stripe

McKinsey estimates that 30% of all global economic activity will be mediated by platforms by 2025, fueled by a growing need in the market for SMBs to source their payment acceptance and financial services from their software provider.

Unsurprisingly, many leading vertical SaaS companies are transforming their business model by offering **embedded payments** and **financial services**. This has proved to be a powerful lever for platforms to differentiate their software from competitors, increase customer retention, and accelerate revenue growth.

In fact, SaaS platforms see a 2–5x increase in revenue when they offer embedded payments and access to financial services. In 2023, 75% of all businesses—regardless of business model or industry—said they plan to embed payments or financial services into their products.

However, becoming a payments or financial services business requires substantial engineering resources, compliance with complex regulations that differ across countries and regions, as well as welldefined staffing, pricing, and go-to-market strategies.

For SaaS platforms, payments providers come in all shapes and sizes, and they run the gamut from fulfilling basic needs to fully partnering with you to build the future. To ensure effective go-to-market and long-term success, platform leaders need to look for the best fit not only for the business they have today, but also for where they want to go next.

https://www.mckinsey.com/capabilities/mckinsey-digital/our-insights/how-do-companies-create-value-from-digital-ecosystems
 https://a16z.com/lintech-scales-vertical-saas/
 https://stripe.com/lp/stripe-insights-2023



stripe

A fully integrated suite of financial and payments products

This is where Stripe comes in. As a **payfac-as-a-service** provider, our financial infrastructure offers modular solutions that help platforms distribute and monetize a full suite of functionality to their customers. This includes online and in-person payments, onboarding, instant payouts, card issuing, and lending—without requiring platforms to natively build and maintain the infrastructure required to run these services.

- Launch payments on your platform: Stripe Connect is a multiparty payments solution built for SaaS platforms to facilitate and monetize platform payments, while offloading the complexity of facilitating payments.
- Build a unified commerce experience: Stripe Terminal provides developer tools, precertified card readers, contactless payments, and cloud-based device management that help platforms create a cohesive customer experience across online and in-person payments.
- Launch financial services on your platform: Many platforms are extending their payments businesses by embedding financial services including accounts (Stripe Treasury), cards (Stripe Issuing) and lending (Stripe Capital)—to attract more customers, add new lines of revenue, and improve their customer experience.

There are now more than **13,000 platforms using Stripe** to serve more than 8 million businesses and solopreneurs. That's orders of magnitude more than any other solution on the market.

As long-standing advocates of the embedded payments and financial services opportunity, we highly recommend this report from Tidemark. It provides a benchmark of attach rates, multiproduct sequencing and retention from 246 vertical SaaS vendors across various verticals, funding stages, and geographies. We consider this report valuable reading for any vertical SaaS platform leader seeking more data to help make decisions on opportunities to differentiate their platform, increase retention, and generate new revenue streams.

As Tidemark writes: "Embedded payments can create a seamless purchase experience for customers and dramatic optionality for Vertical SaaS Vendors (VSVs) ... [providing] key data and money movement workflows, which can be leveraged into adjacent financial services like lending, instant [payouts], [card issuing], and fraud. All of this should be in service of building a deeper customer relationship."

"These services benefit you and the merchants, adding to the loyalty ecosystem and creating a flywheel effect. This ecosystem creates rich sources of data and higher dollar volume processing, which you then get to monetize or reinvest into your customers."

Contact us at sales@stripe.com or visit https://stripe.com/use-cases/platforms to learn more.

Tidemark

Vertical & SMB SaaS Benchmark *Report*

2024



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5 Sequencing Multi-Product	

A *Note* From the Tidemark Team

Vertical SaaS is just starting to unfold.

Not every company will win their category, but those Vertical SaaS (VSaaS) companies that do can become some of the best businesses in the world.

We've built our <u>Vertical SaaS Knowledge Project</u> (VSKP) to provide frameworks and success stories to help propel the next generation of Vertical SaaS leaders.

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Vertical & SMB SaaS Benchmark *Report*

Our inaugural **2024 Vertical & SMB SaaS Benchmark Report** quantifies the Vertical SaaS trends we've seen over decades of investing and shows the VSKP framework in action.

This report is purpose-built to enable Vertical SaaS CEOs and executives to make data-driven decisions for product and strategy planning.

Until now, there has been no great resource for operators to get answers to questions like:

- What are the best control points?
- What can I expect in terms of revenue lifts and attach rates from various attach products?
- What is a good payments take rate in my industry?

We bring clarity to questions like these in this report.

Please email <u>knowledge@tidemarkcap.com</u> if you'd like to explore any of the data we've presented here in more detail.

Thank You to Our Benchmarking Survey Partners

-///- ABSTRACT VENTURES	ACME	ALTOS VENTURES	Ansa	Asymmetric CAPITAL PARTNERS	Better Tomorrow Ventures	B/ BOWERY CAPITAL
BOULTON & WATT	carried_no_interest ? @carrynointerest	CLOUD9 CAPITAL	CONTRARY	EQUAL VENTURES	🛟 Felicis	Fintelos
🌦 Five Elms Capital	Gainsight	GREG HEAD	gusto	LUHE SOPHINOS.COM	matr*x	CAPITAL
MENLO Ventures	Mostly metrics	Nick Tippmann GTM Advisor & Investor, Greenlight Guru	🍕 ODD BIRD	RADIAN	R P	Revaia
SaaSholic	SaaSletter	Square Peg ⁽⁾	stripe	🛦 Toba Capital	unbundled vc	unit
SATOR GROVE HOLDINGS WynsumPartners						

1) Introduction

Who is Tidemark?

