



Business Plan

By Targo Consulting

Apr-2015

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Executive Summary

About Us

TenKod provides a **mobile apps integration, development and testing software**. Founded by SAP, Qualcomm and Samsung Dev, Quality and IT leaders in 2013; TenKod is designed especially for the growing mobile developer's population. TenKod's innovative platform enables them to deliver their product faster, with better quality, which results into a dramatic reduce of development costs.

TenKod's vision is to make mobile developers' and testers' life better by providing them with the best mobile applications development and testing platform in the world.

Our Product

TenKod's flagship product, EZ TestApp was released to market on August 2014 and is already well adopted by customers from different industries across the globe.

The platform provides mobile developers and testers with a comprehensive set of frameworks and tools for **writing and executing automated tests**. These tools enable the development and execution of automated tests against the leading mobile devices and operating systems, **within, and from**, the developer's native environment. This approach is **unique** in the industry.

EZ TestApp tackles different layers of the software under development and provides a complete and transparent status about the software quality, maturity and readiness.

The Market

2014 has become the battleground between two competing trends in software QA testing. On the one hand, some companies are integrating testing earlier in the development cycle with testing methods like Agile. This often involves companies establishing a Testing Center of Excellence (TCOE) to coordinate testing methodologies with business development in order to build products reliably from the ground up.

On the other hand, the trend is toward independent testing options, either via a third-party firm or crowdsourced testers. Independent testing can offer greater testing coverage and costs less than an in-house QA team.



In the preceding months, a number of mobile automation solutions have appeared on the market. However, all except one lack the ability to offer test development through simulators and WebDriver compatibility. TenKod's platform shrinks the whole process of mobile development testing and qualification and helps developers deliver a high-quality application on time and with lower costs. The platform provides **Increased testing efficiency, Increased testing effectiveness, faster time to market.**

Major Challenges



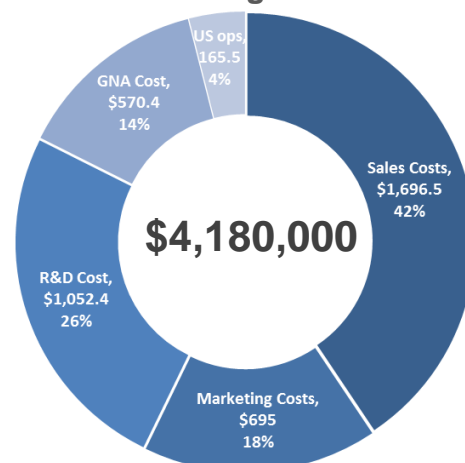
Source: Mobile App Backlog Report, 2014

Business Opportunity

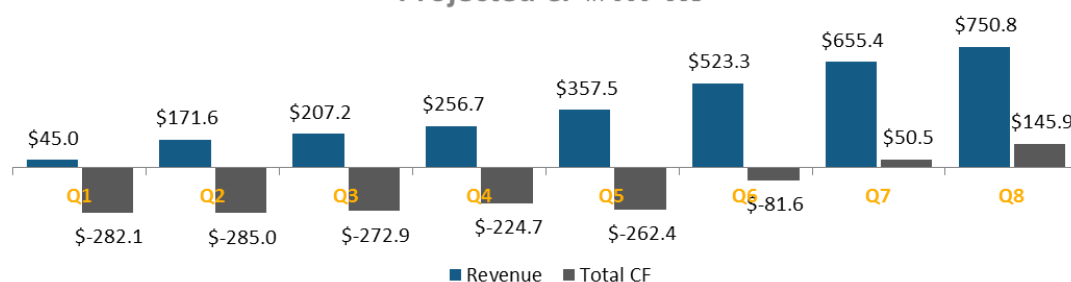
TenKod is an operating company with an existing product and a solid revenue stream generated by its current customer base. While continuing to strengthen its businesses, TenKod has also expanded to the US market in pursuit of a strategy to diversify and leverage its revenue stream. Currently, 80% of the customer base is on the Enterprise license program.

For a period of 24 months, that will include development and market penetration, TenKod will require a total funding of **\$4,180,000** after VAT refund. During that period, TenKod is expected to generate revenue of **\$2,970,000** after VAT payment; therefore, **TenKod is looking to raise equity of \$1,220,000.**

Total Budget in 000's



Projected CF in 000' USD



About Us

TenKod provides a mobile apps integration, development and testing software. Founded by SAP, Qualcomm and Samsung Dev, Quality and IT Leaders it is designed especially for the growing mobile developer's population. TenKod's innovative platform enables them to deliver their product faster, with better quality, which results with a dramatic reduce of development costs. Therefore, TenKod enables software companies to meet their milestones and goals on time and in a cost effective manner.

TenKod was founded in 2013 because of the ongoing challenges within the heterogeneous and complex continuous integration development and testing landscape in the mobile apps arena.

TenKod addresses these challenges by providing a simple solution, executable on all operating systems and on every application layer. TenKod's flagship product, EZ TestApp, enables vast and fundamental integration between development and testing teams providing them an intuitive, cost effective solution, which covers the testing lifecycle.

TenKod EZ TestApp was released to market on August 2014 and is already well adopted by customers from different industries across the globe.

TenKod is obligated to deliver value to the customers via incremental deliverables throughout the short delivery cycles. TenKod's ability to pivot and therefore react to swift changes of its customer's demand and in different environments is extremely high.

Vision and Missions

Our Vision

TenKod's vision is to make mobile developers' and testers' life better by providing them with the best mobile applications development and testing platform in the world.

Our Missions

Our mission is to provide organizations, developers, testers and teams with the supporting environment, tools, frameworks and processes which will enable them to **maximize profit** by shifting the process of testing and qualifying mobile development from post production to an early stage, throughout the entire development process.

Our mission is to help companies deliver better and faster mobile applications.

