



MONTHLY OPERATING REPORT – Q2 2020

August 19th, 2020



COREMEDIA

AGENDA

Executive Summary	04:30-04:45pm CET	10:30–10:45am EDT
Financials	04:45-04:55pm CET	10:45–10:55am EDT
Revenue Operations	04:55-05:25pm CET	10:55–11:25am EDT
Investment Proposals	05:25-06:00pm CET	11:25-noon EDT



1 Executive Summary



EXECUTIVE SUMMARY

CoreMedia had a solid July with Revenue (+12%), ARR (+5%) and EBITDA (+258%) above plan. New bookings in Q3 expected above plan (€354k) with €202k achieved in July.

Achieved ARR of €16.4m, 9% above PY, 5% above plan

- > Maintained low churn
- > Monetized extended support (will be temporary)
- > While CMCC Service revenue was 32% below plan

License Bookings above plan with solid outlook

New bookings in July of €127k when none were budgeted

- > Achieved 36% of Q3 goal in the first month
- > New logo: Vitesco (113k)

Consulting/Training revenue of €445k, €21k above plan

- > Consulting revenue increase from €313k in January to €435k in July with 100% remote work

GTM initiatives show promising results

- > Healthy progression of later stage Opportunities (Value Story through Contracting & Negotiating)
- > Down selected for Unisys and Thrivant opportunities
- > QBRs have teams aligned on H2 opportunities and 2021 target accounts

Q3 Sales expected €0.75m - €0.95m ACV (Plan: €0.354m)

- > “Must Make” catch up goal is €0.9m
- > US is projected to win a minimum of 1 Net New logo
- > 7 of 10 top Q3 deals are Net New

Q3 Consulting revenue expected at €1,105k-€1,235k, above budget

- > Solid backlog of signed work

Kicked off “Future Proof” Tasks Force

- > Task: Scope path forward for platform
- > Explore and prototype

Proposal to increase investment to maintain competitive edge and secure growth in 2021

- > Core Pillars: Market Profile, Market Sales Coverage, Partner Expansion, Consulting Revenue & Product Investments

Use M&A to add Data (CDP) and A.I. capabilities

- > Commanders Act (CDP)
- > StyleSage (Big Data / A.I.)



EXECUTION OF BUDGET

Status Update: Project Details

ProjectQ2	Current Status & Next Steps	Results	Timing
Management & Organization 	<ul style="list-style-type: none"> Review and strengthen organization for growth in 2021 		1Q-4Q 2020
Sales & Marketing 	<ul style="list-style-type: none"> Build upon improved alignment between Marketing & Sales QBR process providing clearer insights into productivity gaps and corrections at a deal and Seller level New modular videos (focused on key target industries and ecosystems) begin to help differentiation 	QTD: <ul style="list-style-type: none"> MQLs: 44 (146 in Q2) SQLs: 8 (11 in Q2) Op. Value: €648k (€3m in Q2) 	1Q-2Q 2020
Process Improvements 	<ul style="list-style-type: none"> Exploring multi-tenant use of components like databases etc. to save costs Make "dedicated hardware" a premium option 	<ul style="list-style-type: none"> Reduction of cloud infrastructure cost per instance in the last 18 months: -20% 	2Q-4Q 2020
Product Innovations 	<ul style="list-style-type: none"> Setup Task Force: Future-proof platform with Multi-tenant Content Server Proposed backfill for Product Management & Development Proposed investment in Partner Enablement and Future Proofing New "Editions" pricing structure being rolled out (for Salesforce ecosystem first) 		2Q-4Q 2020
Execution of Cash Preservation Measures 	<ul style="list-style-type: none"> In negotiations with workers' council regarding "Bonus & Tantieme" agreement, potential to turn 50% into discretionary bonus 	<ul style="list-style-type: none"> Preserved additional liquidity of €567k compared with initial AOP 	2Q 2020

TOP CHALLENGES

Lay foundation for future growths with limited resources

Optimize product positioning in shifting market

- > Achieve good position in Forrester's first "Agile CMS" report
- > Avoid dropping out of Gartner's upcoming DXP report by positioning as a "Composable DXP"
- > M&A needed to address Customer Data and AI in a meaningful way
- > Strengthen "Adobe Killer" position inside Salesforce

Increase new logo signings in challenging market with well-funded competitors

- > Increase Marketing & Sales effectiveness and coverage
- > Strengthen Partner Enablement

Future-proofing the platform

- > Scope path to multi-tenant cloud for CMCC platform
- > Reduce operational complexity for customers to achieve lower TCO
- > Enable seeding strategy

Transition to COVID-19 as new normal for 2021 and potentially 2022

- > Adjust setup, processes and policies for permanent state of COVID-19
- > Fully replace trade shows for lead generation



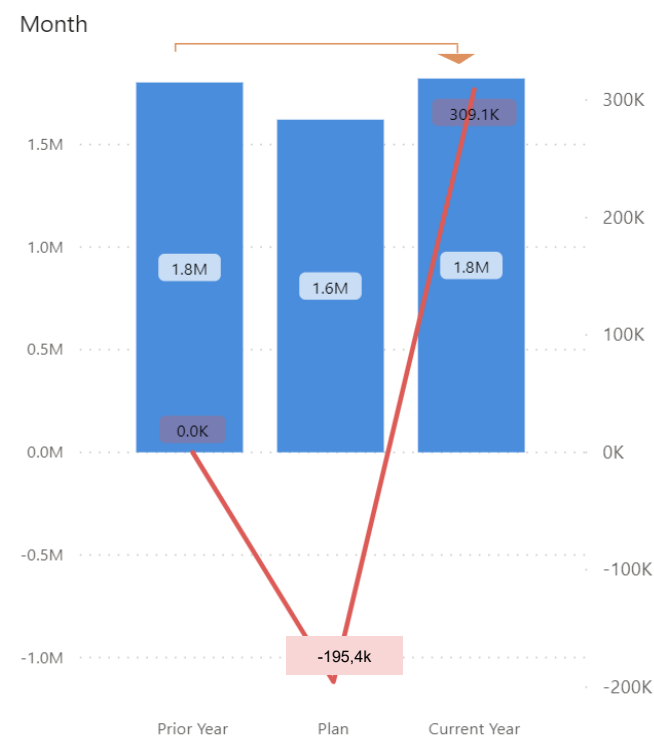
2 Financials

PLEASE NOTE...

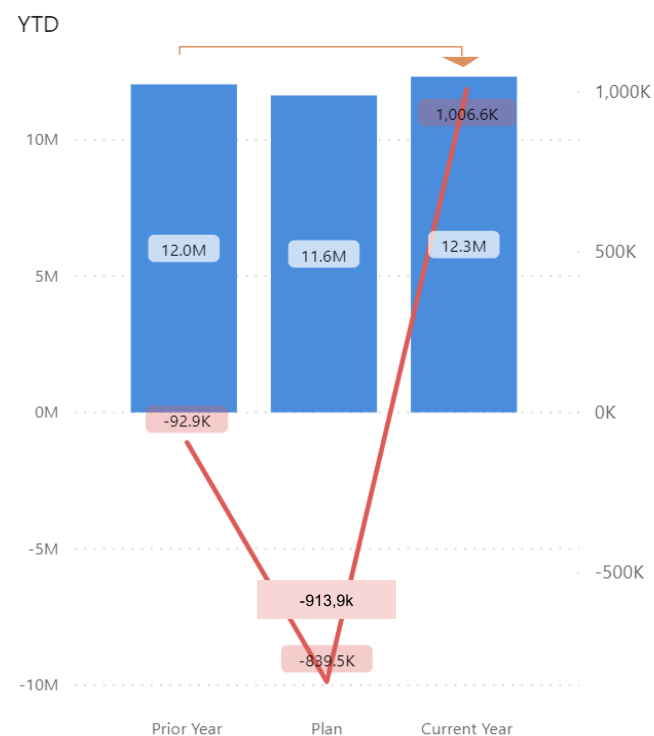
1. CoreModel and Power BI numbers not fully the same
 - > Numbers are partly manually corrected towards CoreModel especially for ‚Adjusted EBITDA‘ and ‚Reported EBITDA‘ for Budget (other EBITDA numbers are correct)
 - > No full access to the Power BI tool of CoreMedia team (Steve is involved)
 - > Controlling team CM will work with OGC team to solve for next MOR
2. Budget/Plan = Covid19 scenario as all the MORs since March
3. All EBITDA numbers are ‚Adjusted EBITDA‘

REVENUE & EBITDA

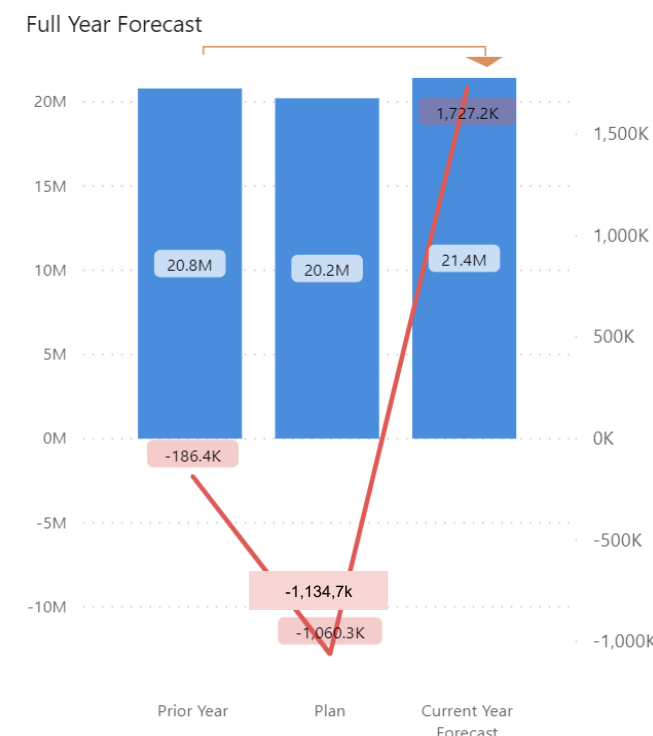
Revenue JULY €200k beyond Budget, YTD €690k –
Adjusted EBITDA JULY €500k above Budget, YTD €1,900k



● Net Revenue	— EBITDA
% Revenue vs. PY	
1.1%	
% EBITDA vs. PY	
441.5...	



● Net Revenue	— EBITDA
% Revenue vs. PY	
2.4%	
% EBITDA vs. PY	
-1183....	



● Net Revenue	— EBITDA
% Revenue vs. PY	
3.0%	
% EBITDA vs. PY	
-1026....	