Tidemark is a community of investors, entrepreneurs, and operators who are energized by ideas, love to compete, and are driven to give back.

We're a growth equity firm purpose-built to help technology companies win and scale. We make investments of \$20-150M to support the next generation of category leaders.

We also have a foundation. Tidemark gives 10% of its carried interest to the **<u>Tidemark10 Foundation</u>** to support sustainability, mainstreet empowerment, and mental and social health.

BY THE NUMBERS



Experience Working with VSaaS & SMB Leaders¹



¹ This list includes current Tidemark portfolio companies and prior investments made by Tidemark deal team members at their prior investment firms in which they were on the Board or were a Board Observer

How Tidemark Serves the VSaaS Ecosystem What is The Vertical SaaS Knowledge Project (VSKP)?

After collective **decades** of investing in VSaaS, Tidemark has developed frameworks and initiatives to help operators build a **category leading** VSaaS business. So, what is the VSKP?



Overview of The Vertical SaaS Knowledge Project Framework

What is the VSKP Framework?

The VSKP framework consists of four steps:



Win The Category: Occupy the Control Point *Own the critical system*



Win The Category: Scale Locations Once you own the control point, you can often grow quickly by scaling locations



Expand Offerings: Go Multi-Product Grow ARPA¹ and develop multiple integrated products



Extend Through the Value Chain Extend offerings to key stakeholders throughout the value chain



Win – Expand – Extend

Explore the Framework

Win The Category: Occupy the Control Point

The **control point** is the most important system, the last to be thrown out before an owner ceases operations. Control points often have one or more of the three types of "**Vertical SaaS Gravity**":

The system that other systems integrate into

WORKFLOW GRAVITY

2

3

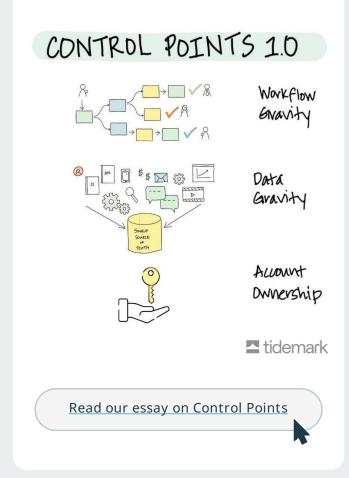
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DATA GRAVITY

The system that holds and creates the most critical information

ACCOUNT OWNERSHIP GRAVITY

The user/sponsor of your software is the highest-ranking individual in the customer organization



Win The Category: Scale Locations

Once you own the control point, you can often grow quickly by scaling locations.

If you truly occupy the control point, you can sell other products later. Keep scaling locations with your existing offering until you see a horizon where location growth will decelerate, upon which you may need to expand into other offerings.

If you're confident you're focusing on the right control point and you have sufficient GTM economics, you should usually default to prioritizing locations.

You want to sufficiently exhaust your control point TAM before launching any expansion products.

Read more about when and how to pull particular growth levers



⊡toast

Expand Offerings: Go Multi-Product

At some point in your company's journey, you start hitting the ceiling of the location count in your geography, and growth slows. As you saturate your segment, you will start to see increases in customer acquisition costs (CAC) and close times. **You need to go multi-product.**

Think about sequencing products based on targeting pools of merchant spend. Analyze where your merchants spend the most capital to **find what matters.**



Extend Through the Value Chain

Extending through the value chain is VSaaS in its highest form.

The Vertical SaaS Vendor can sell not just to the merchant, but also to the merchant's suppliers, employees, and consumers.

If successful, you can repeat the cycle: Win, Expand, and Extend.

The businesses who succeed on this path are superlative, with control points across multiple constituents and interlocking workflows. **This is the frontier – the cutting edge.**

Two-sided marketplace

Extend Through the Value Chain

Target stakeholder control point

Target stakeholder landing wedge



Merchant-side network effects

Single player merchant app





Win the Category





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Read more about extending through the value chain

3) Survey Overview

We Gathered Data Directly from Vertical SaaS Vendors to See the VSKP Framework in Action

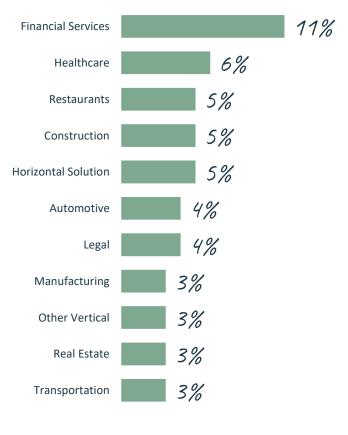
Now that you understand the **Tidemark VSKP Framework**, let's see the hard evidence and numbers of it being put into action by emerging Vertical SaaS Vendors. *How does it actually play out in practice? What are the best control points? What can you expect in terms of ARPA lifts and attach rates from various attach products?*

To answer these questions and help you **better optimize your own Vertical SaaS strategy**, we launched this survey to collect granular data on attach rates, multi-product sequencing, retention, and much more. We surveyed 246 Vertical SaaS Vendors across various verticals.

246

Total Respondents

Breakdown of Respondents by Vertical



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Note: The statistics presented in the following slides are sourced from the benchmark survey unless otherwise stated.