The Team

TenKod leadership team consists of renowned industry experts who are also Lean, Agile and Design Thinking coaches and mentors.



Asaf Saar – Co-Founder and CEO

Asaf has nearly two decades of software engineering experience and leadership. During his career, he has acquired a track record experience in establishing successful software engineering organizations.

Asaf is an agile software engineering trainer, coacher and mentor, which is frequently invited to present in international conferences as well as professional groups about innovation in software engineering practices.

Prior to TenKod, Asaf worked for over 7 years at SAP. First at SAP Labs Israel and later on relocated to the SAP headquarters in Walldorf, Germany.

Prior to SAP, Asaf held various leading roles in several international companies in Israel and USA.



Ofer Erez - Co-Founder and VP Business Development

Ofer brings to TenKod over 12 years of experience in Software Engineering.

Ofer has vast knowledge in Project and Quality Management, including definitions, test automation, governance, processes, strategy, procedures and roll-out.

Prior to TenKod Ofer worked at SAP Israel and later relocated to the SAP headquarters in Germany. On his last role at SAP Ofer became a Lean and Agile Expert and Project Manager.

Ofer was responsible for the improvement of various Software Engineering organization and teams throughout his career.

Prior to SAP, Ofer held various development roles in medium and large international companies in Israel.



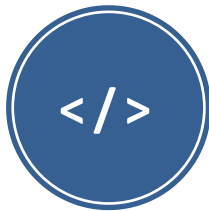
Erez Weinberger - Co-Founder and VP Operations and IT

Erez has over 16 years of experience in IT management and operations leadership. With a track record in leadership roles (medium, large and enterprise), Erez brings a vast experience in hardware and software policies standard definitions, SSML implementation and rollout.

Prior to TenKod, Erez was the IT lead for Samsung Israel, where he managed the IT organization, with tight cooperation and full alignment with the companies' headquarters in the republic of South Korea.

The Product

- Provides full control on a mobile device for app testing and development.
- Development editor for developing the mobile application in a specific application development language.
- Runs automated tests on multiple devices and platforms within, and from, the developer's native environment.
- Automatic generation of 100% WebDriver and Appium codes.
- Interact with any tested mobile application in a highly unified manner.
 - Open framework based on the worlds' renowned standards.



Develop



Test



Build



Deploy

The field of mobile test automation is complex and challenging by definition. Mobile technologies are changing and evolving on daily basis. However there are tools available to help businesses test their applications, making sure they are ready for the marketplace; one such answer for these organizations is the TenKod's main product, **EZ TestApp** solution, for testing Android and iOS applications.

The flagship product, EZ TestApp, enables successful and efficient integration between the development and testing teams providing them with an intuitive, cost-effective solution, which covers the entire testing lifecycle.

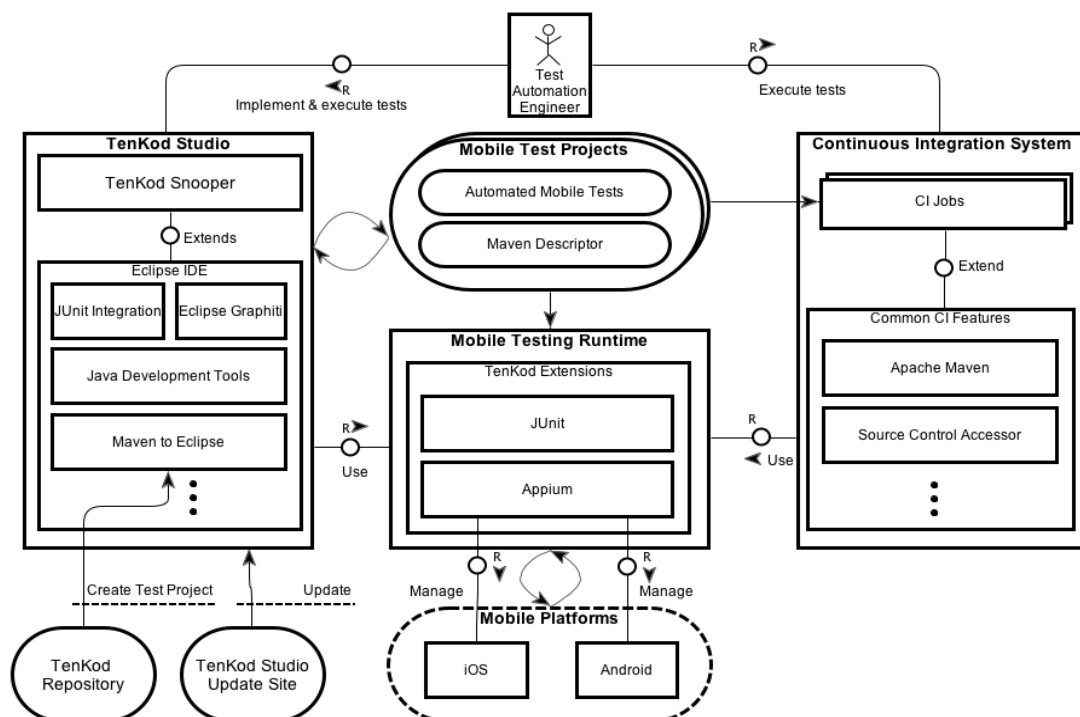
The platform provides mobile developers and testers with a comprehensive set of frameworks and tools for **writing and executing automated tests**. These tools enable the development and execution of automated tests against the leading mobile devices and operating systems, **within, and from, the developer's native environment**. **This approach is *unique* in the industry.**

EZ TestApp tackles different layers of the software under development and provides a complete and transparent status about the software quality, maturity and readiness.

The frameworks and tools are accessible via the TenKod Studio and provide out-of-the-box compatibility to the industry's most common development, testing and continuous integration environments. Based on the industry-standard open source Eclipse IDE, the TenKod Studio provides a rich and intuitive user experience for test implementation and local test execution.