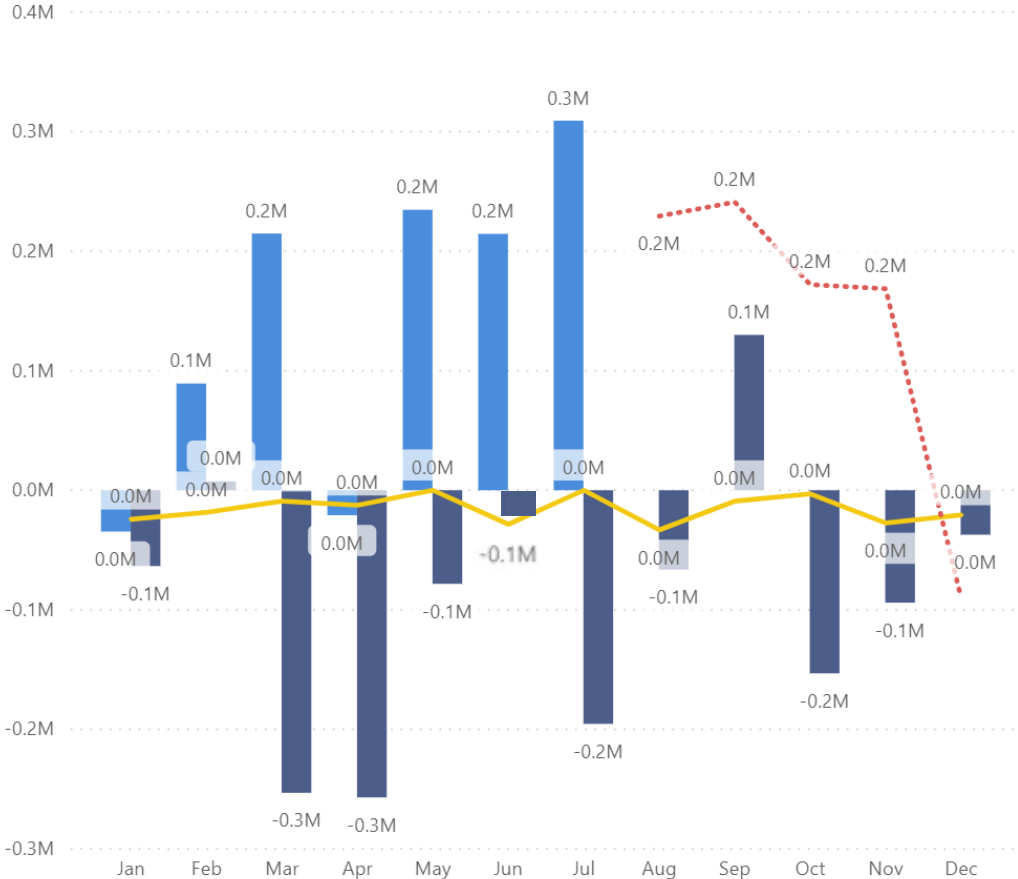


EBITDA & ARR: BY MONTH

Monthly Adjusted EBITDA on break-even level –
ARR €16.4M, €160k up vs. previous month, €1.3M vs. PY, €770k vs. Budget

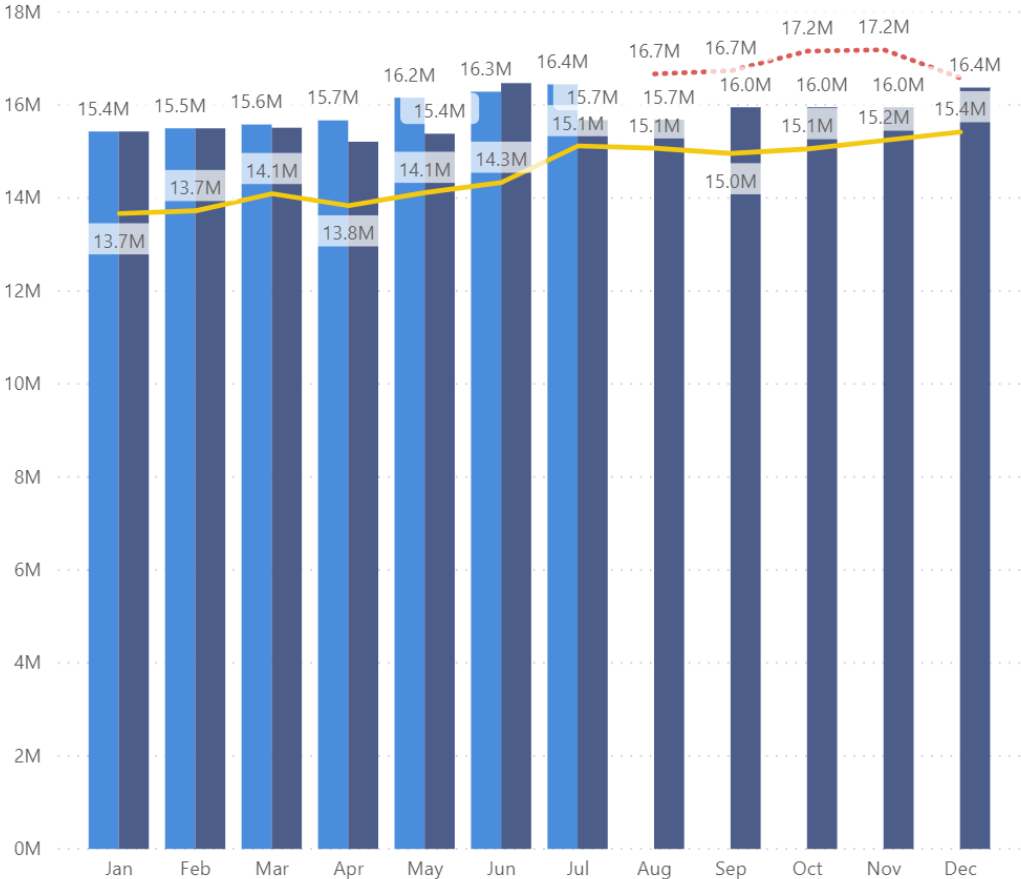
Monthly EBITDA

Actuals Plan Prior Year Forecast



Monthly ARR

Actuals Plan Prior Year Forecast



INCOME STATEMENT - YTD

Gross Margin July YTD €870k below budget, €570k below PY

Adjusted EBITDA JULY YTD €1,900k beyond budget, €1,100k beyond previous year

	Current Year	Prior Year	Plan	Δ Prior Year (%)		Δ Plan (%)	
= ARR	16,441K	15,118K	15,674K	+9		+5	
= Total Recurring Revenue	9,257K	8,235K	9,086K	+12		+2	
= Recurring Product	9,257K	8,235K	9,086K	+12		+2	
Cloud/saas	838K	426K	987K	+97			
TBL	3,788K	3,060K	3,766K	+24		+1	
Maintenance & Support	4,630K	4,749K	4,333K	(2)		+7	
Recurring Services	0K	0K	0K				
= Total Non Recurring Revenue	2,964K	3,716K	2,456K	(20)		+21	
Non Recurring Product	74K	447K	74K	(84)			
Professional Services	2,711K	3,110K	2,196K	(13)		+23	
Training	179K	160K	187K	+12			
Other Revenue	89K	74K	80K	+20		+12	
= Net Revenue	12,309K	12,025K	11,622K	+2		+6	
Material	0K	0K	0K				
Labor	93K	125K	94K	(26)		(1)	
Hosting	204K	178K	450K	+14		(55)	
Professional Services COGS	1,566K	1,519K	1,722K	+3		(9)	
Other COGS	358K	683K	139K	(48)		+157	
= Total COGS	2,221K	2,505K	2,404K	(11)		(8)	
= Gross Margin	10,088K	9,521K	9,217K	+6		+9	
= Total Product	7K	6K	0K	+0			
= Total Services	3K	3K	0K	+12			
R&D	2,775K	2,635K	2,808K	+5		(1)	
Sales	2,232K	2,227K	2,121K	+0		+5	
Marketing	1,008K	1,945K	1,411K	(48)		(29)	
Administrative	3,354K	2,402K	3,189K	+40		+5	
pre-Sales OPEX	434K	350K	410K	+24		+6	
Services Labor	918K	1,327K	968K	(31)		(5)	
Other	89K	74K	80K	+20		+12	
= Total OPEX (excl D&A)	10,380K	10,278K	10,801K	+1		(4)	
= Reported EBITDA	(292K)	(758K)	(1,584K)	+61		+80	
= Adjusted EBITDA	1,007K	(93K)	(914K)	+1,184		+220	
= Adjusted Cash EBITDA	4,828K	3,609K	1,703K	+34		+183	

3 Revenue Operations Report



CRO EXECUTIVE SUMMARY - JULY

Summertime lull reduced Lead Gen productivity, however, quality of leads stronger. 3Q looks promising with a path to exceed budget.

Progress

- > License Bookings above plan with solid outlook
 - Closed Vitesco (new logo) for €127k, putting us at 36% of Q3 goal
 - 7 of 10 top Q3 deals are Net New
- > Consulting and Training on track to exceed budget
- > QTD Lead Gen activities netted 8 SQLs (vs 11 in Q2 total)
- > New “editions” price packaging (Salesforce ecosystem focus first)
- > UK growth on tap with upsells at Farfetch and Next being accelerated
- > QBRs have led to development of “Pods” where formalized pursuit teams are organizing around Sellers to drive coordinated efforts.

Challenges

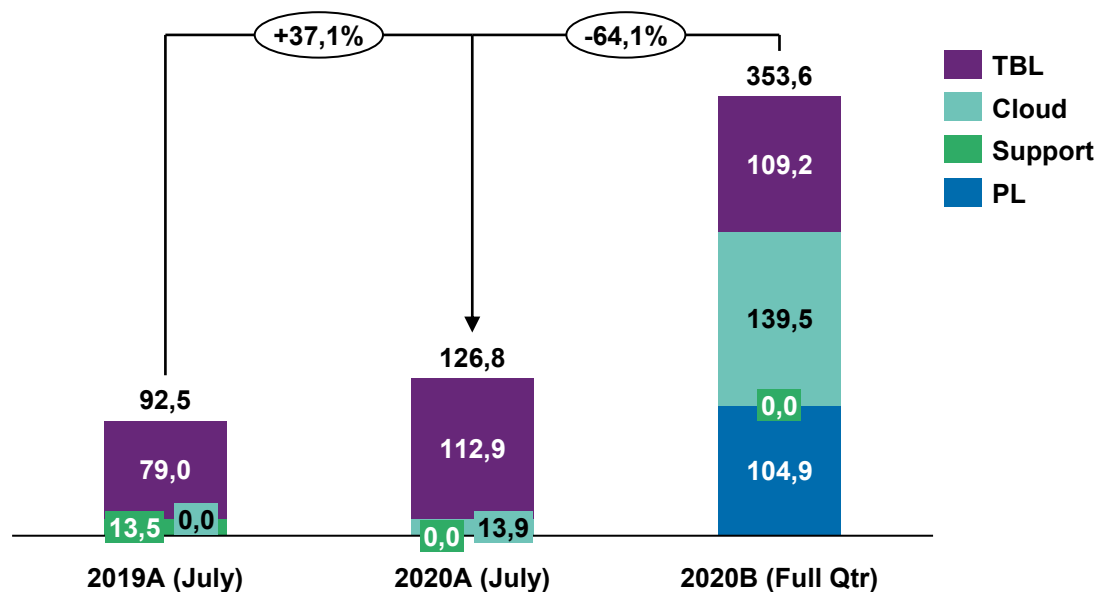
- > Only 44 MQLs QTD, compared to 146 in Q2. (Attributed to summer vacations)
- > Competition continues to ramp up attacks
- > Workload on some team members makes prioritization of work streams challenging
- > Underdeveloped Competitive Value Propositions
- > Opportunity progression slowed during summer vacations
- > Work on new Gartner DXP Magic Quadrant shows challenges in playing within highly competitive market