Data Was Collected from Vertical SaaS Vendors Across a Variety of Funding Stages and Geographies

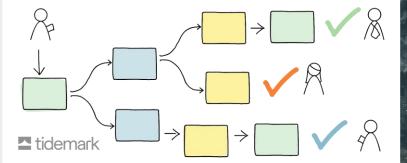


Use This Data to Benchmark Your Business, Inform Your Product Planning *and more*

We aim to shed light on what Vertical SaaS Vendors can expect when thinking about different product control points and expansions, covering topics such as:

- Occupy the Control Point
- Sequencing Multi-Product What to Build and When
- The Foundations of Extending Through the Value Chain
- Fintech and Payments Expansion
- Al Deep Dive

As such, Vertical SaaS company executives, board members, and individual product leaders can use insights from our study to help inform their product roadmaps and expansion planning.



4) Occupy the Control Point

Win The Category: Occupy the Control Point

The **control point** is the most important system, the last to be thrown out before an owner ceases operations. Control points often have one or more of the three types of "**Vertical SaaS Gravity**":

WORKFLOW GRAVITY The system that other systems integrate into

2

3

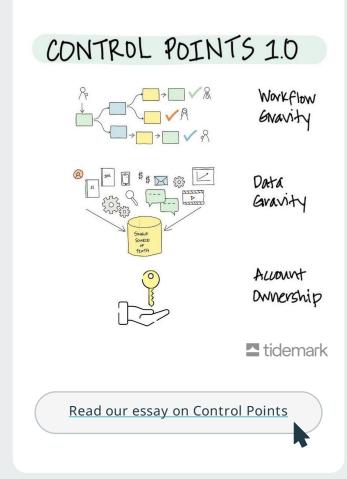
1

DATA GRAVITY

The system that holds and creates the most critical information

ACCOUNT GRAVITY

The user/sponsor of your software is the highest-ranking individual in the customer organization

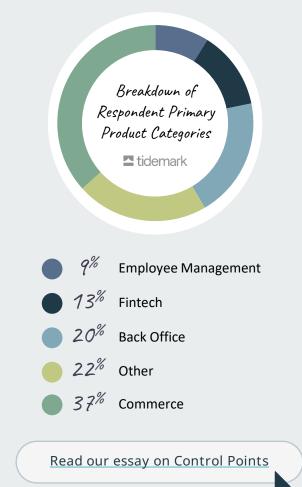


Current Landscape of Vertical SaaS Control Points

Control Points can exist in a few categories:

- Commerce (front office) control points drive revenue and bring in customers
- **Back office** control points are home to the general ledger and key workflows
- Employee management control points facilitate hiring, payroll, scheduling, and comms
- Fintech control points allow for the capturing of payments and transactional data and bring in funds

Commerce at **37%** and Back Office at **20%** are the most common initial control point categories in our sample set.

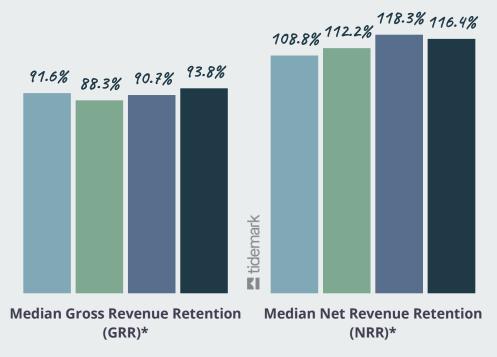


Different Control Points Exhibit Different Retention Profiles

Respondents with **Fintech** and **Back Office** control points exhibit the highest **Gross Revenue Retention** (GRR).

Respondents with **Fintech** and **Employee Management** control points exhibit the highest **Net Revenue Retention** (NRR).



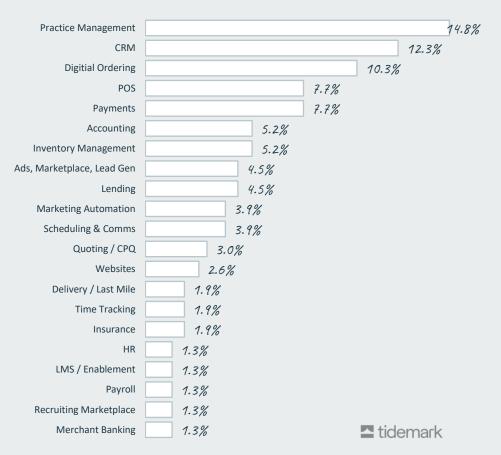


Respondents Report a Variety of Primary Products

Practice Management is Most Common, Followed by CRM

The top 5 most common primary products (Practice Management, CRM, Digital Ordering, POS, Payments) account for over 50% of all respondents.

Breakdown of Respondents by Primary Product

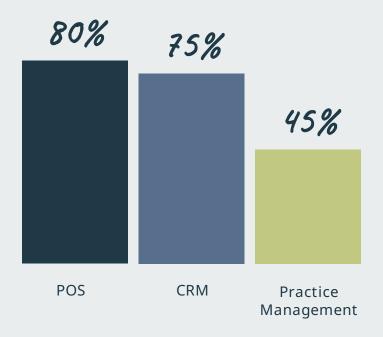


POS, CRM, and Practice Management Drive the *Highest* Median Attach Rates for Second Products

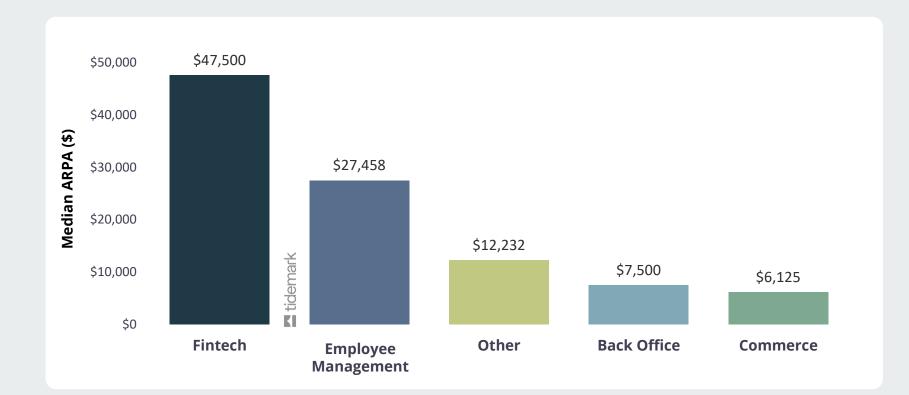
Which control point best positions your company to have success when you go multi-product?

