



# CARBYNE - MILESTONE

2018-2019





## CEO

To Carbyne Employees,

In the face of significant challenges, we made significant progress. I thank you for your continued commitment and all that you do to deliver our mutual **GLOBAL MISSION**.

While there is much work to do and there are further challenges ahead, we end 2017 **stronger** and **better** able to serve customers and clients. We continued throughout the year to extend our product offering, to establish our internal & external processes, to build the company global structure, and to plan the execution for the upcoming year. As a stronger, more straightforward company better organized to serve our customers and clients, we should build deeper relationships with the industry, earn the profits our shareholders expect, and be prepared for our Growth Stage.

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# CEO

Goal	H1	H2	Note
<b>Global Sales</b>	<b>\$1m MRR AND/OR 652 CT Seats - Min 2500\$ Per Seat</b>		
<b>Business Focus</b>	Focus on: Singapore, EU (France, UK), South America via America Movil And U.S. Keep Sales Org Focus. <b>Build – Stop – Sale.</b>		Different opportunities will be measured according to the qualification of the lead
<b>Fixed Cash Burn</b>	Up to 600k US \$ - 12M \$ Round ~ 18 Month.		
<b>Measure the execution / Clear Funnels and Matrices.</b>	Ongoing improvement cycle process for the management (On a <b>monthly</b> basis). The KPIs will be defined <b>on a quarterly basis.</b> Use the infrastructure to create <b>valuable matrices</b> in order to set exact KPIs and Goals for 2019. Decisions will be based on <b>DATA</b> and <b>MARKET RESEARCH.</b>		Infrastructure: Sales: Sales Force Operation: Zendesk HR: Comeet Marketing: Pradot Development: Jira
<b>Transparency - Improve Company Communication</b>	<b>Dual Month Report to Board of directors.</b> <b>Quarterly</b> update to company employees. <b>Weekly</b> management meetings.  KPI's Board – Present Company High Level KPIS 24/7.		
<b>Finish 3<sup>RD</sup> ROUND &amp; Preparation for the 4<sup>th</sup> round</b>	Up to April 1 <sup>st</sup>	Preparing materials for the Growth round – Co. Valuation > \$100m	Based on the Company performance
<b>Strategic Partnerships – Clear Goals and KPI's</b>	America Movil – Set KPIS & Goals. Accenture – To be signed up to April 1 <sup>st</sup> General Dynamics – To be signed up to April 1 <sup>st</sup>	Another 1 distribution channel – 1 For Asia	
<b>Set 3<sup>rd</sup> office in Europe</b>	Based on execution in EU. Established our 3 <sup>rd</sup> office in France / London. End of Q2.		Based on the company performance
<b>Help company managers to achieve their goals</b>	<b>Weekly</b> 1:1 status meeting. Every meeting should start with Actual Vs. Year Goal.		

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# CTO

<b>Goal</b>	<b>H1</b>	<b>H2</b>	<b>Note</b>
<b>Call Taking</b>	MVP Required Features	Prime Call Taking Features	
<b>Global Deployment</b>	HTTP – 2 Region HA	RT HA	
<b>Call Center</b>	Start Deployment	Full Transition	
<b>WebRTC</b>	Video Over WebRTC	Audio Over WebRTC	
<b>IoT Gateway (NG911 as a Service)</b>	NENA Approval	Production Deployment	Under assumption business able to bring connections
<b>Patents</b>	2	2	Under assumption we have a real value of issuing a patent