Platform Components:

- **TenKod Studio** - Integrated testing environments in pre-production phases.
- **Mobile Test Projects** - The unique algorithm of TenKod which runs the tests and communicates between the applications and the mobile devices.
- **Mobile Testing Runtime** - The execution framework which ensures there is proper interaction with the tested application.
- **Continuous Integration System (CI)** - Online connectivity to multiple mobile devices.



Snooper Editor

TenKod Studio features make the process easy for all levels of testing experience with its innovative TenKod Snooper tool. The heart and soul of the EZ TestApp, the

Snooper is an advanced tool which provides test automation developers a way to easily implement a test scenario.

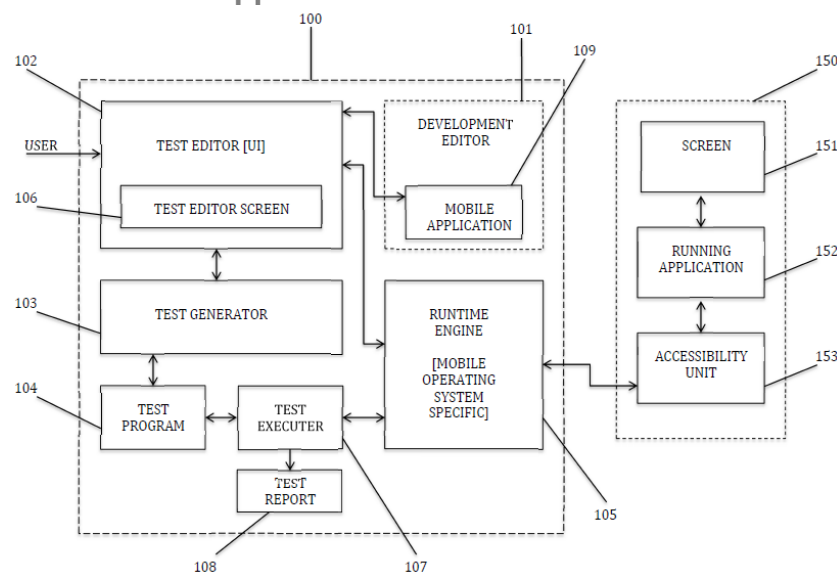
The Snooper Editor **reflects the mobile application user interface** by displaying each visible object of the mobile application. TenKod has filed a **provisional patent on this** unique feature and its algorithm.

The Snooper uses the Selenium WebDriver under the hood and this makes it possible for user to **interact with any tested mobile application in a highly unified manner** - independent of mobile platform; this means they are able to **click, tap, swipe, rotate, scroll, etc.** and with not either the whole application or just some of the available UI controls. Each and **every interaction is recorded** by default, so that the user can easily define personal testing scenarios.

EZ TestApp automatically generates Selenium WebDriver and Appium compatible code for mobile that ensures proper interaction with the mobile application under test. The generated Page Object based Selenium WebDriver code is robust, readable and clean so that **even inexperienced programmers or testers can use it**. Tests can be executed, per the tester's decision, against real mobile devices, emulators or simulators, of the corresponding mobile platform and through the Snooper Outline View, the tester can tract the state of the application under test.

Once the users are ready with a recorded testing scenario they could easily export it as a mobile automated test and run it automatically for any platform and for any device, be that a locally, remotely, or cloud based mobile devices.

Block diagram form the system for testing a compatibility of a mobile application to various mobile devices



The Need

- Multiplicity of mobile devices, each with a different platform and language.
- Different developing and testing standards for the leading mobile platforms (iOS and Android).
- Lack of connectivity between the developed app and the mobile devices during the testing.
- Developers are required to be familiar with several developing platforms and languages.

Mobile applications are becoming the primary digital experience touch point for customers and employees, and the resulting challenges for application development and delivery (AD&D) organizations have never been greater. The struggle to create testing scenarios that cover the variegated landscape of mobile devices, operating systems, and network connections have AD&D leaders searching for greater automation and better tools.

Presently, there are several development platforms for mobile applications. **Each of the mobile platforms is specific to its respective development environment.** Upon development of a mobile application, and in order to assure proper operation of the application on any specific device, independent of the model, manufacturer, operating system, version, type (tablet, smartphone, wearable device etc.), etc., the developer is required to **test the application substantially on each** of such plurality of devices separately.

In order to provide such a test for assuring proper operation on all various devices, several testing platforms have been developed. However, all of those platforms are **external and isolated from the development environment.** More specifically, each of them has **its own proprietary test language**, requiring the tester to utilize a language and techniques that are entirely different from the language and techniques on which the mobile application has been developed.

TenKod's platform was created to solve these challenges, enabling mobile developers around the world to develop applications with a simple to run platform. It runs tests on multiple devices and platforms as per requirements and configurations.

Testimonials

“TenKod has released the best mobile app testing tool to the market. They are far ahead from the actual tools available. Knowledge, technology, experience and customer care fit together to create a fantastic tool.

If you are in Mobile Business you cannot effort not having it in your lab.”