In our sample set, respondents that started with POS, CRM, and Practice Management control points have the highest median attach rate for their second products. Median Second Product Attach Rate by Initial Product Category

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Median Average Revenue Per Account (ARPA) Is Highest for Primary Products that Are Focused on Fintech and Employee Management



5) Sequencing Multi-Product

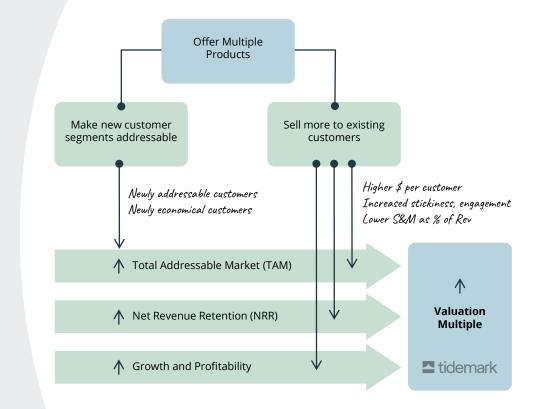
Vertical SaaS Vendors Are Born to Be Multi-Product...

Now that we've unpacked control points, let's move on to sequencing multi-product.

Selling **multiple products** to the same customer allows Vertical SaaS Vendors to amortize sales and marketing expense and **expand ARPA** and **TAM**.

It also can deepen the customer relationship, increasing **NRR** and driving **lifetime value.**

Further, in smaller markets, multi-product changes from a nice-to-have to a **fundamentally necessary strategy** for building a large business.



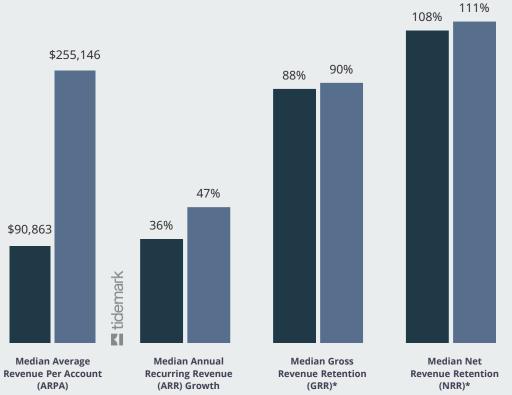
...and Going Multi-Product Drives Financial Growth

Vertical SaaS Vendors can **unlock growth** when they go multi-product.

Respondents who are multi-product have increased **ARPA**, **revenue growth**, and **retention** compared to respondents who are single-product.

Single Product Companies

Multi-Product Companies



Attach Rates Over Time for Selected Expansion Products

A common question we hear from VSaaS executives is: "If I launch X product, what kind of attach rates can I expect?"

On the right, you'll find median attach rates over time for three selected expansion products.



If you'd like to see attach rate data for other products, please reach out to knowledge@tidemarkcap.com.

Median Attach Rates Over Time for Selected Products



ARPA for Selected Expansion Products

Along with attach rates, VSaaS leaders also need to consider what ARPA lifts they can expect from launching new products.

On the right, you'll find ARPA data for five selected expansion products.



If you'd like to see ARPA data for other products, please reach out to knowledge@tidemarkcap.com.

Median ARPA for Select Products



These Vertical SaaS Products Drove The Most Incremental Average Revenue Per Account (ARPA)

CRM products drive a median of almost \$6K in incremental ARPA¹ for companies in our respondent set.



If you'd like to see ARPA data for other products, please reach out to knowledge@tidemarkcap.com.

¹ Incremental ARPA defined as ARPA * Attach rate

Median Incremental ARPA Driven for VSaaS Expansion Products

\$5,941 CRM T tidemark \$3,600 Quoting / CPQ \$3,505 Scheduling + Comms \$1,833 Time Tracking \$768 **Digital Ordering**

ARPA is Higher When Targeting Larger Customers

Serving larger customers with more employees yields higher ARPAs, as pricing is often done on a per seat basis.



Number of Employees for Targeted End User

Where to Expand? The Most Traveled Multi-Product Paths

We also often hear the question: "If I started with X as my first product, what should my next product be?" Among respondents, we saw a few **common** expansion product sequencing patterns based on the initial product.

As an example, let's take a deeper look at the product sequencing of our respondents who have a *Websites* offering as the primary product.

Your Initial Product Websites

Most common product sequencing journey starting from Websites:

If you start with a Websites product...

FIRST PRODUCT What are the most common second products 100% to expand into? Tidemark Ads / Leads / Demand Generation / Other No Second *30% of the respondents who started with Websites* Marketplace Product SECOND PRODUCT chose Demand Generation as their second product... And of those who started with Websites AND chose ~10% ~60% Demand Generation as the second product... **Digital Ordering** 100% of them chose **Digital Ordering** as their THIRD PRODUCT third product.

