clear outcomes.*

Ginger and Yammer are work-focused social networks, similar in functionality to Facebook, but less public-facing. The capability of these social networks doesn't extend to decision-making or collaborative governance, occupying a very different space to Loomio. These tools can function well in concert with Loomio, providing a useful place for low-priority day-to-day communication that doesn't require deep discussion or decision-making.

## Petition platforms

Avaaz, Change.org, and MoveOn.org are online platforms for launching national and international petitions on social and environmental issues. These platforms have been extremely effective at mobilising 'stop' energy (i.e. coordinating large-scale opposition) but they're not well suited for mobilising constructive 'go' energy. Loomio is focused on making it easy for groups with a shared purpose to build the understanding necessary for collective action.

## Idea generation platforms

Hunchbuzz, Spigit and Confluence target medium to large organisations and position themselves as intelligence or idea generation platforms. The model assumes an organisational hierarchy, where ideas 'bubble-up'. They offer idea generators extrinsic rewards for evaluation by management, chosen experts, or set criteria. The marketing, cost and feature-sets of these platforms mean that they are limited to the enterprise market, particularly those with a firm hierarchy.

# The people: an emergent network of talent

## Workers

There are nine worker-members (transacting shareholders) in the Loomio Cooperative, who have made a long-term commitment to the project. They bring a diverse range of skills and experiences, each contributing their own perspective to a powerful shared vision.

## Loomio Co-op members

### Aaron Thornton

Aaron has worked in the IT industry for more than eight years since completing a BSc in computer Science at VUW. He brings a calm and focused attitude to the team.

“ I was initially attracted to the Loomio project by a need to combine my passion to work on social good projects and the opportunity to upskill in a dynamic like-minded team committed to agile processes. Aside from the coding, I have owned and operated a cafe with my partner and travelled



extensively throughout the world. The experiences I encountered and the inequalities I felt encouraged and validated the need for my current undertakings with Loomio. With a very complimentary skill set and the infusion of collaborative ability attained by developing Loomio, I feel I have found the people and the project to pour my soul into.”



### **Richard Bartlett**

Rich has a background in open-source engineering, education and community organising. This diverse skill-set sees him contributing to each facet of the Loomio project, including coding, coordination and communications.

“ I gave up my engineering business in October 2011 when the global Occupy movement touched down in Civic Square in Wellington. It was the first time I had met people that shared my anger and concern about the inability of institutions to respond rationally to existential threats like ecosystem collapse, resource depletion, extreme inequality, and runaway climate-change. Occupy was my first taste of the transformative power of decentralised collaborative decision-making. The incredible surge of optimism I felt at Occupy has continued unabated throughout Loomio.”

## Vivien Maidaborn

Vivien brings a depth of experience in organisational systems, decision making processes and social change acumen. She has been CEO of CCS Disability Action and Relationships Aotearoa, and is the founder of the social enterprise Lifemark.



“Working at Loomio is such an exciting adventure on so many levels. We are making it possible for people to have a voice, to participate in generating collective wisdom, and to take tested ideas into action. We are co-creating new ways of approaching authority, accountability and choice in the workplace, but I am perhaps most inspired by the feeling we are creating tools for a more generative and generous future where everyone can be involved in making the decisions that affect them.”

## Jon Lemmon

Jon brings a powerful combination of technical experience, communication skills, and passion for community. He has several years experience working on software in the film and music industries, and has further experience coordinating and engaging in community-based events and social activism.



“I feel incredibly lucky to be working on Loomio. I am challenged every day, I am surrounded by the most inspiring people I have ever met, and most

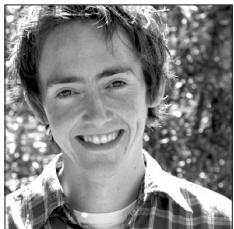
importantly, I am able to channel my passion and intelligence into building an infrastructure for empowering scalable positive social change. I love this team and this project and there is nothing I'd rather be doing.”



### **Alanna Krause**

Alanna has a diverse background, having worked in the government and private sectors in the US, Asia, and Europe before settling in New Zealand. Her skills are at the intersection of technology and people, with a special passion for new-paradigm horizontal management, communications, and business systems.

“ Loomio is the manifestation of my most deeply held values around community, collaboration, and humanistic interaction, both in terms of the tool itself and how we operate as a team. I have already seen the way Loomio transforms how groups work together, and in a world full of possibilities this is the project really capturing my passion. Call me an idealist, but I honestly believe it can change the world.”



### **Ben Knight**

Ben has a research background in cognitive neuroscience and the evolution of collective intelligence, and a practical background in community coordination, social justice organising, media and communications.

“One of the things I found most inspiring about the Occupy movement was seeing the real-world outcomes of the collective wisdom that emerges when people participate as equals. To me, Loomio is all about building tools to make it easy for as many people as possible to put their heads together, to come up with better solutions than anyone would have come up with on their own. There’s nothing I’d rather be working on, and no team I’d rather be working with.”