*José Díaz, Managing Director, Díaz & Hilterscheid Unternehmensberatung GmbH, **Berlin, Germany***

“I will make sure I promote this tool to all my companies that I have worked with. Its a promise. I should be one of your share holders. Thanks a lot”

Lummy Are, Test Automation Expert. YovView Ltd. London, UK

“TenKod has enabled us to implement mobile test automations scenarios in hours instead of days”

Bar Schwartz, Quality Lead. FoodPanda GmbH. Berlin, Germany

Applications Places

Ubuntu-dev [Running]

EZ TestApp - ebaymobile_signed_2.8.0.57.apk - Eclipse Platform

File Edit Navigate Search Project Run Window Help

Quick Access EZ TestApp

Project Explorer JUnit

- ebay-on-linux-test
 - src/main/java
 - src/tenkod/java
 - src/test/java
 - src/tenkod/test
 - src/test/resources
 - com.tenkod.expense.tracker.android.apk
 - ebaymobile_signed_2.8.0.57.apk
 - JRE System Library [JavaSE-1.7]
 - Maven Dependencies
 - src
 - target
 - pom.xml

Miniature View

ebaymobile_signed_2.8.0.57.apk

Outline

type filter text

- Active application window
 - Container
 - Container [id: android:id/action_bar_overlay_layout]
 - Container [id: android:id/action_bar_container]
 - Container [id: android:id/content]
 - Container [id: com.ebay.mobile:id/top_layout]
 - ScrollView [id: com.ebay.mobile:id/top_scrollvie]
 - Container [id: com.ebay.mobile:id/top_scrollvi]
 - Container [id: com.ebay.mobile:id/image_vie]
 - Pager [id: com.ebay.mobile:id/pager]
 - Image
 - StaticText [id: com.ebay.mobile:id/collectic]
 - Container [id: com.ebay.mobile:id/old_title_i]
 - Container
 - StaticText [id: com.ebay.mobile:id/item_t]
 - StaticText [id: com.ebay.mobile:id/item_s]
 - Container [id: com.ebay.mobile:id/price_l]
 - Container [id: com.ebay.mobile:id/item_spec]
 - Container [id: com.ebay.mobile:id/buy_bar_layout]

Device Inte...

 - Navigate Back
 - Press Home
 - Press Menu

Gestures

 - Finger Tap
 - Simple swipe
 - Long Tap

Assertions

 - Visible
 - Enabled
 - Value
 - Width
 - Height
 - URL

Snooper Memento

```

UIControl elementandroid_widget_LinearLayout = new UIControl(driver,By.xpath(
elementandroid_widget_LinearLayout.click());
UIControl search_eBayandroid_widget_EditText = new UIControl(driver,By.id("\uc
search_eBayandroid_widget_EditText.setValue("iphone");
UIControl подаване_на_заявкаandroid_widget_ImageView = new UIControl(driv
подаване_на_заявкаandroid_widget_ImageView.click());
UIControl elementandroid_view_View = new UIControl(driver,By.xpath("//androi
  
```

Properties

General

Name: UNLOCKED Apple iPhone 5 32GB White & Silver Verizon Smart

Value:

Visible: true

Enabled: true

Valid: true

The Market

- 23% of IT budgets went to QA in 2013.
- The market for testing and quality assurance of mobile apps is valued at \$9 billion.
- There are 30,000 new apps submitted to the iTunes App store alone each month.
- 55% of organizations now test, 56% lack effective testing procedures, 52% lack the devices they need and 48% lack mobile experts.
- 63% of testers admit that they are unable to sufficiently cover the number of test cases or test across all the different devices and OS versions.
- 50% of consumers will delete a mobile app if they encounter just a single bug.
- 94% of enterprises have a shortage of mobile app developers.

2014 has become the battleground between two competing trends in software QA testing. On the one hand, some companies are integrating testing earlier in the development cycle with testing methods like Agile. This often involves companies establishing a Testing Center of Excellence (TCOE) to coordinate testing methodologies with business development in order to build products reliably from the ground up.

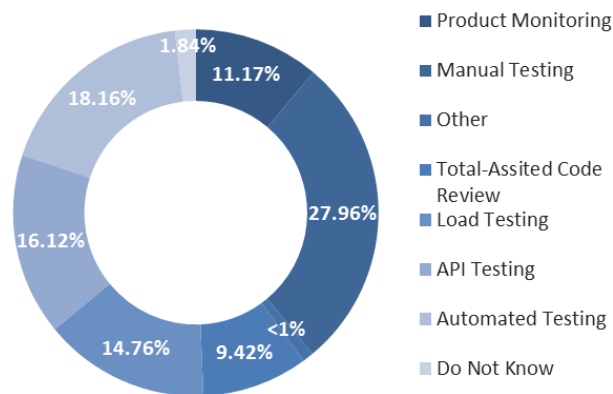
On the other hand, the trend is toward independent testing options, either via a third-party firm or crowdsourced testers. Independent testing can offer greater testing coverage and costs less than an in-house QA team.

There are several factors driving this split in 2014. First and foremost, the percentage of IT budgets dedicated to QA testing is rising quickly. According to the World Quality Report 2013-2014, **23% of IT budgets went to QA in 2013**. This percentage is up from 18% in 2012, and is predicted to reach **28% by 2015**.

According to an article published in Forbs magazine on Dec-2013, the budget growth is reflected in total value of the development, testing and quality assurance market for mobile apps which was valued at **\$9 billion**.

According to the SmartBear Software global online survey from the end of Dec-2013, developers and testers are using a variety of processes, both in pre-deployment and post-deployment, to ensure quality across the application lifecycle. While manual testing is the most popular across, automated testing, API testing and load testing account for nearly 50% of utilized quality processes for building mobile apps.

Processes Used To Ensure Mobile APP Quality



Source: SmartBear Software global online survey, 2013

Mobile tasting became a crucial phase in the mobile app development life cycle due to the multiplicity of mobile devices, platforms and operations systems. According to the OpenSignal, a global database of wireless networks, **18,796 distinct Android devices** were seen in 2014.

According to data from a survey by Vision Mobile which was published in Feb-2015, the platform wars have ended in a stalemate. Apple has an increasing lock on the high-end with iOS and Android dominates everywhere else. Windows Phone is still growing, now at 30% mindshare, but not generating enough sales to break through the app-gap.