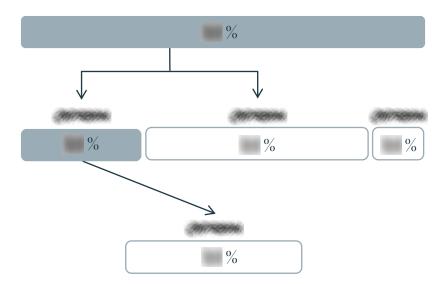
Get Access to More Common Multi-Product Journey Pathways

Across our respondents, we saw six distinct, clearly identifiable, common multi-product journeys originating from six different initial products, namely:

- 1. CRM
- 2. Practice Management
- 3. Digital Ordering
- 4. POS
- 5. Quoting / CPQ
- 6. Websites

CRM Product Expansion Tree - Common Paths

CRM





Please reach out to <u>knowledge@tidemarkcap.com</u> if you'd like to see the expansion tree diagrams for the initial product most relevant to you!

Go Deeper Into Multi– Product Expansion With Our Essays From the VSKP

Read more on multi-product:

- Born Multi-Product
- Sequencing Multi-Product
- Payments
- Payroll
- Insurance

High
Medium
Low



Or email <u>knowledge@tidemarkcap.com</u> to talk live with our team and get invited to our tailored CEO small group events.

What is the product?	ARR Impact?	Gross Margin Impact?	Customer Adoption Impact?	Retention Impact?	Level of Effort to Build & Launch?	Ability to Obtain High Customer Adoption?
Credit Cards (AR)						
Email Automation						
Reputation Management						
Direct Mail						
VOIP						
Forms						
Checks						
Customer Financing						
Ads						
Websites						
Capital						
Payroll						
HR						
Insurance						
Payables (AP)						•

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6) Extend Through the Value Chain

Extend Through the Value Chain

Extending through the value chain is VSaaS in its highest form.

The Vertical SaaS Vendor can sell not just to the merchant, but also to the merchant's suppliers, employees, and consumers.

If successful, you can repeat the cycle: Win, Expand, and Extend.

The businesses who succeed on this path are superlative, with control points across multiple constituents and interlocking workflows. **This is the frontier – the cutting edge.**

It's rare to see a company do this successfully, but in the next few slides, we share points of evidence that it is possible.

Two-sided marketplace

Extend Through the Value Chain

Target stakeholder control point Target stakeholder landing wedge

Expand Offerings

Merchant-side network effects

Single player merchant app



Suppliers

Win the Category





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Read more about extending through the value chain

Supplier Extensions

Your merchant application provides engagement with the target stakeholder. You can take that opportunity to provide them with a **wedge offering** that creates a landing point to make them your customer.

For example, a merchant-facing offering like Inventory Management can create a landing point to reach the supplier on the other end.

One example of a supplier extension is a group purchasing organization (GPO), where the Vertical SaaS Vendor can aggregate the buying power of all the merchants they serve to negotiate better prices and terms with suppliers. One example of a Vertical SaaS GPO is <u>Slice</u> <u>allowing the pizzerias on its platform to</u> <u>procure pizza boxes for cheaper</u>.

Supplier extensions can be lucrative for a Vertical SaaS Vendor, with **take rates from 0.5% to 3% of gross merchandise value** (GMV).

19% of survey respondents have an Inventory Management product — which can set the stage for extending to the supplier. 19%

Have an Inventory Management product – which can set the stage for extending to the supplier

Read more about extending to the supplier here

Employee Extensions

Labor is often the largest expense for merchants. Finding and retaining labor is also one of the biggest challenges SMBs face. Improving this aspect of their business can be key to building strong margins.

Additionally, the **employee is the face of the merchant and the primary driver of the consumer experience**. Vertical SaaS Vendors can land a wedge offering with the employee at the end of the merchant workflow with products like Employee Banking or a Recruiting Marketplace.

Only ~5% of survey respondents have an employee-facing Extend product.

2.4%

Have an Employee Banking product

2.4%

Have a Recruiting Marketplace product

Only ~5%

of survey respondents have an employee-facing Extend product

Read more about extending to the employee here



Consumer Extensions

Consumer extensions can be one of the most lucrative extensions. Bringing new customers and revenue to your merchants is the ultimate value proposition.

Many SMB merchants lack the time and expertise to manage digital demand generation. A Vertical SaaS Vendor will have the **advantage of both scale and scope** via its large and proprietary datasets. One example of this is <u>SiteMinder allowing</u> <u>the hotels on its platform to tap</u> into customer segments that wouldn't have been easily available to them without SiteMinder.

14% of respondents already have a consumer Extend product (e.g. Demand Generation, Advertising, Marketplace).

14%

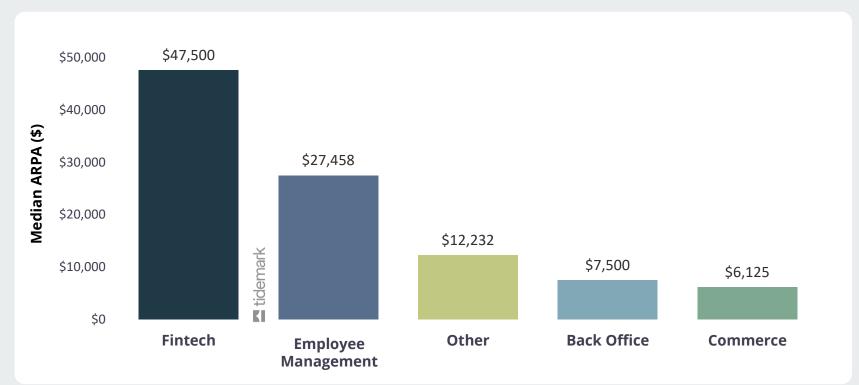
Have an Advertising, Demand Generation, or Marketplace product

Read more about extending to the consumer here

*Product Deep Dive:*Payments and Fintech

Fintech Products Offer Substantial Primary Product ARPA

Respondents with **Fintech primary products report significantly higher ARPA** than respondents with primary products in the other categories.