### Simon Tegg

Simon brings experience in research, data analysis and visualisation. He is driven to make information more accessible to stakeholders to enable better decision-making. This line of work brings him into contact with policy development, community projects, business analytics and marketing.

“Loomio (and the team behind it) combines people-knowledge and technical-knowledge in a way you don’t see very often. Its a thrill to work with people at the top of both of these games, and with them build a tool that people in faraway places have already found hugely valuable.”

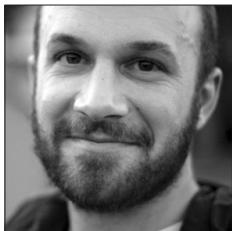




### Matthew Bartlett

Matthew has a background in web development, book publishing, project management and social activism. He is passionate about evidence-based decision making, and brings that focus to Loomio – using metrics from the application to help make the best possible decisions about its ongoing design.

“ I’m totally enthused about every aspect of the Loomio project. It is such an inspiring team to work with, and the values-driven approach – ‘walking the talk’ – really appeals to me. Loomio is bringing real democracy into ordinary people’s lives; empowering groups to take control of their destinies.”



### Rob Guthrie

Rob is an experienced software engineer who has been programming and developing software since he was a young kid on a Commodore 64. He’s since found Enspiral and has been enjoying a mixture of contract and startup software development.

“ I’ve always been excited by computers and the internet, particularly the open source software movement. I consider it a shining light of what is possible with the internet. We have a big vision grounded in providing an exceptionally easy user experience. I love working with this team, it’s a real pleasure.”

## **Loomio Establishment Board**

The Loomio Establishment Board provides strategic guidance and expertise in financial transparency and accountability. The board is a mixture of external experts and Loomio co-op members. As the Loomio Cooperative develops from startup company to mature business, the makeup of the Board will change to reflect different needs.

### **Co-op members on the Loomio Establishment Board**

Vivien Maidaborn

Jon Lemmon

Alanna Krause

Ben Knight

### **External experts on the Loomio Establishment Board**

#### **Sophie Jerram**

With a background in communications, Sophie now works as a broker between worlds and people, operating at the intersection between the arts, environmental activism, corporate responsibility and ethical investment. Sophie established the Wellington branch of the Sustainable Business Network, then led communications for the national organisation, before co-founding Letting Space, Now Future and Urban Dream Brokerage, all large-scale projects with



a focus on facilitating transformative social change through art. Sophie is an investor in clean technology businesses and is currently a director of Celsias, the leading New Zealand based news site on sustainable business, corporate citizenship and action on climate change.

“ It’s easy to be cynical about the direction of the world. It’s much harder to be hopeful. In my years of seeking I have never quite felt such a sense of optimism about the possibilities for systemic change as I have when dealing with the Loomio crew. The Loomio group has an ethos and a vision of collective responsibility that resonates deeply for me: intellectually, financially and socially. ”



### **Michael Elwood-Smith**

Michael brings over 20 years of international business experience to the Loomio Establishment Board, primarily within the ICT industry in New Zealand and Europe. He has recently completed a six-year stint as an advisor at CreativeHQ, Wellington’s leading business incubator where he mentored high-growth potential startup companies aspiring to enter global markets. Michael works with select New Zealand-based companies to establish offshore markets, optimise business performance and accelerate growth.

“The Loomio team is tackling a problem at the very core of the world’s greatest problems. I love working with courageous people as they bring their energy and enthusiasm to change the world, with clear purpose and ethical values. Early indications of real need and interest will likely soon turn into strong market demand and the need for Loomio to scale rapidly, without losing the essence of the value proposition. It is a journey worth taking. This is where I hope I can be of some help.”

### **Nick Gerritsen**

Nick Gerritsen is a Marlborough-based catalyst and social entrepreneur. Nick loves big ideas that are going to lead to global structural change. He is committed to the culture of innovation, and isn’t afraid to operate beyond existing boundaries. Nick is a director of leading renewable fuel developer NXT Fuels, along with Celsias and Carbonscape.



“As soon as I learnt about Loomio I was intrigued, because this is the type of proposition that makes the online environment relevant and meaningful. I am naturally drawn to things that have the potential to make a BIG difference, and New Zealand has a history of generating smart and elegant contributions that make a structural impact. I consider Loomio to be one of these, and I feel honoured to have the chance to help out.”

## **International advisors**

We are humbled by the advice and support received from an inspiring group of experts, whose diverse viewpoints help steward the development of Loomio. They bring an enormous wealth of experience in collaboration, social enterprise, activism, community organising, IP and IT law, the international cooperatives sector, open source software, startup business, communications, community development, and governance.

### **Douglas Rushkoff (New York, USA)**

Bestselling author, university lecturer, documentary filmmaker. Leading expert on media and technology, society and change, and applying open source principles to government, religion, and economics.

### **Juliana Rotich (Nairobi, Kenya)**

Executive director for Ushahidi, an open source software project developed in Kenya and now used all over the world for crisis reporting. Known for her commentary on technology and the environment in Africa, and a Senior TED Fellow.