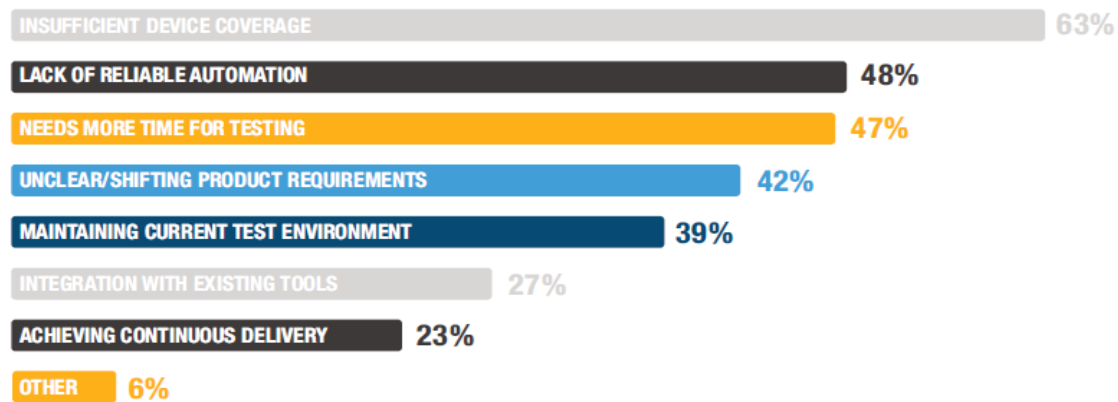
The split of developer platform priorities amongst full time professionals best illustrates the stalemate. Android has **40% of developers**, **iOS has 37%**, whilst Windows Phone and the mobile browser have just 8% and 7% respectively.

According to data published on Statista, on average, there are more than **30,000 new apps** submitted to the iTunes App store alone each month. There are still more written for competing platforms such as Android and Windows. In 2012, a total of almost **64 billion apps were downloaded** to mobile devices worldwide and this figure is only expected to keep increasing into the future.

According to the World Quality Report 2013-2014, **55% of organizations** now test mobile apps, up from 31% last year. Yet, **56% lack effective testing procedures**. In an industry notorious for fragmentation, **52% lack the devices they need for comprehensive testing** (which is crucial because of the mobile platform

fragmentation and multiple devices available within the same OS). **48% lack mobile experts and 38% lack in-house testing environments.**

Challenges in mobile app development



Data: Perfecto Mobile 2014 Benchmark Survey. Why Mobile Apps Fail. 2014.

According to the 2014 Why Mobile Apps Fail global survey by Perfecto Mobile, today's Dev/Test teams struggle to keep up with the pace of mobile. **63% of testers** admit that they are unable to sufficiently cover the number of test cases or test across all the different devices and OS versions that are required for full coverage support.

Moreover, the survey indicates that **44% of QA is coming from users** who reluctantly turn to live testers. Top app issues as reported by end users are predictable, with UI, performance and monitoring related problems named as the top three. The fourth issue reported, however, is device compatibility, with **45% of users** experiencing issues on this topic. Nearly **50% of consumers** will delete a mobile app if they encounter just a single bug.

New research conducted for OutSystems by independent research company Opinion Matters uncovers key mobile trend statistics. Today, the industry is already dealing with a considerable skills shortage. **94% of enterprises** have a shortage of mobile app developers. With only **6% of respondents** clearly stating that they have all the mobile app development skills they need, it is clear that this issue is only going to get more challenging as demand continues to grow.

In 2013, the global mobile app developers population has reached 2.3M individuals. The



Source: Mobile App Backlog Report, 2014

mobile segment corresponds to 12.6% of the global developer population. This means, 1 of 8 software developers is involved in mobile development. Forecasts estimate that the global population of developers in 2016 will be just fewer than 5M.

Nearly **three quarters of the respondents** reported to have between six and 15 developers working on their mobile app initiatives, and a further 21% are using somewhere between 16 and 30.

Market Segmentation

TenKod solutions target the entire mobile developer and tester population.

Competitors

In order to limit the effort necessary to test different variations of the same app for multiple platforms, a comprehensive test strategy involving the targeted use of test automation for key platforms is required. In the preceding months, a number of mobile automation solutions have appeared on the market to answer this demand.

| | ExperiTest
SeeTest | Monkey
Talk | Perfecto
Mobile | Jamo
M-eux | eggPlant
Mobile | TenKod EZ
TestApp |
|--|----------------------------|----------------|----------------------------|---------------|--------------------|----------------------|
| Setup efforts | Easy | Medium | Complex | Medium | Medium | Easy |
| App
Instrumentation | ✓ | ✓ | ✓ | ✓ | ✓ | X |
| Development
Tool | Proprietary | Proprietary | Proprietary | Proprietary | Proprietary | Eclipse |
| Development
Language | Proprietary
with Export | Proprietary | Proprietary
with Export | Proprietary | Proprietary | Java |
| Test
development
using
Simulators | X | X | X | ✓ | X | ✓ |
| WebDriver
Compatibility | Partial | X | Partial | X | X | ✓ |
| Continuous
Integration
Setup | Medium | Medium | Medium | X | X | Easy |
| Learning Curve | Medium | Medium | Hard | Medium | Hard | Easy |

Competitive Analysis, State of the Mobile Test Automation Platforms

| | Open Source | Commercial |
|----------------------------------|-------------|------------|
| Complete Mobile OS Support | ★★★★☆☆ | ★★★★☆☆ |
| Multilayer testing capabilities | ★★★★☆☆ | ★★★★☆☆ |
| Common IDEs Integration | ★★★★☆☆ | ★★★★☆☆ |
| CI Integration | ★★★★☆☆ | ★★★★☆☆ |
| Parallel testing | ★★★★☆☆ | ★★★★☆☆ |
| Real device testing | ★★★★☆☆ | ★★★★☆☆ |
| Cloud based devices | ★★★★☆☆ | ★★★★☆☆ |
| OS Testing Agnostic | ★★★★☆☆ | ★★★★☆☆ |
| Record & Playback | ★★★★☆☆ | ★★★★☆☆ |
| Test Analytics | ★★★★☆☆ | ★★★★☆☆ |
| Jailbreak / rooting / instrument | ★★★★☆☆ | ★★★★☆☆ |

Competitive Edge and Differentiation

Throughout the age of technology, testing has been the chief tool to eliminate the pesky bugs, yet with mobile apps, many businesses are simply shrugging it off.