42

Fintech is Also a Common Expansion Product

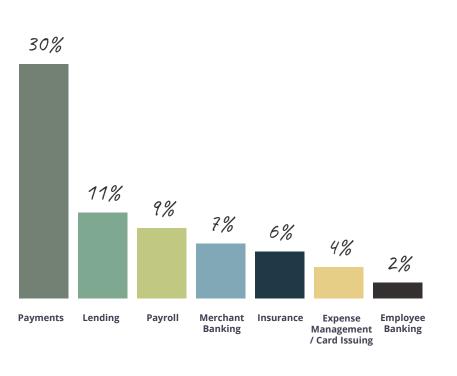
Fintech broadly is a common expansion direction. Vertical SaaS Vendors can **expand** to other fintech areas like Payments, Employee Banking, Expense Management, Merchant Banking, Insurance, and Lending.

Fintech products can address key merchant needs while driving ARPA for Vertical SaaS Vendors.

For the survey respondents, Payments at **30%** is by far the most common Fintech expansion product. This is followed by Lending at **11%** and Payroll at **9%**.

Percentage of Respondents with Select Fintech Offerings

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Payments Are Pervasive in Offline Service Industries

Payments products are well-saturated in Vertical SaaS Vendors serving consumer-facing offline service-oriented verticals — salons, spas, restaurants, cafes, bars, etc.

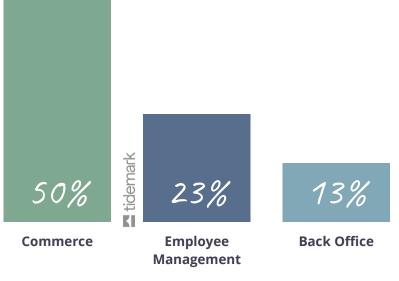
Saturation of Fintech Products 0% 100%	Payments	Lending	Insurance	Employee Banking	Merchant Banking	Expense Management / Card Issuing
Financial Services (incl. accounting, investments, etc.)						
Healthcare						
Restaurants (incl. cafes, bars, etc.)						
Construction						
Automotive (incl. repair shops, dealerships, etc.)						
Legal						
Real estate						
Transportation						
Beauty (incl. salons, spas, etc.)						

Excluding Fintech, Starting with a Control Point in Commerce Leads to the Highest Payments Attach

Starting from a **commerce control point** leads to a significantly higher payments attach rate than other control point categories.

This could be because taking payments and bringing in funds ties very directly to commerce / front-office workflows, so expanding into payments from a commerce control point can lead to a more natural buying decision for the merchant.

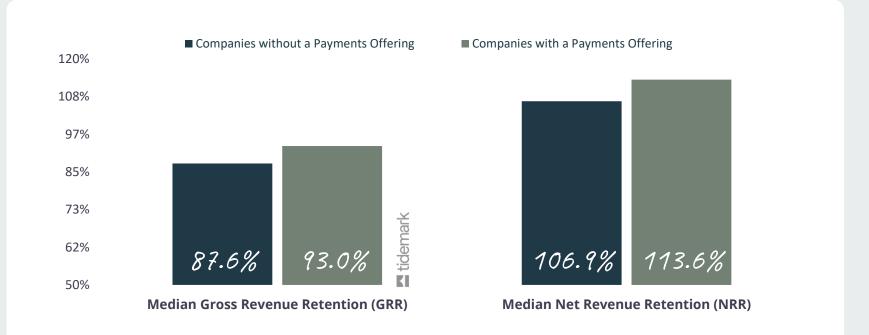
Median Attach Rate for Payment Expansion Products



Primary Product Category

Payments Products Boost Overall Platform Stickiness

Respondents with payments offerings exhibit higher median GRR and NRR than those without.



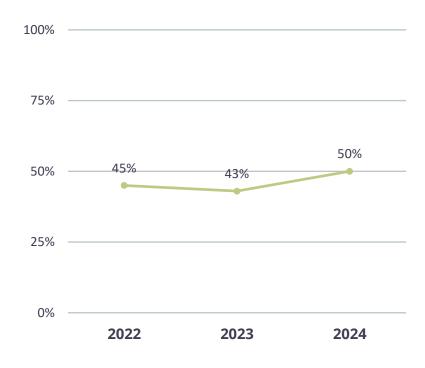
*Excludes seed and pre-seed stage companies as retention can be distorted at smaller, early stage companies

Attach Rates Have *Grown Slightly* for Payments Products Over the Past Few Years

The median attach rate in the respondent set has risen to 50% in 2024 from 45% in 2022.