NEW BUSINESS BOOKINGS – JULY

July 2020 New Bookings by Product (Recurring)

€ Thousands

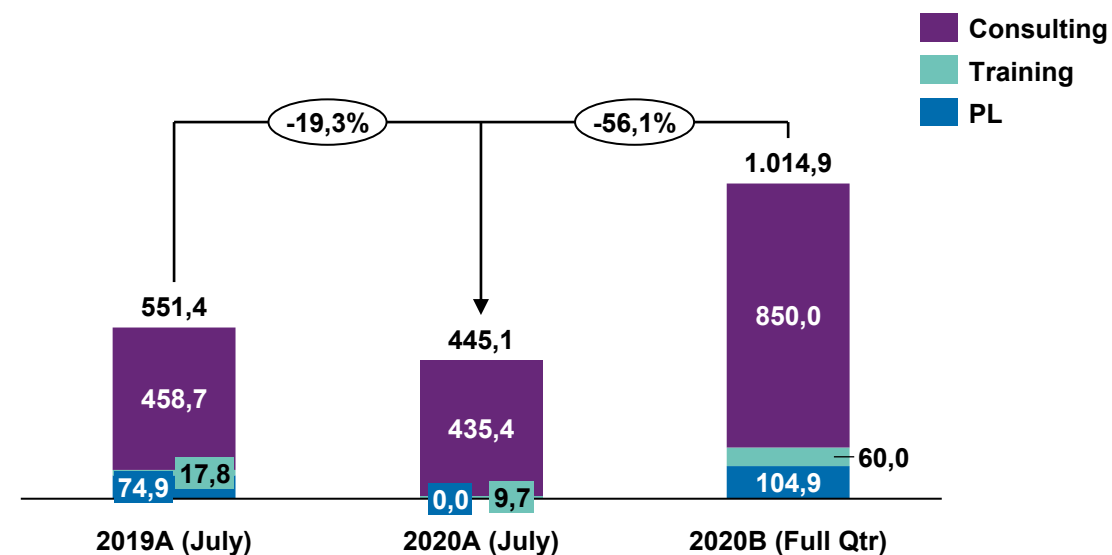


Key Wins

Customer	ARR	Other	Comments
Vitesco Technologies	€ 113		CMS Intranet (new business)
Life Fitness	€ 14		SFCC Pre-prod

July 2020 Revenue by Product (Non-recurring)

€ Thousands

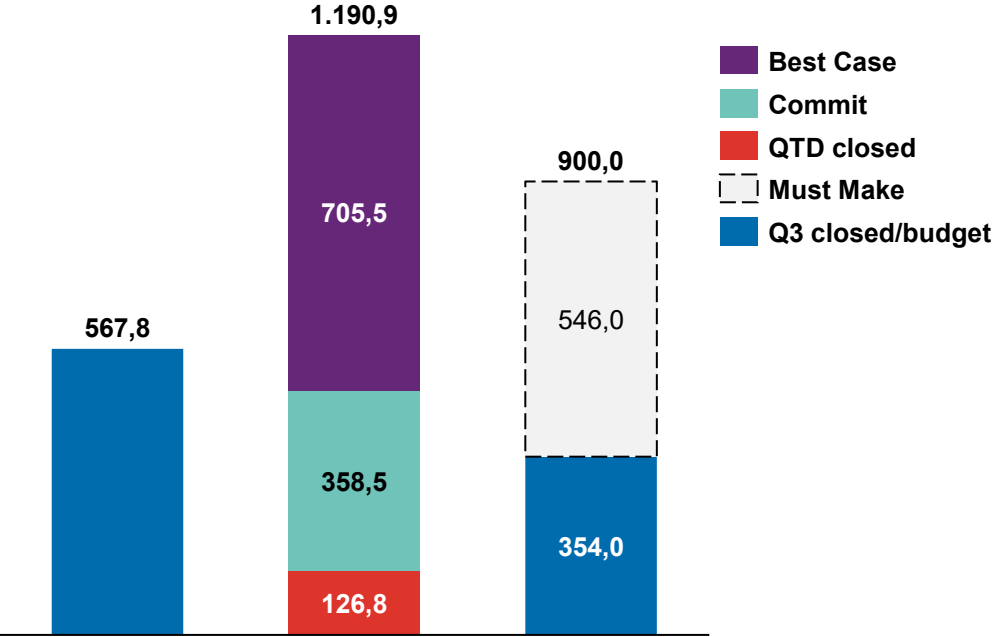


Key Delays/Losses

Customer	ARR	Other	Comments
Kontoor Brands	€ 149		Lost to Ampliance
Bouygues	€ 100		Pushed to CY2021 Q1
Airbus S.A.S.	€ 60		Mandatory to have team in France; No support from Partners
Generali Deutschland AG	€ 37		Not shortlisted

SALES PIPELINE – Q3/Q4

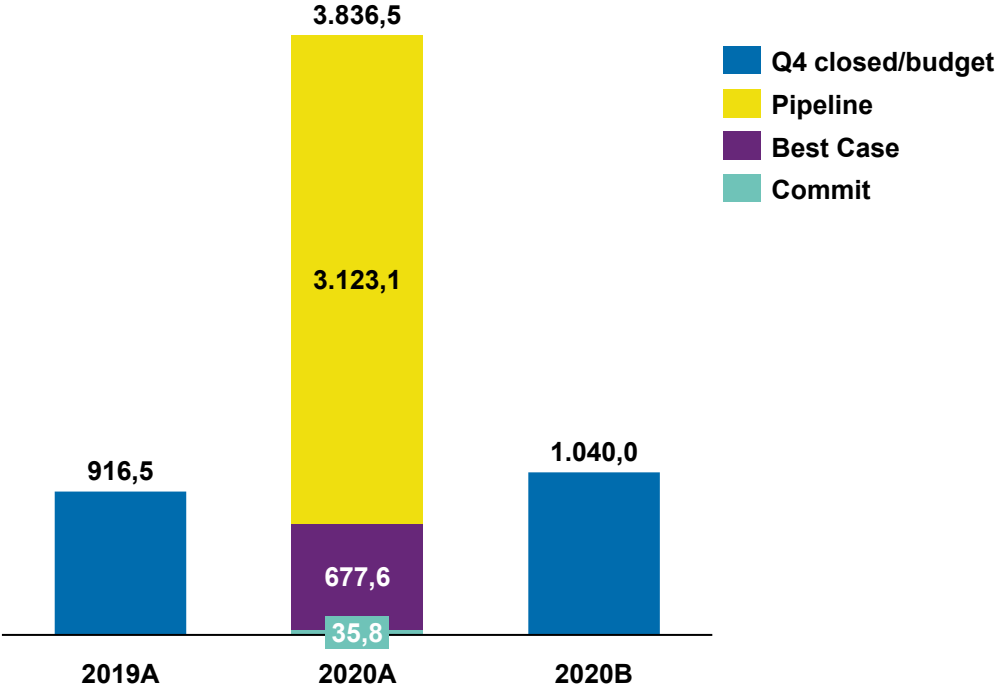
Q3 Sales Pipeline
€ Thousands



69% of Commit needed to meet Budget
89% of Best Case needed to meet “Must Make”

Q3 “Must Make” budget is €1m, which includes €648k Q2 underachievement

Q4 Sales Pipeline
€ Thousands

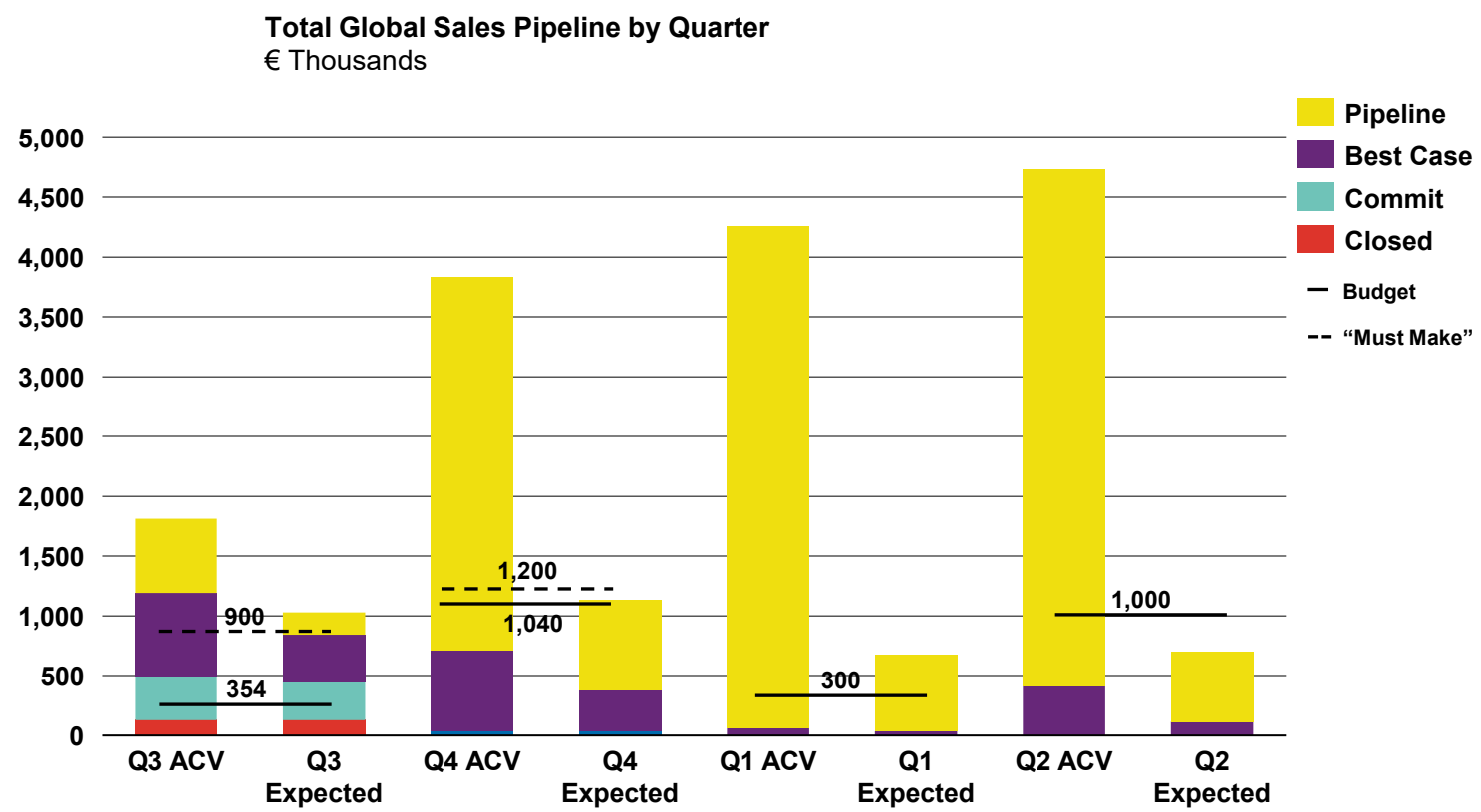


222% of Best Case needed to meet B
33% of Pipeline (+ Best Case) needed to make B



12 MONTH SALES PIPELINE OUTLOOK

Significant addressable pipeline. Now it's time to execute.