The reality is that the test implementation process may become a hard, tedious and time-consuming assignment, unless hundreds of person days are available at your own disposal. However, worldwide deadlines tend to become tighter and delivery dates get more and more pressing, while mobile applications tend to become more and more complex.

TenKod EZ TestApp takes a unique approach in order to tackle all these challenges. It uses cutting edge open source components as a technical basis and builds unique and homogenous end-to-end test automation experience independent of the mobile platform used underneath, thus leaving the users with more resources to define and implement value-added test cases.

The analysis of the market research data regarding the existing competitors has revealed the following advantages for TenKod:

- End-to-End Mobile Testing Lifecycle coverage
 - All possible types of testing activities can be performed including that are dependent on hardware.
- Designed for both Developers and Testers
 - TenKod's object is to eliminate the need for learning two distinct environments, in order to perform development and testing of mobile applications. The platform simplifies the interactions between the application developer and the application tester, by providing development and testing platforms, both operating within a same environment.
- Integrated in most common and existing development and test landscapes
 - TenKod provides a mobile application testing platform which operates within a same environment as of the application developing environment and significantly simplifies and shortens the development process of mobile applications.

- Support for both Pre-production and Post-production development models
 - Enables creation of testing procedures simultaneous with the development of the application, in contrast to a post-creation of the testing procedures, like is done by the prior art.
- Full iOS and Android devices support with NO Instrumentation
 - All applications can be developed and tested on emulator without investing in Mobile Handset for various OS. QA team can perform most of the testing in a well-equipped test environment using device emulators with various options like ability to bypass the network, using live environment via modems and use of an effective scripting language. This is a cost effective solution.
- Rapid Test Development Solution based on a robust automation framework
- Mobile Continuous Integration out-of-the-box compatibility
- Mac and Windows compatibility with one shot installers
- Cloud based setup, configuration and updates
- 100% WebDriver / Appium compatibility
- Reduced risk

TenKod's platform shrinks the whole process of mobile development testing and qualification and helps developers deliver a high-quality application on time and with lower costs. The platform provides **Increased testing efficiency, Increased testing effectiveness and Faster time to market.**

EZ TestApp achieves that through a unique algorithms, which combine industry standards in software code analysis, code quality and additional matrices which are predefined by TenKod and are easily customized by the development/test teams to meet their specific requirements and parameters. This enables developers, testers and their teams and mostly the delivery decision makers to take release decisions based on precise transparency reports regarding the product quality and maturity.

Business Model

- TenKod business model is based on licensing scheme of annual and perpetual fees.
- TenKod sales cycle fits both companies that develop apps internally as well as mobile apps shops.
- TenKod provides 24x7 pre-sales solution experts service

| | Trial | Pro | Business | Enterprise |
|--------------------------------------|----------------------------|--|--|--|
| | Free
14 days free trial | \$125 / month
paid annually (\$1500 / year) | \$200 / month
paid annually (\$2400 / year) | \$350 / month
paid annually (\$4200 / year) |
| Native & Hybrid Mobile Apps | ✓ | ✓ | ✓ | ✓ |
| Web Apps | ✓ | ✗ | ✓ | ✓ |
| TenKod Studio for Windows & Mac | ✓ | ✓ | ✓ | ✓ |
| TenKod Studio for Linux | ✗ | ✗ | ✗ | ✓ |
| Recorder: WebDriver Code Generation | ✓ | ✓ | ✓ | ✓ |
| Maven Based Projects | ✓ | ✓ | ✓ | ✓ |
| Out-of-the-Box Continuous Integratio | ✓ | ✓ | ✓ | ✓ |
| Community Support | ✓ | ✓ | ✓ | ✓ |
| Service Desk Support | ✗ | ✓ | ✓ | ✓ |
| Extra Components | ✗ | ✗ | ✗ | ✓ |
| Priority Support | ✗ | ✗ | ✗ | ✓ |
| Technical Account Manager | ✗ | ✗ | ✗ | ✓ |
| Technical Kick-off Session | ✗ | ✗ | ✗ | ✓ |
| Hotfixes | ✗ | ✗ | ✗ | ✓ |

Partnerships

In order to offer its users an all-inclusive app development and testing solutions, TenKod has established several strategic partnerships which generate a sustainable competitive advantage and drive the company forward.



TestObject – an in the cloud all-you-need testing tool – was founded in 2012. The Berlin-based company provides a cloud platform with over 120 real Android and iOS devices, accessible directly from any browser.

TenKod connects directly to their cloud and enables **automatic testing** on each device. This is in contrast to what other platforms offer, which is only manual testing.



Díaz & Hilterscheid GmbH offers professional consultancy services and IT solutions in strategic and technical projects in the financial and industry sector for clients around the globe. Díaz & Hilterscheid is also known as a community leader and trend-setter in the field of software testing.



A reliable and competent partner for complex IT projects. i3 Consult represents an international group of consulting companies with offices in USA, Europe and Asia. i3 Consult helps to improve efficiency, effectiveness and success of IT projects.



Test Mile a company focused on software testing. Test Mile provides software testing services and build software to aid in testing. We provide world class functionality, performance, security and agile testing services. Test Mile develops software for test automation needs of two types – tools & frameworks which are off-the-shelf software or building the same as per the client needs.

Marketing Plan

The marketing strategy is based on positioning TenKod as the leading provider of mobile apps integration, development and testing software services mobile developers. The marketing strategy will create awareness, interest, and appeal among TenKod's targeted market while demonstrating the advantages of the testing and development tools that it will offer to its clients.