Payments Median Attach Rate

tidemark



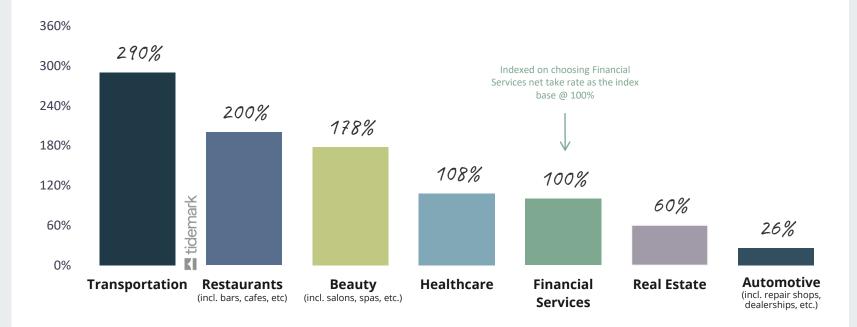
Payments Net Take Rates Vary, With a Median of ~0.8% of Gross Merchandise Value

Quartiles of Payments Net Take Rates 1% •1.00% 3rd Quartile 0.9% **T** tidemark • 0.83% 0.8% Median 0.7% Net Take Rate (%) 0.6% 0.5% 0.4% 0.33% 0.3% **1st Quartile** 0.2% 0.1% 0%



Net Take Rates Also Vary Across Verticals

Median Indexed Net Take Rates for Payment Products by Vertical

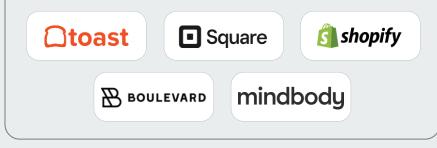


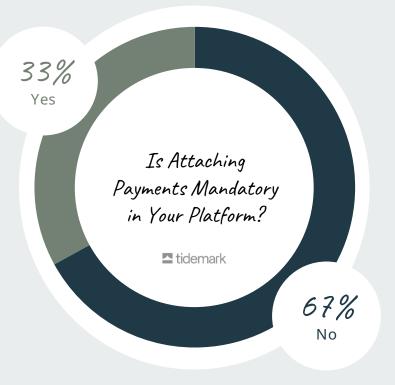
A Sizable Portion of Respondents Made Payments Mandatory

Of Vertical SaaS Vendors surveyed with Payments offerings, **33%** of them make it **mandatory to use the Payments offering** to be able to use the rest of their platform.

Historically, making Payments mandatory has been rare – but that seems to be changing.

Some well-known companies that make Payments mandatory:





Lending Can Be a Powerful Attach Product

Lending is the second most common Fintech attach product, with **11%** of respondents having a Lending product.

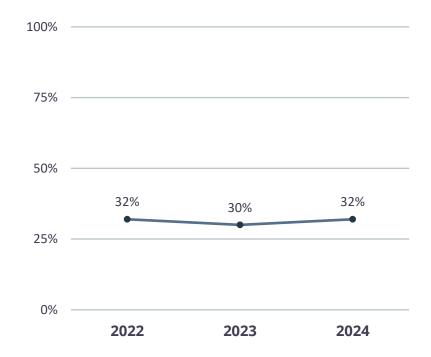
With Lending, the merchant benefits from easier access to capital and lower ongoing operating costs as payments data streams drive superior underwriting.

Collections can also occur seamlessly through the payments flow, improving collection rates and reducing the servicing burden on the merchant.

Attach rates for Lending in our respondent set have been around **30%** in each of the last three years.

Lending Median Attach Rate

Tidemark



Payroll is Another Common Attach Product

Payroll is another common attach product — **9%** of respondents have a Payroll product.

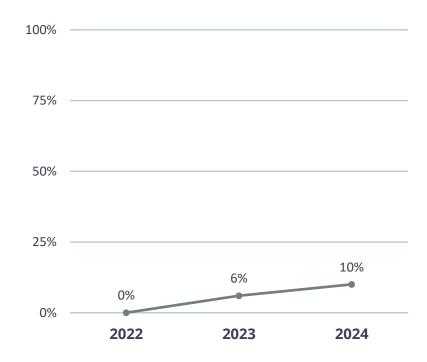
Embedded Payroll removes the need for customers to export employee hours, bank info, or other data to third-party payroll processors, who will often try to provide competing financial services to both the merchant and their employees.

Embedded Payroll is a very nascent category, and this is reflected in the respondent data. In 2022, our respondent set had a 0% median payroll attach rate, which has grown to **10%** as of 2024.

Read more about expanding into Payroll here

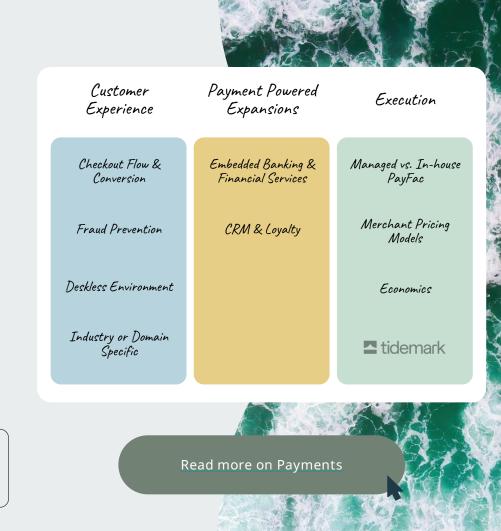
Payroll Median Attach Rate

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Product Deep Dive: Artificial Intelligence

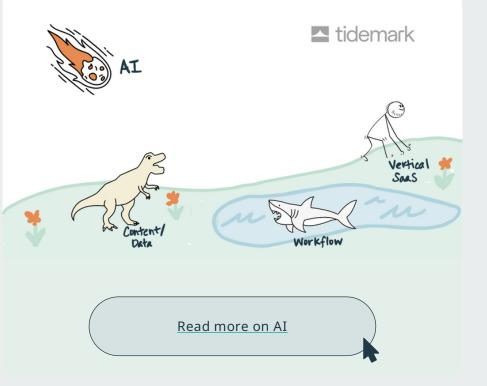


AI is a Key Opportunity for Vertical SaaS

If you're the Vertical SaaS killer that we describe in the VSKP, you occupy the control point.