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# VP FINANCE

Goal	H1	H2	Note
<b>Ensure proper financial reporting and keeping the company Cashburn under control.</b>	Closing the month and sending financial report by 10 <sup>th</sup> of each month. Deviance from projected budget to actual number should be in 10% rate. With Actual budget the Forecast for 2 months will be presented to the company CEO and BOD.	Closing the month and sending financial report by 8 <sup>th</sup> of each month. Deviance from projected budget to actual number should be in 5% rate.	More user-friendly employee hours control system and start using Priority Accounting system in 2018. Should hire bookkeeper in H2-2018 in order to meet the H2 goal.
<b>Improve company processes and policies</b>	Establish billing and collection process for the company customers(Q1-18). Observe company internal controls and improve at least one process each month.	Prepare internal controls checklist (Q2/18).	
<b>Ensure the Company meets the stated goals and KPIs.</b>	Monitoring the cross department KPI on monthly basis for valuable inputs and adjustment the company strategy based on those inputs.	Testing the sales and operation departments assumptions in the projected [REDACTED], based on actual data. Performed Quarterly.	This KPI will be included in the dashboard, which will be presented to the CEO and Company management each month. Each month 1-2 topics will be observed in details for strategic inputs(Topics such as cost per CT calculation, Pricing strategy for region, Competition Landscape)

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# U.S OFFICE

Goal	H1	H2	Note
<b>26 employees</b>	1 HR manager 1 VP Sales 1 Strategic Partnership Manager 2 sales reps 2 Inside sales 2 Pre-sale 2 Integration engineer 1 architect (NENA) 1 Marketing	2 sales 2 Inside sales 2 Pre-sale 1 Integration engineer 1 Client success	Build an execution and delivery team <b>Hire 21 People</b>
<b>Georgia</b>	8 Signed Contracts	2 Signed Contracts	Establish a local Presence <b>Targeted marketing</b>
<b>NJ</b>	1 Signed Contracts	21 Signed Contracts (Through Channel)	My personal account <b>Targeted marketing</b>
<b>Work with two Prime</b>	GDIT Accenture		Partner California Partner New Jersey
<b>Partner with two cad Vendors</b>	Tritech – Full integration and partnership	Superion – Full integration and partnership	Partner and offer an end to end solution together
<b>Verizon, Indigital</b>	Define a pilot on which Carbyne will provide the NGCS While Verizon will build the ESINET	Go after a statewide deployment together	Kickoff the conversation this year
<b>Federal presence</b>	Work with APCO to go after federal grants	Win federal grant and recognition by the capitol hill	End the year with several grant rules composed by Carbyne in regards to NG 911

# SALES

Goal	H1	H2	Note
<b>US market – prime focus</b>	8 paying clients	Add. 9 paying clients One major reference	MRR 12'18 @ 400,000 USD CT 157 seats
<b>Singapore SPF / SCDF</b>	Successful paid trial Agreement on next steps / integration	PO for live	MRR 12'18 @ 540,000 USD CT 120 seats
<b>CALA (MX, Honduras, Brazil, others)</b>	MX, Honduras – Live Brazil - trial	Brazil – Live others	MRR 12'18 @ 545,000 USD CT 285 seats
<b>Europe (France, Austria, UK, others)</b>	First reference	(2) paying clients	MRR 12'18 @ 225,000 USD CT 90 seats
<b>IL</b>			MRR @ 70,000 USD

# IL

	CT	Price per CT	MRR	New Contract Value	H1	H2
Emergency (Direct)	20	\$1,500	\$30,000	\$720,000	10	10
Municipality (Direct)	12	\$1,500	\$18,000	\$432,000	6	6
ED (LADPC)	15	\$1,050	\$15,750	\$378,000	5	10
City (LADPC)	6	\$1,050	\$6,300	\$151,200	0	6
<b>Totals</b>	<b>53</b>		<b>\$70,050</b>	<b>\$1,681,200</b>	<b>21</b>	<b>32</b>

# VP

Goal	H1		Note
HR recruitment plan	11 positions		This is subject to frequent changes
Monitoring service / SLA measurement	Service up and running and we can clearly state our SLA level. Be able to measure 10 tech KPIs Be able to measure 3 more Business KPIs	Be able to measure 6 more Business KPIs Be able to measure 10 more tech KPIs	This depend on the application to supply the information
Production SLA - XX.XXX%	99.995% uptime by 01/07/2018	99.999% uptime by 01/01/2019	Will be measured using the new monitoring tool
<p>  to hold scope and deadline            This is measured by comparing plan vs done each sprint and vs Roadmap long goals         </p>	Scope which was defined was released on time per sprint and per roadmap	Scope which was defined was released on time per sprint and per roadmap	This is subject to frequent changes and hard to monitor Will be measured per person per team Planned vs done (25% difference allowed)