- **Website**
 - Product presentation and purchase
 - Free demo
 - Blog
 - Partnerships and references
- **Social platforms** - Twitter, LinkedIn, Facebook, YouTube.
- **Digital Media Buying** - The strategy will focus on Search Engine Marketing on Google and sponsored advertising in other media sources. TenKod will apply both SEO and PPC promotion strategies for obtaining optimal results. SEO has a relatively long development period. Reaching the first page of search engine results will not happen overnight or even in a week. However, once the website gets there via SEO, it will enjoy sustained traffic.
- **Conferences** - TenKod has participated in the past in mobile app testing and development related conferences and would like to participate in on each quarter.

Conferences are a powerful marketing tool and are used as an important instrument of sales and information to the target market segments. Conferences sales advantage is in the high attention from the target group and media in addition to the extraordinary number of contacts established with the target audience at relatively low costs. Conferences help to improve the product and ensure the highest return on investment.

- **US Office - Local Sales Team** - In order to foster its presence in the US market and in aim of efficiently utilizing the sales power of US-based conferences, TenKod will look to hire and establish a strong local sales team.

Financial Plan

The following financial plan represents the future prediction of the company operations. The assumptions and projections are supported by the figures and strategies described in the business plan. Implementation of the aforementioned strategies and actions should generate positive operational outcome for TenKod.

TenKod is an operating company with an existing product and a solid revenue stream generated by its current customer base. While continuing to strengthen its businesses, TenKod has also expanded to the US market in pursuit of a strategy to diversify and leverage its revenue stream. Currently, 80% of the customer base is on the Enterprise license program.

- All figures are in USD and after VAT.

Work Force

| Q | CEO / VP
R&D | Senior
Engineer | Junior
Engineer | Sofia Office
ops | Test Expert
(Sreevatsa) | Support Engineer
Cost | Mobile
Devices | Total |
|---|-----------------|--------------------|--------------------|---------------------|----------------------------|--------------------------|-------------------|---------|
| 1 | 25,500 | 41,859 | 10,600 | 1,400 | 10,100 | - | 3,000 | 92,459 |
| 2 | 25,500 | 41,859 | 10,600 | 1,400 | 10,100 | 15,000 | 3,000 | 107,459 |
| 3 | 25,500 | 41,859 | 10,600 | 1,400 | 10,100 | 30,000 | 3,000 | 122,459 |
| 4 | 25,500 | 41,859 | 10,600 | 1,400 | 10,100 | 30,000 | 3,000 | 122,459 |
| 5 | 25,500 | 55,812 | 14,840 | 1,400 | 10,100 | 30,000 | 3,000 | 140,652 |
| 6 | 25,500 | 55,812 | 14,840 | 1,400 | 10,100 | 45,000 | 3,000 | 155,652 |
| 7 | 25,500 | 55,812 | 14,840 | 1,400 | 10,100 | 45,000 | 3,000 | 155,652 |
| 8 | 25,500 | 55,812 | 14,840 | 1,400 | 10,100 | 45,000 | 3,000 | 155,652 |

| Q | VP Sales Cost | Sales Manager IL Cost | Sales Director US Cost | Pre-Sale IL Cost | Pre-Sale US Cost | Infrastructure | Total Cost |
|---|---------------|-----------------------|------------------------|------------------|------------------|----------------|------------|
| 1 | 22,500 | - | - | 22,500 | - | 1.2 | 54,000 |
| 2 | 22,500 | 11,250 | 22,500 | 45,000 | 15,000 | 1.2 | 139,500 |
| 3 | 22,500 | 22,500 | 45,000 | 45,000 | 30,000 | 1.2 | 198,000 |
| 4 | 22,500 | 22,500 | 45,000 | 45,000 | 30,000 | 1.2 | 198,000 |
| 5 | 22,500 | 22,500 | 67,500 | 45,000 | 45,000 | 1.2 | 243,000 |
| 6 | 22,500 | 22,500 | 90,000 | 45,000 | 60,000 | 1.2 | 288,000 |
| 7 | 22,500 | 22,500 | 90,000 | 45,000 | 60,000 | 1.2 | 288,000 |
| 8 | 22,500 | 22,500 | 90,000 | 45,000 | 60,000 | 1.2 | 288,000 |

*Base Salary and Commissions

Marketing

| Q | # of Leads | Marketing Director Cost | SEO + PPC + PR | Conferences | Total Cost |
|---|------------|-------------------------|----------------|-------------|------------|
| 1 | 650 | 15,000 | 105,000 | 10,000 | 130,000 |
| 2 | 800 | 30,000 | 30,000 | 10,000 | 70,000 |
| 3 | 900 | 30,000 | 30,000 | 10,000 | 70,000 |
| 4 | 950 | 30,000 | 30,000 | 10,000 | 70,000 |
| 5 | 1,100 | 30,000 | 105,000 | 10,000 | 145,000 |
| 6 | 1,300 | 30,000 | 30,000 | 10,000 | 70,000 |
| 7 | 1,400 | 30,000 | 30,000 | 10,000 | 70,000 |
| 8 | 1,500 | 30,000 | 30,000 | 10,000 | 70,000 |