Q3 VICTORY PLAN – KEY DEAL FOCUS

€ Thousands

Seller	Opportunity	Close Date	Probability	RSV €	Forecast	Deal Phase
RBR	Unisys	9/25/2020	50	213,321	Best Case	Financial Proposal
MAR	Hamburg.de	8/14/2020	90	170,400	Commit	Contracting & Negotiating
RBR	Ebay/Kijiji	9/10/2020	70	159,990	Best Case	Go/No Go
RBR	BBQ Guys	9/30/2020	60	127,992	Best Case	Go / No Go
MAR	Vitesco	7/29/2020	100	112,938	Closed	WON
MPU	DAK	9/25/2020	90	81,225	Commit	Contracting & Negotiating
MAR	Karkkainen	9/30/2020	90	44,250	Commit	Contracting & Negotiating
MPU	Hansemerkur	8/11/2020	100	27,000	Closed	WON
MPU	Pandora A/S	8/31/2020	90	20,160	Commit	Contracting & Negotiating
RBR	Life Fitness	7/13/2020	100	13,866	Closed	WON
JPA	Farfetch	8/31/2020	90	12,512	Commit	Contracting & Negotiating
JPA	Nation Media	9/1/2020	90	12,000	Commit	Contracting & Negotiating
				995,654		

Seller	Low	High
RBR	144	312
UFR	200	400-450
WHE	168	450
MPU	20	150
JPA		
MAR	225-330	350-450
RVL	100	171
Total	857-962	1833-1983



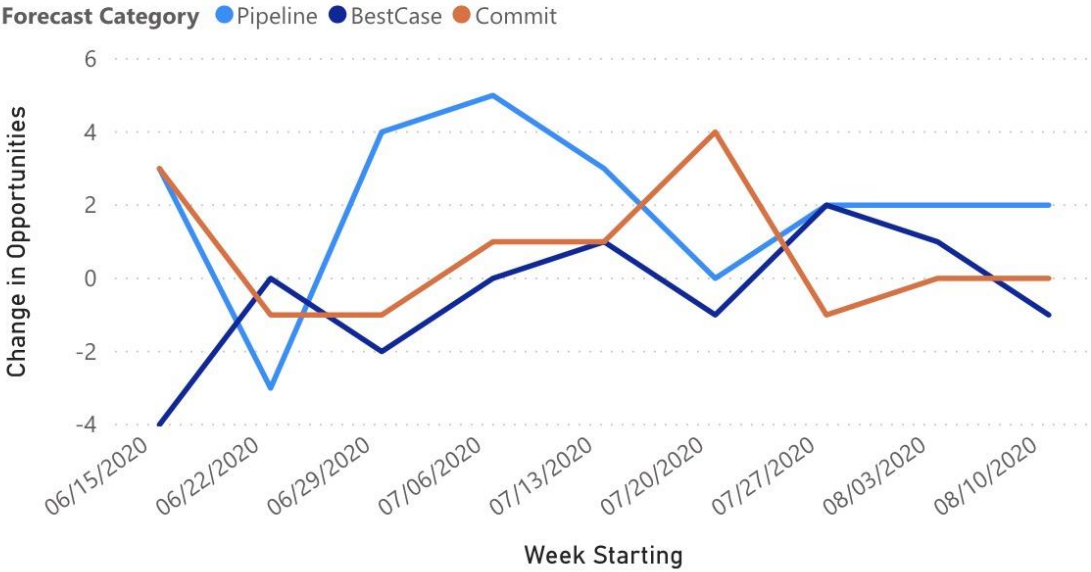
Pipeline - Forecast Changes



Forecast Category

All

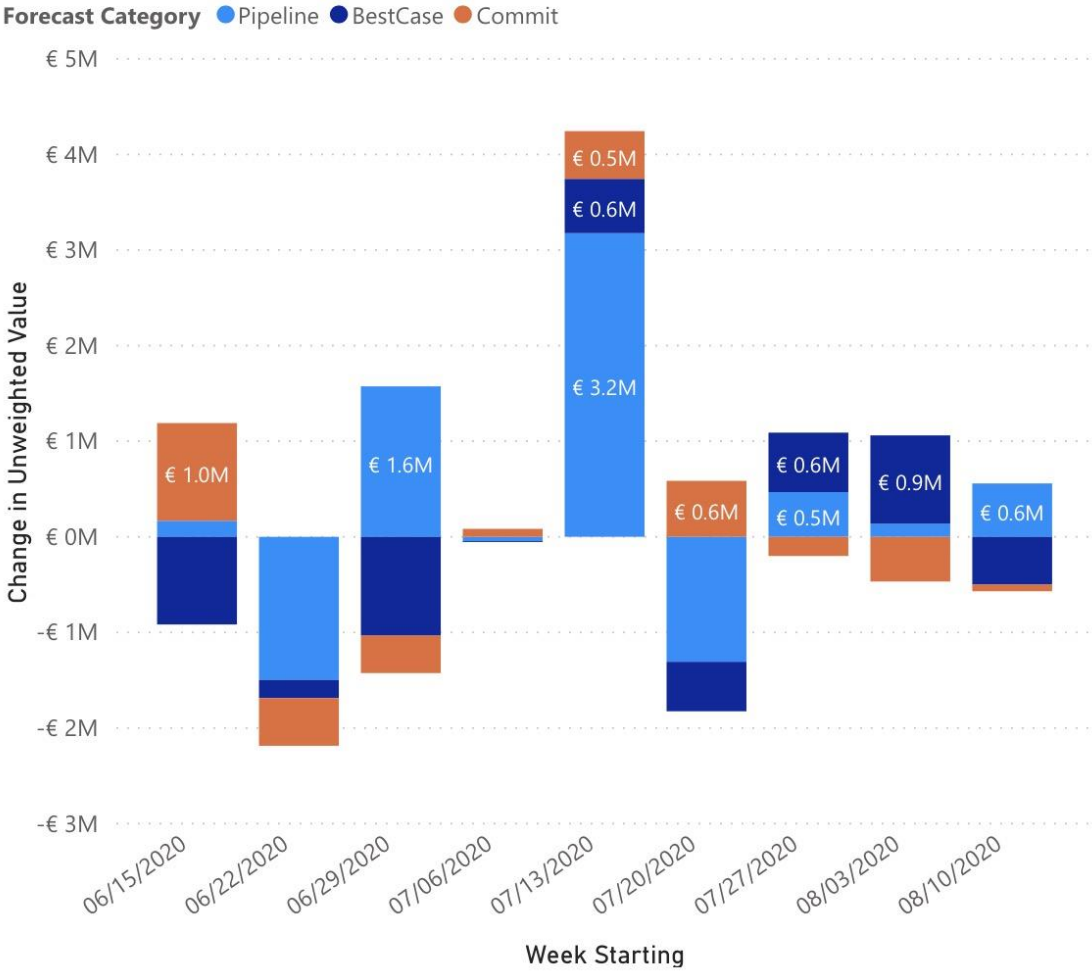
Change in Number of Opportunities



Number of Opportunities at Start of Week

Forecast Category	6/2020	07/13/2020	07/20/2020	07/27/2020	08/03/2020	08/10/2020
	0			0	0	
Pipeline	123	128	131	131	133	135
BestCase	21	21	22	21	23	24
Commit	6	7	8	12	11	11