# PRODUCT

Goal	H1	H2	Note
<b>Define Product Market Fit</b>	End of Q1		
<b>Reduce call duration</b>		By at least 40% comparing to customer previous call duration analytics.	
<b>Prime Call Taking capabilities to increase the clients scale</b>	Integration to PBX and allowing call-takers to: forward a call, conference a call and return or initiate a new call By Q2s 2018. ANI/ALI integration by Q2 2018. Role Management by Q2 2018. Trainer mode by Q2 2018.	Integration with CAD including ongoing updates of event type and event description during a call by Q4.	
<b>Increasing enhanced calls usage</b>	Success funnel – setting user conversion to broadcasting over 50% (Location and Video).	Increase the success funnel by at least 20%.	Can be done only by call-taker manual VLR, marketing efforts, B2B efforts
<b>Redefine product process and Funnels.</b>	Detailed Road Map by features to be clear for company employees By Q1 2018. 80% commitment roadmap by Q2 2018. Dual monthly management updates and feature grooming by Q1 2018.	Public version of the feature roadmap to be shared with clients with fully commitment.	
<b>Improve product TTM</b>	Detailed feature plan and accurate sprint planning to include balanced departments need to eventually provide reliable delivery date. 20% error margin for release dates	5% error margin for release dates	Collaboration with 
<b>Successful feature plan with wide acknowledge.</b>	All teams aware for next release content by: Internal release notes. Shared feature list. Product show.		

<b>Global brand appearance</b>	Create a shared knowledge base and aligned visual vision to the Creative both in NY and TLV for creating a seamless visual environment.		
<b>Product UX performance</b>	Keep on User testing for mobile / CPE to achieve 4.5/5 and above user scoring.	Maintain score from H1 and above.	
<b>Design Team professionalism</b>	Enhance Des <> Dev collaboration for Web environment by dedicated tools		
<b>Data driven decisions</b>	Implement analytics in VLR and CPE.	Monthly report to determine Most used feature and least used feature.	
<b>HR</b>	Creating a new global team structure with established communication to improve delivery commitment. Planning, Daily and Weekly meetings by beginning of 2018. Task sharing in the global team by Q1 2018.	Enhance NY studio with Video and UI capabilities and have the ability of sharing product tasks. by Q3 2018.	
<b>HR</b>	Recruitment for Head of Product		Collaboration of HR & 

# VP OPERATION

Goal	H1	H2	Note
<b>Projects success measurements – Company Goal</b>	70% Conversation from Pilot to deployment Project (focus on tier 1 to bring conversion rates to 80%)	80% Conversation from Pilot to deployment Project	Based on product stability, maturity
<b>Pilot onsite efforts</b>	Tier 1: 1-2 onsite planning visits, 2-4 onsite execution visits Tier 2-3: 0-1 onsite planning visits, 1-2 onsite execution visits	Tier 1: 1-2 onsite planning visits, 2-3 onsite execution visits Tier 2-3: 0-1 onsite planning visits, 1-2 onsite execution visits	Need to have local presence in US/France to reduce travel costs
<b>SLA coverage</b>	Provide service to the clients according to the 24*7 SLA. 80% of the tickets are handled according to SLA	90% of the tickets are handled according to SLA.	Once NOC is up and running for tier 1-2
<b>Pilot platform</b>		Define (With Product / [REDACTED]) a web pilot platform to allow customers to download and create a pilot environment with minimal Reporty's intervention	Required to be ready in early 2019 to support large scale pilots executions in parallel
<b>Production maintenance</b>	Reduce reactive maintenance activities of the integration engineers from 20% to 10% (and move it to the Customer support engineer only). *Ticketing system to maintain Global Operations tasks and measure the execution/support efforts should be added once we have 4 integration engineers.	Reduce reactive maintenance activities of the integration engineers from 10% to 5% (and move it to the Customer support engineer only) *Customer Success tool to be added once we have 4 paying customers.	Require product technical improvements, proactive monitoring capabilities and c-Panel to ease and streamline installation and maintenance tasks.
<b>HR Planning</b>	Build a team that can deliver on time all required Pilots and Integration Deployments. Recruit according to the plan and based on the pipeline demand – New 8 positions	Recruit and train according to the plan and business needs	Department structure as per the proposed plan (to include the Deployment and Customer Success/Support teams)