You have **account and workflow gravity**, so even if an LLM finds a way to steal your data, it won't matter. Your customers don't want multiple solutions; they want one, maybe two at most. You power their business.

In our survey, **31%** of respondents have an AI product in market, and a further **39%** plan to launch one in the next year.



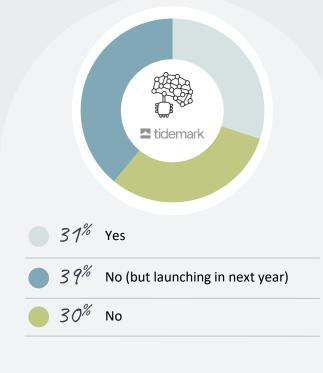
31%

have an AI product in market plan to launch one in the next year

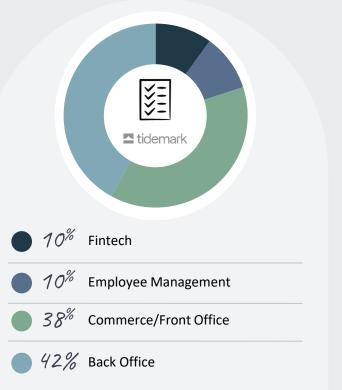
39%

Vertical SaaS Vendors are Rolling Out AI Products Primarily in the Front and Back Office

Respondents Offering an AI Product



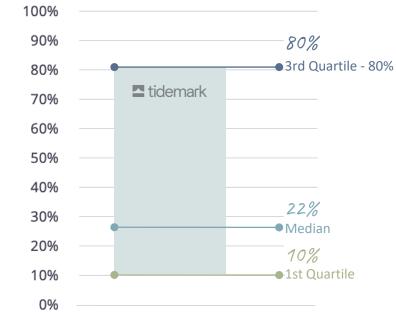
Breakdown of Categories Addressed by AI Product



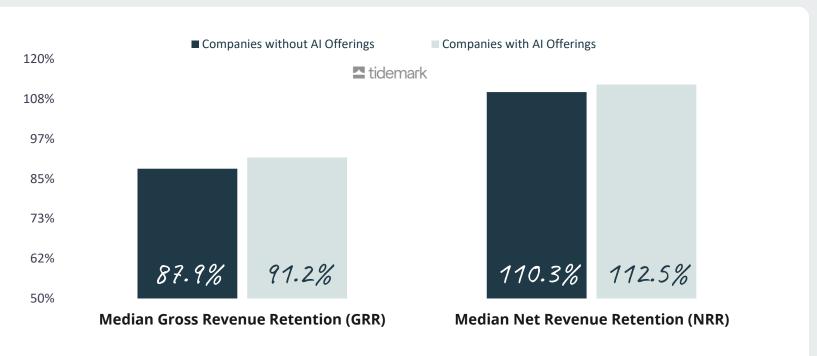
Not Just Hype: AI Products are Attaching at a Decent Clip...

Quartiles of AI Product Attach Rates

Al Product Attach Rate (%)



...And We See Increased Retention for Platforms with AI Products



*Excludes seed and pre-seed stage companies as retention can be distorted at smaller, early stage companies

The Majority of Respondents Are Charging for their AI Products

24% of respondents with an AI product are offering it
completely free — while 13% are including it as a premium
feature for their premium pricing tier. For direct
monetization structures, 46% are doing so via SaaS
subscription, 11% via transaction fees, and 7% as a per
employee per month structure.

24%

of respondents with an AI product are offering it completely free 13%

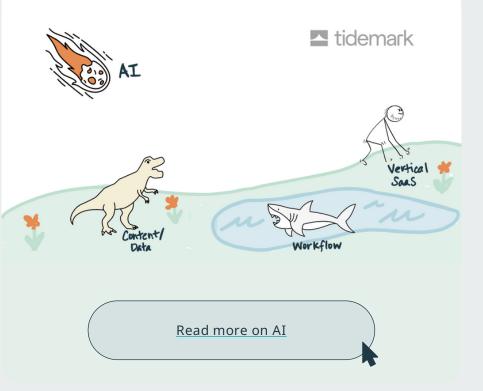
are including their AI product as a premium feature



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Control Points 2.0 Winning the control point and scaling locations



AI: Extinction or Evolution? The opportunity for workflow software & VSaaS

<u>Multi-Product</u>, <u>Multiple Choices</u> How to determine product priorities



<u>Market Structure Drives Strategy</u> <u>A small market does not mean a small opportunity</u>

<u>*The Final Frontier*</u> Extending through the value chain Tat Virtual taus kanologe Project

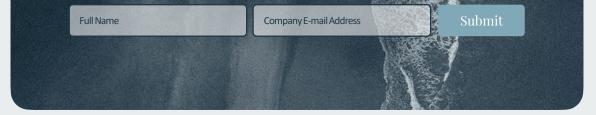
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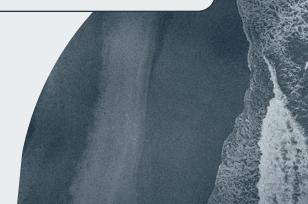
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Thank You

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