Change in Unweighted Value



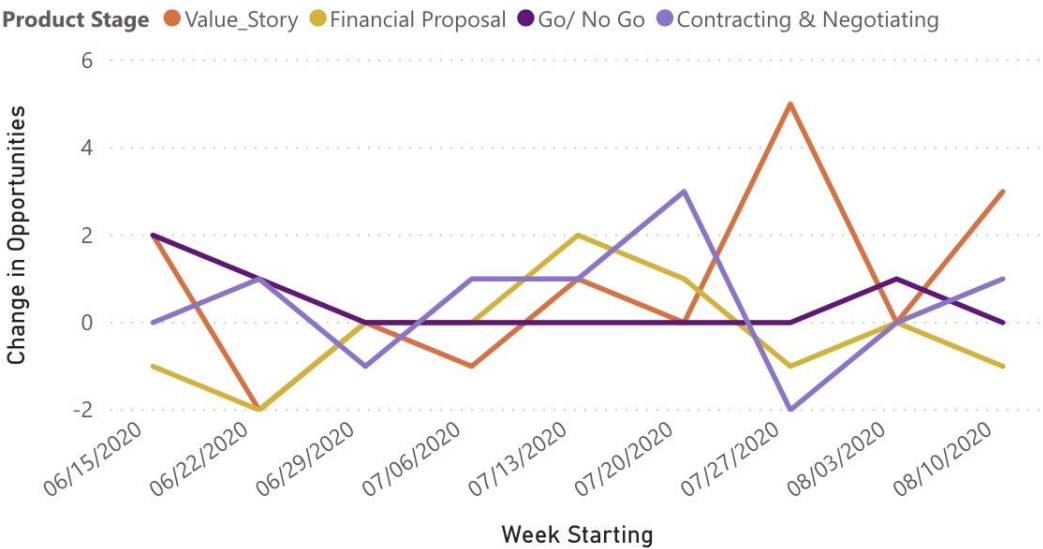
Pipeline - Stage Changes

6/15/2020 8/10/2020

Product Stage
Multiple selections



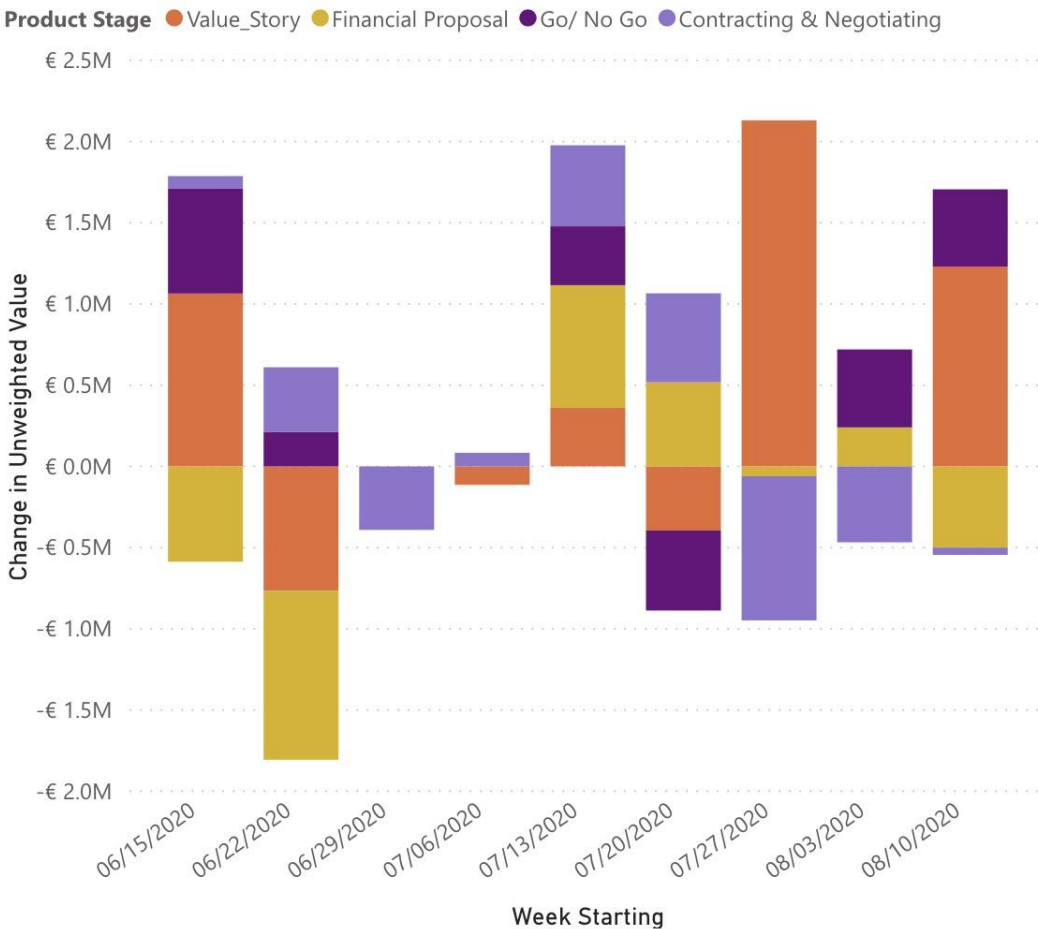
Change in Number of Opportunities



Number of Opportunities at Start of Week

Product Stage	07/13/2020	07/20/2020	07/27/2020	08/03/2020	08/10/2020
Value_Story	23	24	24	29	29
Financial Proposal	13	15	16	15	15
Go/ No Go	4	4	4	4	5
Contracting & Negotiating	8	9	12	10	10

Change in Unweighted Value



Pipeline - Probability Bands

6/14/2020

8/9/2020

Probability Band

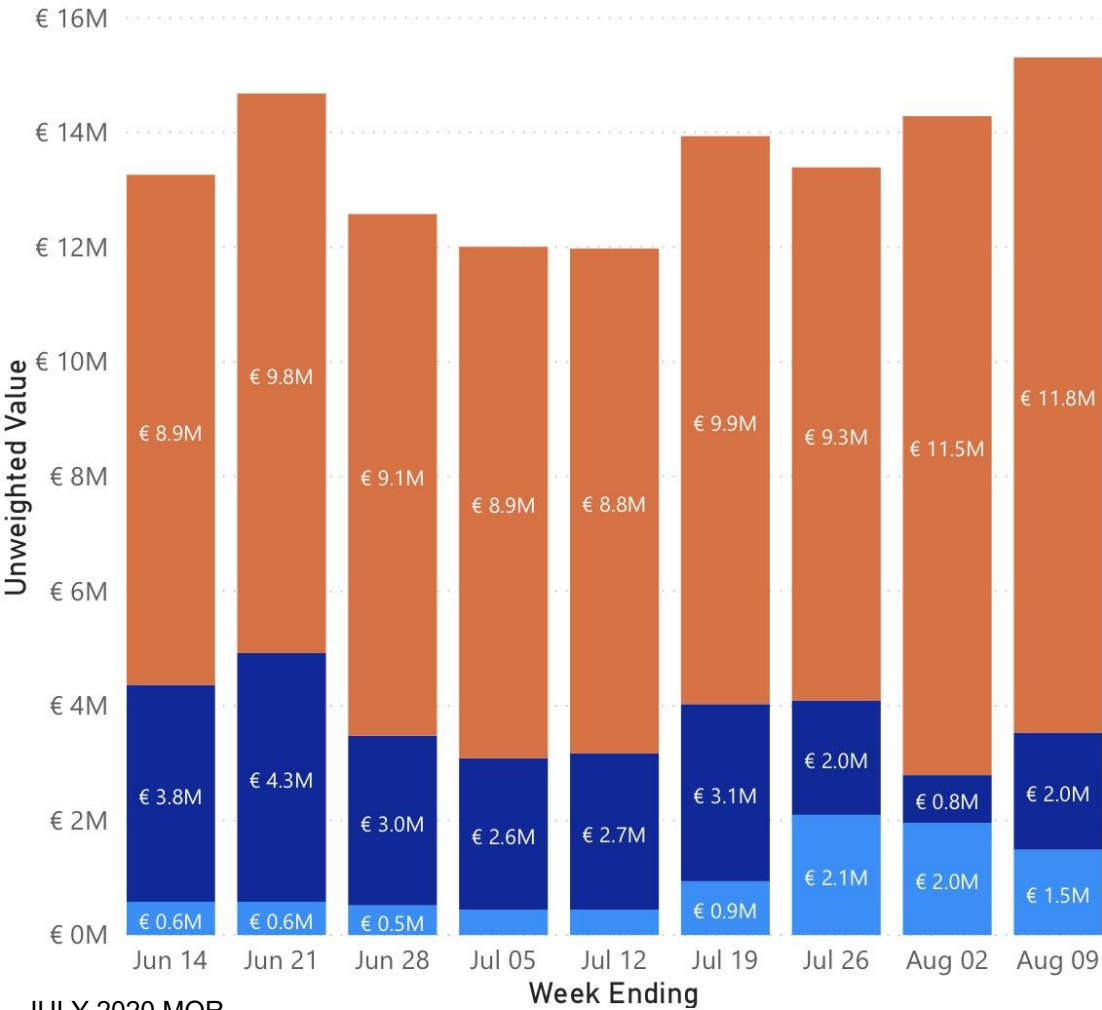
License Type

Multiple selections

All

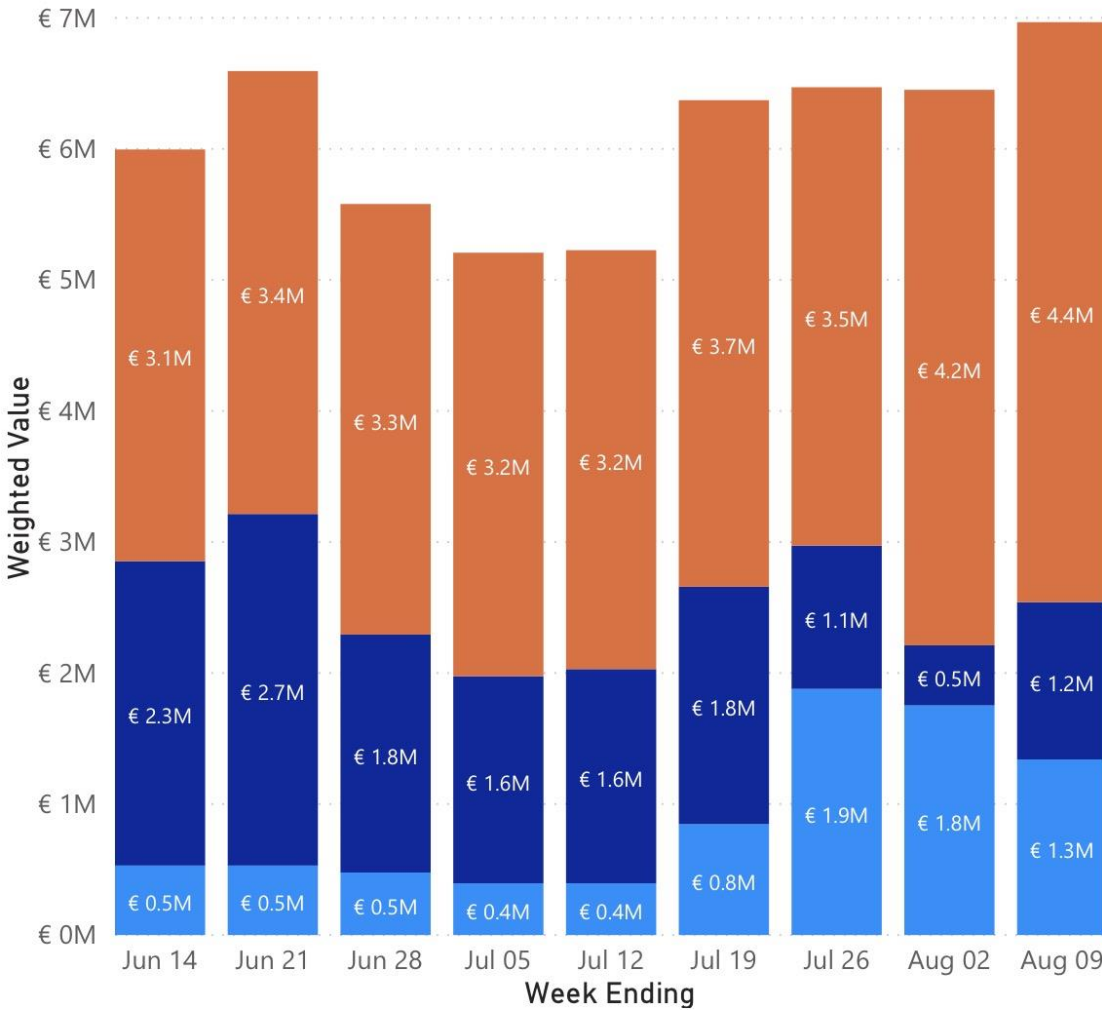
Unweighted Pipeline

Probability Band 76-99 51-75 26-50



Weighted Pipeline

Probability Band 76-99 51-75 26-50



MARKETING / PARTNERS / SDR EXECUTIVE SUMMARY

Progress continues but lack of scale and maturity poses limitations

Marketing

- Leads (MQLs) – 44 MQLS from July to August 14th
- Content Creation – Video production ramping...need Freelance Content writer to help produce more premium / industry content
- MarTech – Acquisition of HubSpot Marketing Automation Platform complete and onboarding started....need MarTech Operations Mgr. to drive scale, improvements and allow Jorg to go back to Product Marketing
- Digital Campaigns – Shit Show Campaign launched on Aug 13th check out the highlights video...need Marketing Automation Mgr for scale & maturity
- Analyst Relations – Gartner DXP Magic Quadrant a big focus with written response due Monday and virtual briefing in Sept