Sales

| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 |
|----------------------------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| EZ TestApp | | | | | | | | |
| ASP Small / Medium | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 |
| Closing Ratio | - | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 |
| # of Small deals | - | 32.50 | 40.00 | 45.00 | 47.50 | 55.00 | 65.00 | 70.00 |
| Channels | - | 1.63 | 2.00 | 4.50 | 4.75 | 8.25 | 9.75 | 14.00 |
| Direct Revenue | 25,000 | 146,250 | 180,000 | 202,500 | 213,750 | 247,500 | 292,500 | 315,000 |
| Indirect Revenue | | 5,850 | 7,200 | 16,200 | 17,100 | 29,700 | 35,100 | 50,400 |
| EZ TestApp Enterprise | | | | | | | | |
| ASP Large Account | 20,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| # Large accounts | - | 0.50 | 0.50 | 1.00 | 2.50 | 3.00 | 4.50 | 5.00 |
| Direct Enterprise Revenue | 20,000 | 17,500 | 17,500 | 35,000 | 87,500 | 105,000 | 157,500 | 175,000 |
| EZ TestPerf | | | | | | | | |
| Leads | - | - | - | - | 47.50 | 82.50 | 130.00 | 210.00 |
| Closing Ratio | - | - | - | - | 0.05 | 0.05 | 0.05 | 0.05 |
| ASP Small / Medium | - | - | - | - | 5,000 | 5,000 | 5,000 | 5,000 |
| # of Small deals | - | - | - | - | 2.375 | 4.125 | 6.50 | 10.50 |
| Direct Revenue | - | - | - | - | 11,875 | 20,625 | 32,500 | 52,500 |
| EZ TestApp on the Cloud | | | | | | | | |
| Closing Ratio | - | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 | 0.15 |
| ASP Small / Medium | - | 400 | 400 | 400 | 400 | 400 | 400 | 400 |
| # of Small deals | - | 5.12 | 6.30 | 7.43 | 7.84 | 9.49 | 11.21 | 12.60 |
| Direct Revenue | - | 2,047.5 | 2,520 | 2,970 | 3,135 | 3,795 | 4,485 | 5,040 |
| Total Deals & Revenue | | | | | | | | |
| # Deals (not include Cloud) | - | 34.63 | 42.50 | 50.50 | 57.13 | 70.38 | 85.75 | 99.50 |
| Current Revenue | 45,000 | 171,648 | 207,220 | 256,670 | 321,485 | 385,995 | 489,585 | 545,440 |
| Recurrent Revenue | - | - | - | - | 36,000 | 137,318 | 165,776 | 205,336 |
| Total Revenue | 45,000 | 171,648 | 207,220 | 256,670 | 357,485 | 523,313 | 655,361 | 750,776 |

*ASP: Average Selling Price

**Channels: Deals via partners

***# Deals: for HR forecast click

G&A

| Q | Co-F/VP Operations | Office IL | Licenses | Bookkeeping fee | Loan Payments | Telecommunication | Contractor | Legal | Total |
|---|--------------------|-----------|----------|-----------------|---------------|-------------------|------------|-------|--------|
| 1 | 22,500 | 3,000 | 2,200 | 1,500 | 18,000 | 450 | 1,500 | 1,500 | 50,650 |
| 2 | 45,000 | 3,000 | 2,200 | 1,500 | 18,000 | 450 | 1,500 | 1,500 | 73,150 |
| 3 | 45,000 | 3,000 | 2,200 | 1,500 | 18,000 | 450 | 1,500 | 1,500 | 73,150 |
| 4 | 45,000 | 3,000 | 3,200 | 1,500 | 18,000 | 750 | 1,500 | 1,500 | 74,450 |
| 5 | 45,000 | 3,000 | 3,200 | 1,500 | 18,000 | 750 | 1,500 | 1,800 | 74,750 |
| 6 | 45,000 | 3,000 | 3,200 | 1,500 | 18,000 | 750 | 1,500 | 1,800 | 74,750 |
| 7 | 45,000 | 3,000 | 3,200 | 1,500 | 18,000 | 750 | 1,500 | 1,800 | 74,750 |
| 8 | 45,000 | 3,000 | 3,200 | 1,500 | 18,000 | 750 | 1,500 | 1,800 | 74,750 |

*From Q2: Co-F/ Relocation to US

**Licenses: Git, WebEx, join.me, AWS, Atlassian, GoToWebinar, Salesforce, LinkedIn, Skype

| Co-Founder US Relocation ops - Annual | |
|--|--------|
| Relocation to US one time operations fee | 50,000 |
| Shared Office, e.g. WeWork for 4 people | 30,000 |
| Legal | 18,000 |
| Accountant | 18,000 |

Budget

| | Q1 | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 |
|-----------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|------------------|-------------------|
| Revenue | \$ 45,000 | \$ 171,648 | \$ 207,220 | \$ 256,670 | \$ 357,485 | \$ 523,313 | \$ 655,361 | \$ 750,776 |
| Sales Costs | \$ 54,000 | \$ 139,500 | \$ 198,000 | \$ 198,000 | \$ 243,000 | \$ 288,000 | \$ 288,000 | \$ 288,000 |
| Marketing Costs | \$ 130,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 | \$ 145,000 | \$ 70,000 | \$ 70,000 | \$ 70,000 |
| R&D Cost | \$ 92,459 | \$ 107,459 | \$ 122,459 | \$ 122,459 | \$ 140,652 | \$ 155,652 | \$ 155,652 | \$ 155,652 |
| GNA Cost | \$ 50,650 | \$ 73,150 | \$ 73,150 | \$ 74,450 | \$ 74,750 | \$ 74,750 | \$ 74,750 | \$ 74,750 |
| Total | \$ -282,109 | \$ -284,962 | \$ -272,889 | \$ -224,739 | \$ -262,417 | \$ -81,589 | \$ 50,459 | \$ 145,874 |
| Accumulated | \$ -282,109 | \$ -567,071 | \$ -839,960 | \$ -1,064,699 | \$ -1,327,116 | \$ -1,408,705 | \$ -1,358,246 | \$ -1,212,372 |
| US ops | - | \$ 66,500 | \$ 16,500 | \$ 16,500 | \$ 16,500 | \$ 16,500 | \$ 16,500 | \$ 16,500 |

For a period of 24 months, that will include development and market penetration, TenKod will require a total funding of \$ 4,180,000 after VAT refund. During that period, TenKod is expected to generate revenue of \$ 2,970,000 after VAT payment; therefore, TenKod is looking to raise equity of **\$ 1,220,000**.

Total Budget in 000's