<b>Department growth – Team Structure and supporting tools &amp; procedures</b>	Dedicated roles and responsibilities for the following: Customer Success, Customer support (+NOC) and Project management, tools and Procedures are in place (for SF, Zendesk) – Design in Q4, 2017 and Go Live in Q1.	Customer Success tool in place (TBD Gainsight/Totango) – Design in Q1 and Go Live in Q2.	Require monitoring tools to be available for the NOC to start providing service
<b>Budget sustainable</b>	Manage department budget to be align with the approved budget with up to 10% approved deviation		Deviation is based on recruitment needs (projects demand)

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# MARKETING

Goal	H1	H2	Notes / KPI's
<b>Department Goals-</b> <b>Brand awareness</b> <b>Generate high quality leads</b> <b>Build &amp; maintain a consistent and personalized customer journey for all communities - B2C &amp; B2B</b>	On-going	On-going	Generate 670 B2B leads for the top of the sales funnel
<b>Marketing Automation Software –</b>  <b>Automate company B2B marketing process across multiple channels</b>	Full implementation & live campaigns - Feb 2018	On-going operation & increase in the following measurements - <ul style="list-style-type: none"> <li>· 40% increase in email subscribers</li> <li>· 60% increase in website leads</li> <li>· 30% increase in qualified leads generated by Marketing</li> <li>· 15% decrease in length of sales cycle</li> </ul>	Target & nurture new prospects  Deliver high quality leads & increase conversion rates from new leads to qualified leads  Improve customer journey - right message to the right person at the right time
<b>Global PR Agency –</b> <b>Build brand awareness among the global business community &amp; help create new leads</b>	On-going	On-going	Monthly items on media platforms (both online & offline)  Identify potential partnerships  Identify relevant conferences/industry contests  Support operations and awareness with opinion articles & blogs

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<p><b>Share the Knowledge –</b></p> <p><b>Create &amp; share company knowledge through accessible online assets - Website, Landing Pages, Blogs, Webinars, Ted conferences (written &amp; video)</b></p>	<ul style="list-style-type: none"> <li>· 3 Webinars (every 2 months)</li> <li>· 12 Blogs</li> <li>· 4 White papers</li> <li>· Updated website &amp; live SEO campaign – Feb 2018</li> <li>· Landing page for All C products</li> </ul>	<ul style="list-style-type: none"> <li>· 3 Webinars (every 2 months)</li> <li>· 12 Blogs</li> <li>· 4 White papers</li> <li>· Updated website &amp; live SEO campaign – ongoing</li> <li>· Landing page for All C products</li> </ul>	<p>Position Carbyne as the global leader for public safety technology</p> <p>Position Carbyne as a leader in knowledge and not only technology</p> <p>Emphasis on product marketing – transparency and accessibility</p>
<p><b>Focus on Product Marketing – c-ALL Launch</b></p>	<p>10-15% conversion rate from SMS to app download</p>	<p>20% conversion rate from SMS to app download</p>	<p>Use all marketing channels to optimize product reach for B2B</p> <p>Create an effective &amp; optimized remarketing mechanism for B2C to promote the download of the app, for the full c- NOW experience</p> <p>Success achieved through combined efforts from Operation, Product &amp; Marketing</p>
<p><b>Presence in Global Touchpoints –</b></p> <p><b>Presence in relevant contests, conferences, trade shows, programs</b></p>	<p>Feb – Sheriff NSA March – APCO WRC April – Texas PSC / EENA June – NENA / Hexagon</p>	<p>July – Nat HLS Conf. Aug – APCO November – Smart City Expo</p>	<p>At least 35 leads from each conference</p> <p>Enter all leads &amp; status on SF in order to see ROI</p>
<p><b>Marketing Communication - Support all departments in their marketing communication needs</b></p>	<p>On-going</p>	<p>On-going</p>	<p>Product - one page product definitions</p> <p>HR - empower employee branding</p> <p>Sales - presentations, translations, market research</p> <p>Operation - manuals, training kits, workbooks</p>
<p><b>B2C – Customer Journey &amp; Retention</b></p>	<p>On-going</p>	<p>On-going</p>	<p>Personalized campaigns for users - right message at the right time through the right channel (email campaigns, push campaigns, surveys after report)</p> <p>Increase community engagement through social channels</p>