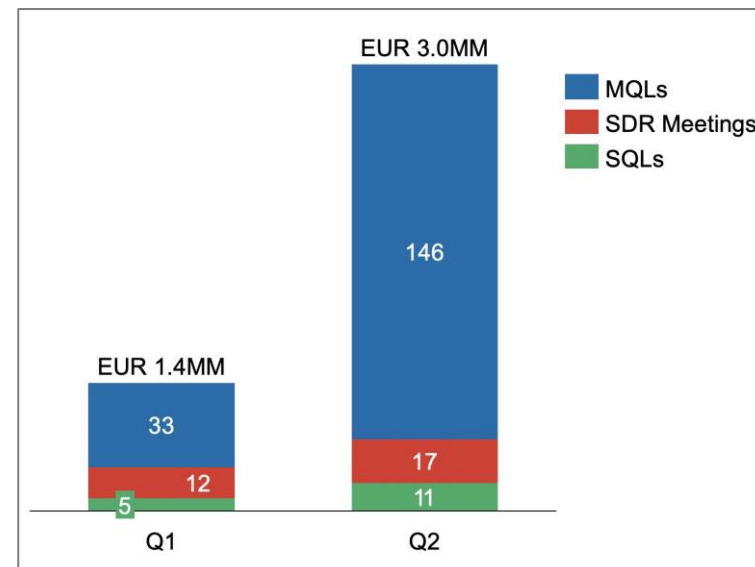
Partner Experience

- Commercetools – Initial call with APAC leadership to define GTM
- SAP – Setting up QBR with SAP Americas to drive engagement
- Salesforce – Internal QBRs helped drive target account list but still lots of activity to be done across two programs to properly engage
- Internal QBRs and GTM Pods help identify focus partners and engagement
- Need more 'hands' across PX Management, Enablement and Sales

SDR

- Focus on supporting sellers on internal QBRs adds to reduction of usual outbound activity and meeting / opportunity setting...need more scale to drive meetings and opportunities aligned to go to market initiatives

Q1-Q2 Productivity



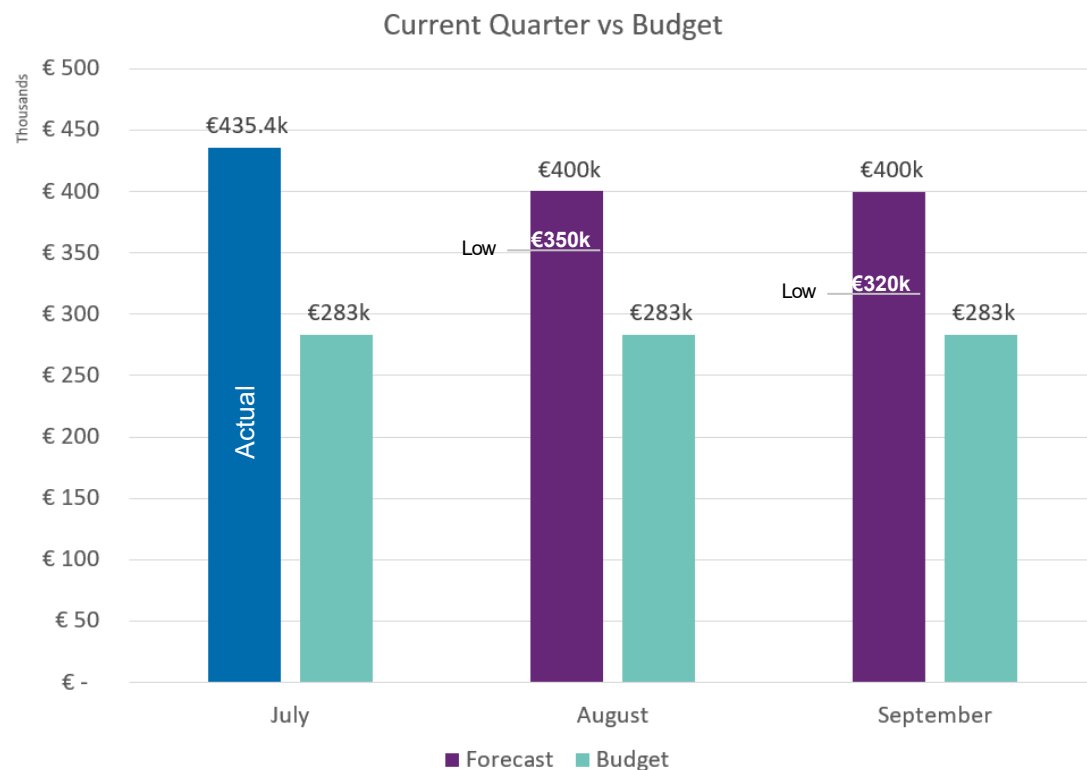
Q3 Productivity QTD

- 44 MQLs
- 8 x SQLs (Meetings)
- 5 x Opportunities
- Total ACV Oppty Value = €648K ACV

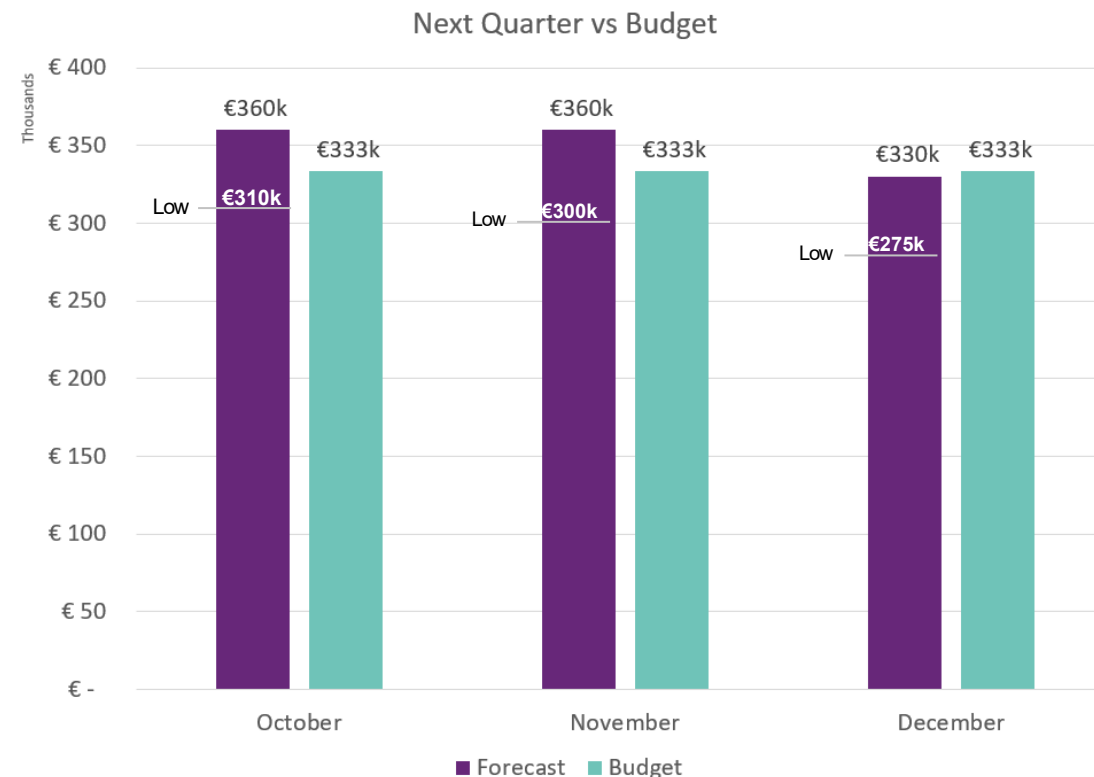


CONSULTING: Q2 ACTUALS AND FORECAST AND Q3 FORECAST

July 135k over Budget. Q3 will over-achieve budget.



- > Q3 forecast in range of €1,105k – 1,235k.
- > €320k low estimate in September driven by some existing engagements finishing with possible gaps before new engagement starting.

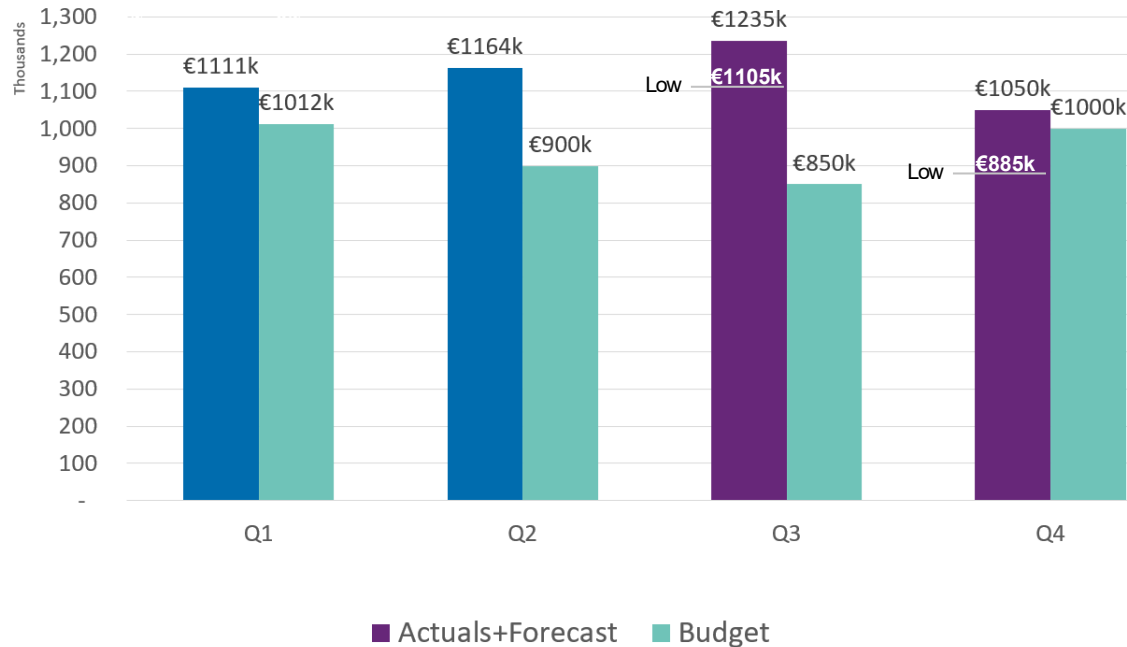


- > Q4 forecast in the range €885k-1,050k and is on-track to achieve budget. December forecast driven by consultants needing to take holidays before year end.
- > New small and medium sized opportunities being un-covered and also with some ramp-down in larger accounts such as YNAP and Farfetch.

FY FORECAST

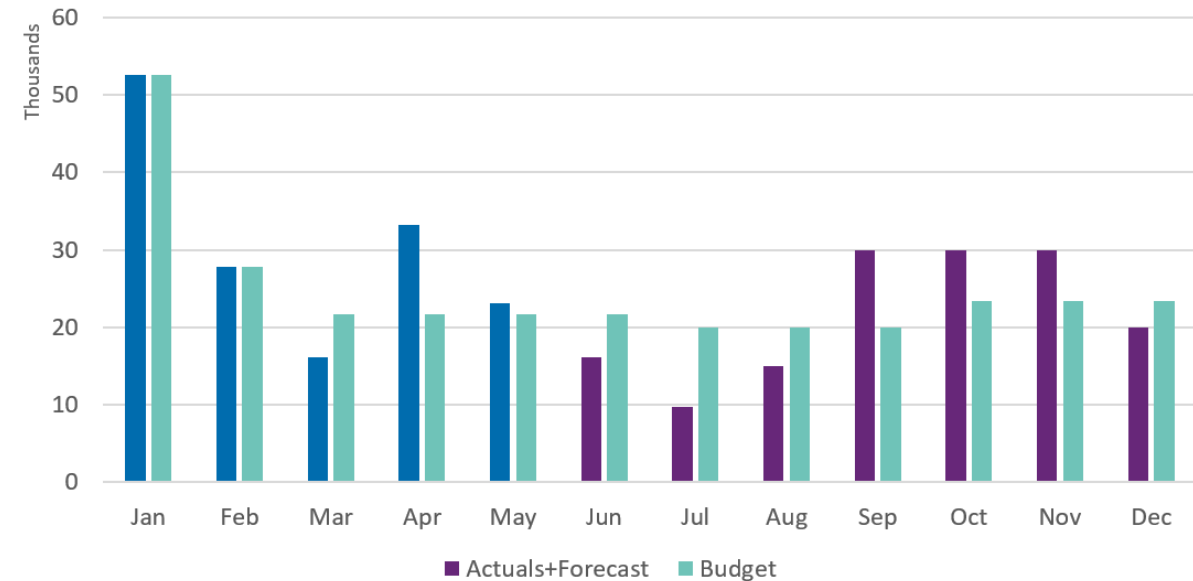
We will Exceed the Budget

Consulting Forecast FY20



> Q3 consulting performance on track to exceed the budget.