**Sandy Ordonez (New York, USA)**

Community outreach manager & digital strategist at OpenITP, supporting open source tools for uncensored communication. Board member for Joomla (leading open source CMS downloaded over 30 million times), and previously Wikipedia's first Director of Communications. Director of Girls in Tech New York.

**Onno van Bekkum (Tilburg, The Netherlands)**

Cooperative Strategist and CEO of CO-OP Champions. Researcher and advisor focusing on business strategy and internationalisation, ownership and capitalisation, governance and leadership, and member engagement and loyalty. Lecturer at Nyenrode University MBA program.

**Michel Bauwens (Chiang Mai, Thailand)**

Michel Bauwens is a peer-to-peer theorist and writer, researcher and speaker on the subject of technology, culture and business innovation. Founder of the Foundation for Peer-to-Peer Alternatives working in collaboration with a global group of researchers in the exploration, documentation and promotion of peer-to-peer practices including production, governance, and property.

**vivian Hutchinson (Taranaki, New Zealand)**

Community activist and social entrepreneur. Founding editor of the Jobs Letter, and co-founder and trustee of the Jobs Research Trust. Received the Queens Service Medal in recognition of his work on projects that address social, economic, and environmental challenges at a fundamental level.

**Alastair Hercus (Wellington, New Zealand)**

Public and commercial lawyer and one of New Zealand's leading experts on co-operative and mutual business structures, advising on both legislative issues affecting the sector and the structure of individual co-operatives.

**Anake Goodall (Christchurch, New Zealand)**

Adjunct professor, experienced senior executive and social entrepreneur. Consultant to public and private sector clients, holding a range of governance roles in commercial, government and philanthropic entities. Particular interest in strategy and relationship networks to realise intergenerational community wellbeing in an increasingly resource constrained future.

**Linc Gasking (Wellington, New Zealand)**

Startup entrepreneur passionate about solving big problems. Founded over thirty tech companies in the past twenty years in Australia, New Zealand and the United States.

## **Professional support**

### **Rochelle Furneaux (Wellington, New Zealand)**

Founder and director of Enspiral Legal. Commercial law background, with particular expertise in IP and IT law and start-up structure. Champion of open source and social enterprise.

### **Anthony Rohan (Christchurch, New Zealand)**

Founder of Enspiral Accounting, providing professional accounting services to individuals and organisations who are motivated by social as well as financial return. Closely involved in youth development projects including ReGeneration, Canterbury Young Professionals, and Generation Zero.

### **Joshua Vial (Wellington, New Zealand)**

Founder of Enspiral, a network of tech-focused social enterprises and social change professionals based in Wellington. A social enterprise pioneer with deep experience in software development and horizontal governance.

### **Ramsey Margolis (Wellington, New Zealand)**

Executive director of the New Zealand Cooperative Business Association. Highly experienced in advocacy and education about cooperative companies in New Zealand and the cooperatives sector internationally.

**Guy Ryan (Wellington, New Zealand)**

CEO of the Inspiring Stories Trust, established to celebrate and showcase young New Zealanders leading change. Expert in entrepreneurship, organisational development & leadership, and cross-sectoral collaboration, innovation & governance.

**Sam Ng (Wellington, New Zealand)**

Co-founder of Optimal Usability (NZ), Optimal Experience (Australia) and Optimal Workshop (global). Advisor to the United Nations Interagency Project on human trafficking (UNIAP) in Thailand and member of the Hong Kong based Mekong Club, fighting the business of human slavery.

**Megan Salole (Wellington, New Zealand)**

Executive Director of ActionStation, a grassroots, independent, multi-issue campaigning platform. Previously the design strategist for Conscious Consumers and the national campaign manager for the Green Party of Aotearoa.

**Craig Ambrose (Atamai Village, New Zealand)**

Highly experienced consulting software developer with the Enspiral Network. Co-founder of Atamai Village, a resilient human settlement in the South Island of New Zealand.

## Become a founding a shareholder

The founding shareholder offer is only open until May 15th. If you are passionate about community democracy and share our view that Loomio is the right business at the right time, take the next step – contact one of the Loomio team:

**Vivien Maidaborn**

vivien@loomio.org

027 280 6233

**Ben Knight**

ben@loomio.org

021 0232 5433

**Sophie Jerram**

sophie@loomio.org

029 934 9749

**Alanna Krause**

alanna@loomio.org

**Simon Tegg**

simon@loomio.org

**Richard Bartlett**

rich@loomio.org

**Jon Lemmon**

jon@loomio.org

**Matthew Bartlett**

matt@loomio.org

**Aaron Thornton**

aaron@loomio.org

**Rob Guthrie**

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*We look forward to  
welcoming you as a  
founding shareholder of  
the Loomio collective!*

## **Join our community**

Visit [\*\*www.loomio.org\*\*](http://www.loomio.org) for a video tour of how the software works. We would love to demonstrate the software to you, introduce you to our team, and hear your thoughts. If you'd like to see Loomio being developed on Loomio in action, please visit the Loomio Community group at [\*\*www.loomio.org/groups/3\*\*](http://www.loomio.org/groups/3)

**Creating a world where  
it's easy for anyone to participate  
in decisions that affect them**