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<b>Global Marketing Budget</b>	On-going	On-going	Track marketing expenses Automate ROI Plan company marketing spend quickly and easily
<b>Headcount</b>	Q1 - Recruit Director of Marketing position for the US market  Q1 - Define content team, to support all marketing activities (in-house or outsourcing)		

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# HUMAN RESOURCE

Goal	H1	H2	Note
Meeting the recruitment numbers	Q1-16 EMPLOYEES	Q4 OPTIMAL- 103 EMPLOYEES	
Building measurable processes	- Calculate Cost for Hire - Building Recruitment funnel- how many people we need to interview to recruit an employee?etc.- after closing each position.		
30%- Agens (today: Israel-15.8% NY-0%)	"Referral program"-Q1		
Building a strong HR practices in NY office	-HR Manager visit to NY Office-Q1 - Welfare activities- Building a welfare Gantt with a set budget (with the new office manager)-Q1 -Recruiting T.A Manager-Q2	-	
Reducing the time to hire number (Based on the Funnel)	*Meetup-Q3 (6)	-Participating in 8200 Networking conference -June 2018 -Meetup (Costs money) (6) - Professional recruitment campaign (Paid) (6) * Meetup- Q4 (?)	
Improvement of the onboarding process	KPI- checking the first month onboarding meeting talk	"Employee handbook"-company's procedures, information on each department, company structure, etc- End: Q2	
Quality of hires	1. 90% recruitment success after 6 months (also manager's responsibility not only HR).		
Strengthening the communication between the Israeli /NY/Kiev office-ongoing	-NY/Kiev team visit-Q1 -Building solid work processes and responsibilities of the teams (immediate)- Shares doc with responsibilities, Knowledge sharing, process etc-Q2	Visit to Kiev-tech- Q4	

<b>Constructing an evaluation process and setting goals for Company employees.</b>	-Performance review: November/December 2018 -OKR- Beginning of the implementation process- Amir to the Management -Q1.	-Performance review: May/June 2018	
<b>Establishment of a structured compensation plan in the Company (with Stas) that based on the Performance review.</b>	- Percentages of wage increases- how do we decide how much for each employee gets -what are the criterions- Q2	Bonus plan-Q3- Depends on Company - revenue Defining share option plan after- - .Fundraising with Stas/Amir	
<b>Employee satisfaction</b>	- 5% of resigned- attrition rate. <b>Employee development</b> -Improving the recruitment skills of hiring managers: *Interviews workshop for Managers-Q1 -Mapping the "key employees" in the company and building them a "retention plan" -Q2. -Encouragement of transparency (OKR/Business Updates /Road Map ): Business updates to the company- once in a quarter. KPI- conclusions from the Performance review: May/June 2018	-Workshop for all company's managers: Motivating Employees/ Management skills/Time management-Q3 KPI- conclusions from the Performance review: May/June 2018	
<b>HRIS (Human resource management system)</b>		Implementation of HR System-Q3	Requires research time
<b>Setting company core values based on company DNA and goals (Q3/Q4)</b>			