Training Actuals+Forecast vs Budget



- > Training demand weak in the summer period – not uncommon.
- > Solid Q4 needed to hit training budget. As typical, outlook not clear for September onwards, as Europe is on holiday currently.
- > Campaigns in place to push demand for Q4.

6 DRAFT Investment Proposal

OUR COMPETITION

Major Players



Minor Players



COMPETITION

It is Fierce out there

Category	CoreMedia	Aspirational Competition
Pricing	Complicated. Old school. Poor Buyer Experience.	Easy. Clear. Modern. Customer Friendly.
Brand	Dated. Inconsistent application. Not ADA compliant.	Clean. Crisp. Consistent. Modern.
Value Proposition	Positioning and Value Dilemma. Many things to many people / businesses.	Clear. Segmented by profile.
Website	Poor experience design. Lack of content. No segmentation. No SEO.	Clear. Segmented by profile. Thought leadership. Industry content.
Product & UX	Enterprise (only). Dated. Limitations.	Flexible. Modern.
Partners	Enablement gaps. Lack of engagement and leads. Established competitor practices.	Established practices. Confident lead gen and profile awareness.
Tooling & Operations	Can't do SEO on current site. Only just bought Marketing Automation tool. Product Marketing managing MarTech & Operations.	Mature MarTech stacks and team structures.



H2 2020 INVESTMENT PLANNING

Hypothesis

- Competition is getting louder and more aggressive - with powerful marketing, expanded sales forces and highly engaged partners.
- Market and economic indicators point to increased customer investment in digital platforms.
- Threat of falling behind if we do not make investments in Product and Sales go-to-market VS. seizing the opportunity to gain momentum at this time of seismic market shift
- With solid revenue streams intact, and a new GTM strategy 6-month underway (showing signs of impact), now is the time to invest in future growth.

Focus Objectives

- Bolster basic capabilities required to defend market position and support current GTM deployment
- Preemptive hiring to stay ahead of inevitable churn (planned and unplanned)
- Reactivate Partner strategy that was put on hold through COVID budget cuts
- Reactivate product investments that will 1) “Futureproof” the solution for today and tomorrow to meet growing competitive threats. 2) Quickly differentiate CoreMedia, bringing more “sizzle” to the look-and-feel of the UI/UX. 3) Support “Partner Friendliness”, as part of the overall Partner Strategy
- Expand lead generation capabilities
- Lay groundwork for 2021 and 2022 growth



INVEST CASE SUMMARY BY SCENARIO

	Base Case			IC - Priority 1			Variance to Base Case			IC - Priority 2			Variance to Base Case			IC - Priority 3			Variance to Base Case		
	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022	2020	2021	2022
ARR	16,580	19,549	22,697	16,580	20,377	24,584	-	828	1,888	16,580	20,829	25,833	-	1,279	3,137	16,580	20,945	27,135	-	1,396	4,438
Total Recurring Revenue	16,305	18,006	21,523	16,305	18,328	22,903	-	322	1,380	16,305	18,491	23,770	-	486	2,247	16,305	18,507	24,498	-	501	2,976
Total Non Recurring Revenue	4,963	5,134	5,134	4,963	5,410	5,719	-	276	585	4,963	5,434	6,231	-	301	1,097	4,963	5,434	6,011	-	301	878
Other	144	152	136	144	152	152	-	-	15	144	152	152	-	-	15	144	152	152	-	-	15
Net Revenue	21,413	23,291	26,793	21,413	23,889	28,773	-	598	1,980	21,413	24,078	30,153	-	786	3,359	21,413	24,093	30,661	-	802	3,868
Payroll	14,701	15,186	15,642	15,023	16,803	17,319	322	1,617	1,678	15,081	17,650	18,373	380	2,464	2,731	15,095	18,556	19,453	394	3,370	3,812
Total OPEX	21,849	21,426	22,069	22,339	23,157	23,864	490	1,731	1,795	22,456	24,198	25,117	607	2,772	3,048	22,470	25,216	26,313	621	3,790	4,244
Reported EBITDA	(879)	775	2,713	(1,370)	(420)	2,766	(490)	(1,194)	53	(1,487)	(1,310)	2,702	(607)	(2,085)	(11)	(1,501)	(2,315)	1,875	(621)	(3,090)	(838)
Adjusted EBITDA	950	825	2,763	460	(370)	2,816	(490)	(1,194)	53	343	(1,260)	2,752	(607)	(2,085)	(11)	329	(2,265)	1,925	(621)	(3,090)	(838)
Adj. EBITDA Margin	4.4%	3.5%	10.3%	2.1%	-1.5%	9.8%	-2.3%	-5.1%	-0.5%	1.6%	-5.2%	9.1%	-2.8%	-8.8%	-1.2%	1.5%	-9.4%	6.3%	-2.9%	-12.9%	-4.0%
Ending Cash	3,145	2,348	3,424	2,658	722	2,015	(487)	(1,626)	(1,409)	2,541	(295)	976	(604)	(2,643)	(2,448)	2,527	(1,316)	(891)	(618)	(3,664)	(4,315)
ARR Growth Rate																					
YOY		17.9%	16.1%		22.9%	20.6%		5.0%	4.5%		25.6%	24.0%		7.7%	7.9%		26.3%	29.5%		8.4%	13.4%
CAGR			17.0%			21.8%			4.8%			24.8%			7.8%			27.9%			10.9%
Value Creation																					
Enterprise Value (2.87x ARR)	47,585	56,107	65,139	47,585	58,482	70,556	-	2,376	5,417	47,585	59,778	74,142	-	3,672	9,003	47,585	60,113	77,876	-	4,007	12,737
MOIC (ARR multiple/investment)				-	1.11	1.42				-	1.13	1.50				-	0.95	1.52			
Bank Covenants																					
TTM Recurring Revenue	16,305	18,006	19,813	16,305	18,328	20,659				16,305	18,491	21,144				16,305	18,507	21,380			
Revenue Covenant	13,272	15,715	17,392	13,272	15,715	17,392				13,272	15,715	17,392				13,272	15,715	17,392			
Liquidity (Cash + Revolver)	6,145	5,348	5,586	5,658	3,722	4,084				5,541	2,705	3,005				5,527	1,684	1,461			
Liquidity Covenant	2,000	2,000	2,000	2,000	2,000	2,000				2,000	2,000	2,000				2,000	2,000	2,000			
Leverage Ratio			2.90			3.07						3.22						4.48			
Maximum Leverage			4.50			4.50						4.50						4.50			
Fixed Charge Coverage Ratio			2.63			2.88						3.02						2.42			
Minimum FCCR			1.10			1.10						1.10						1.10			

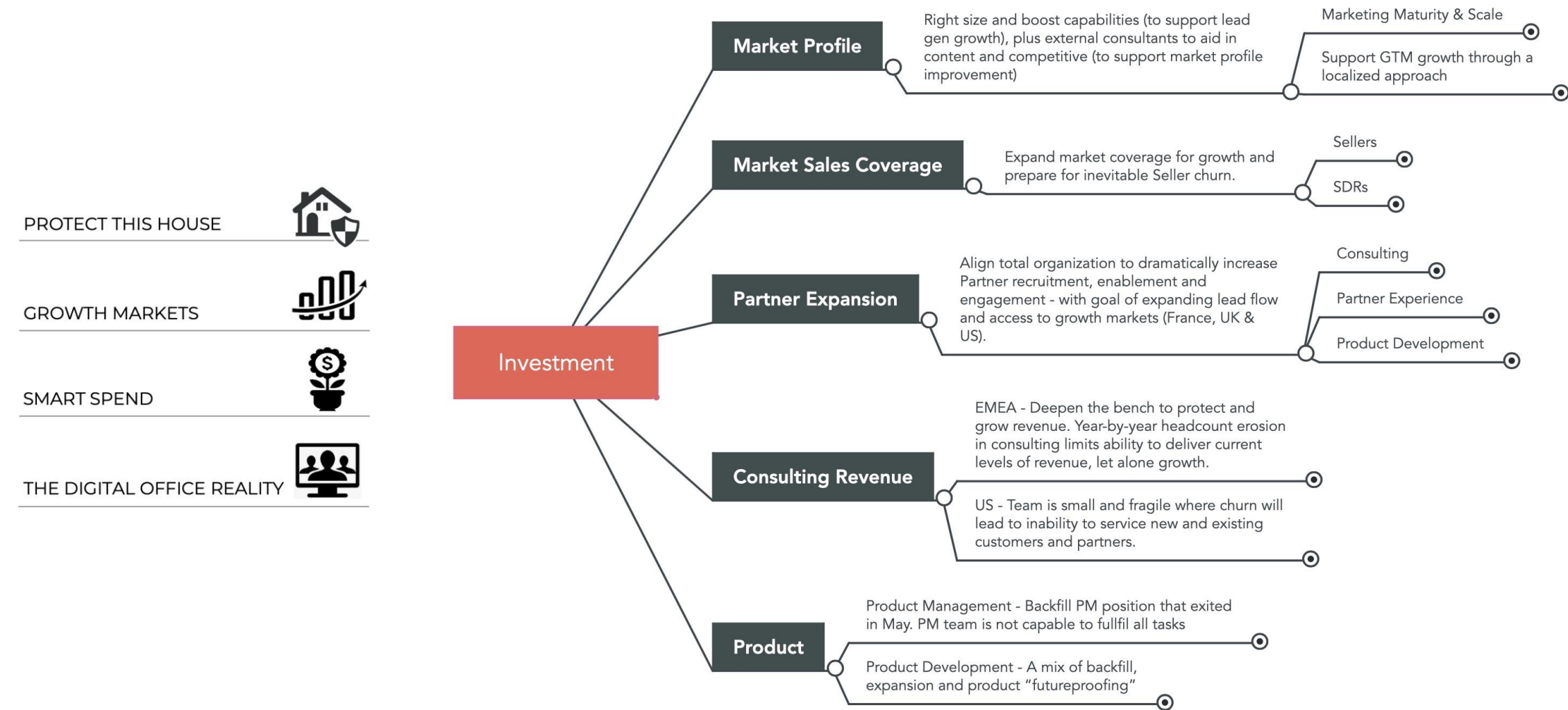
Additional capital will be required for:

Priority 2 in 2022; revolver will need to be utilized in 2021

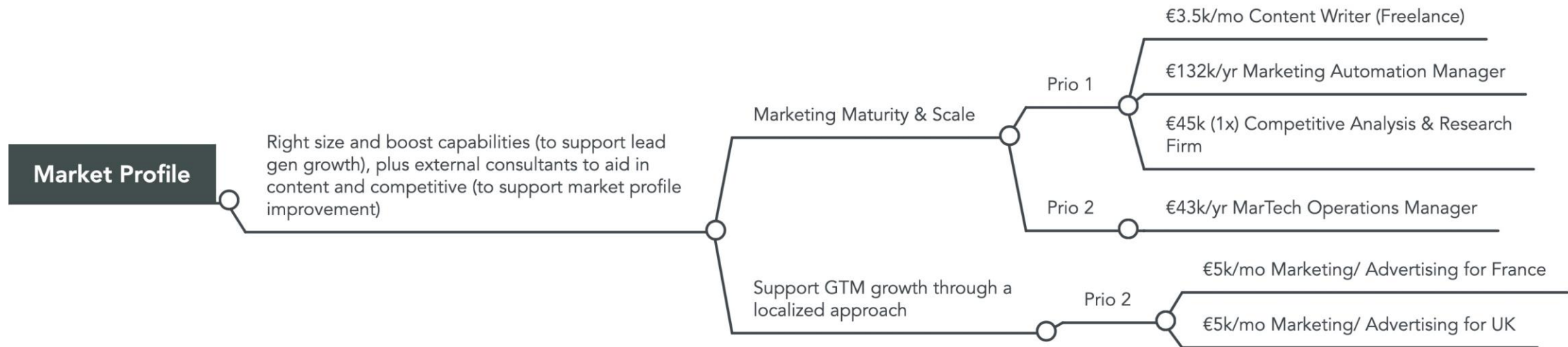
Priority 3 starting in 2H 2021



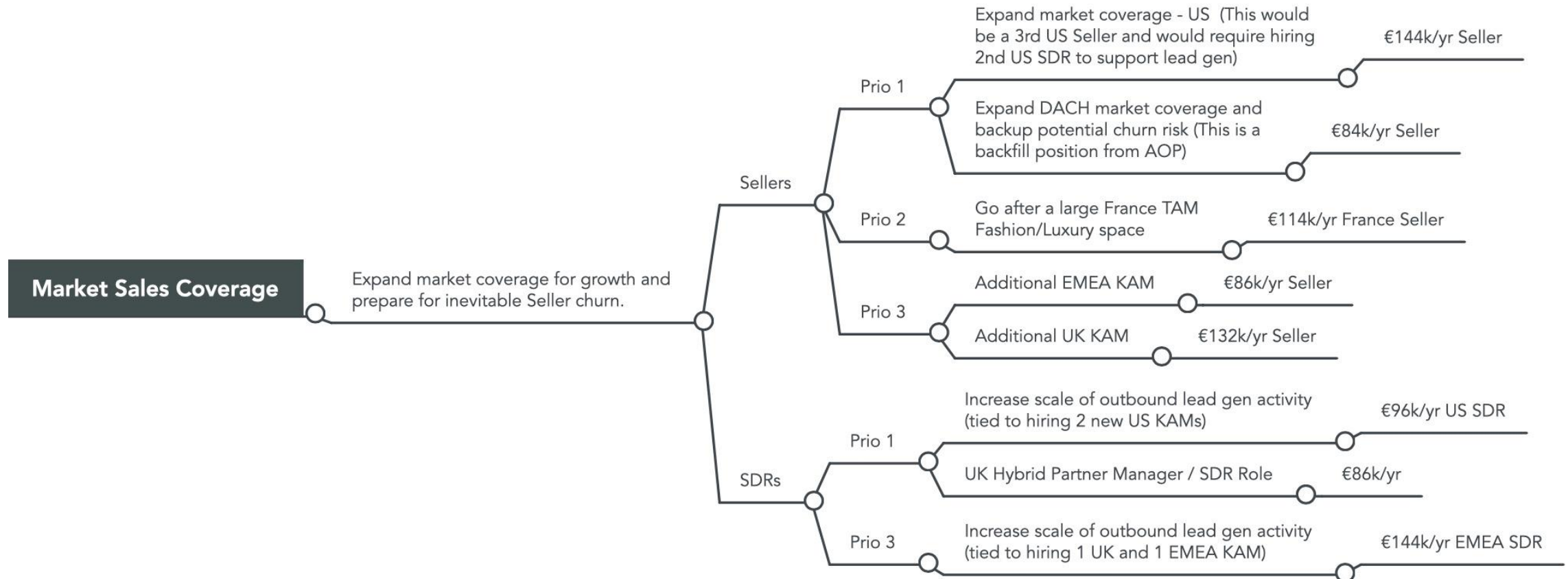
2020/21 INVESTMENT – COHORT ALIGNMENT



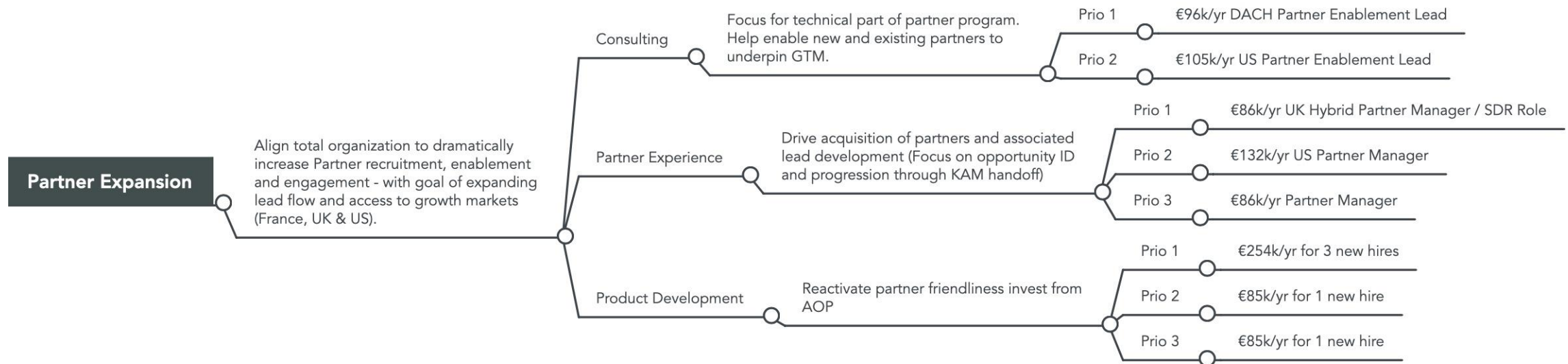
2020/21 INVESTMENT – COHORT ALIGNMENT



2020/21 INVESTMENT – COHORT ALIGNMENT



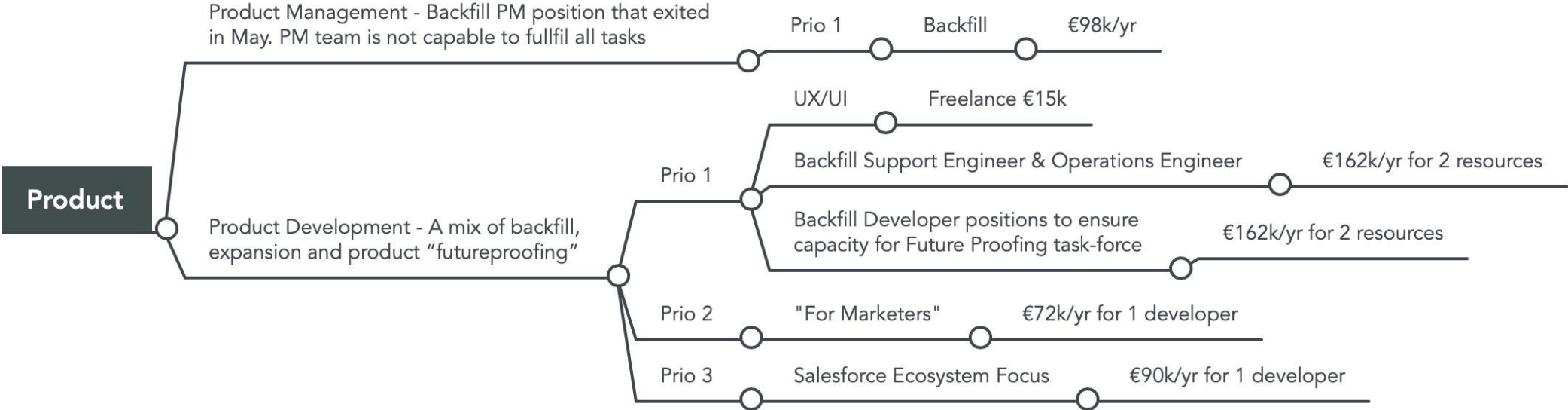
2020/21 INVESTMENT – COHORT ALIGNMENT



2020/21 INVESTMENT – COHORT ALIGNMENT



2020/21 INVESTMENT – COHORT ALIGNMENT



INVESTMENTS

Cohort	Priority 1			Priority 2			Priority 3		
	2020	2021	2022	2020	2021	2022	2020	2021	2022
Headcount - Incremental									
Marketing	1	-	-	1	-	-	-	-	-
Sales Coverage	3	1	-	1	1	-	-	4	-
Partner Expansion	4	-	-	1	1	-	1	1	-
Consulting	1	2	-	-	3	-	-	-	-
Product	5	-	-	-	3	-	-	6	-
Total	14	3	-	3	8	-	1	11	-
Headcount - Cumulative									
Marketing				2	-	-	2	-	-
Sales Coverage				4	2	-	4	6	-
Partner Expansion				5	1	-	6	2	-
Consulting				1	5	-	1	5	-
Product				5	3	-	5	9	-
Total				17	11	-	18	22	-
Payroll & 3rd Party Expenses - Incremental									
Marketing	114	174	179	48	163	44	-	-	-
Sales Coverage	131	422	423	55	266	253	-	353	827
Partner Expansion	64	350	360	14	152	195	14	139	154
Consulting	31	272	280	-	173	280	-	-	-
Product	150	432	445	-	252	260	-	462	476
Total	490	1,650	1,687	117	1,006	1,032	14	954	1,456
Payroll & 3rd Party Expenses - Cumulative									
Marketing				162	337	223	162	337	223
Sales Coverage				186	688	676	186	1,041	1,502
Partner Expansion				79	502	556	93	641	709
Consulting				31	445	559	31	445	559
Product				150	684	705	150	1,146	1,180
Total				607	2,656	2,719	621	3,610	4,175

- Investments consist of:
 - Recruiting
 - Payroll (including tax and benefits)
 - 3rd party support
- Total headcount add: +40
 - Priority 1: +17
 - Priority 2: +11
 - Priority 3: +12
- Bookings from new Sales HC is being ramped up over time
- 1/3 of incremental Sales headcount is expected to churn
 - Churned HC is replaced, i.e. no impact on payroll
 - Churned HC will lead to loss of bookings as replacement will again ramp up over time