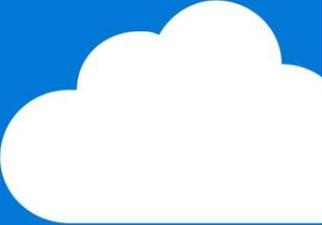


Logo

CloudSpeed Business Plan Template

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Date



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Overall Context & Contents

This CloudSpeed Business Plan Template is designed to enable the raising of financing to aggressively pursue the Cloud business opportunity.

As is evident from an examination of all successful Cloud players, the need to finance growth is primarily driven by the need to outlay cash upfront to aggressively acquire customers, and recapture that money over time based on subscription pricing. The more aggressively one seeks to acquire customers, the greater the financing requirement in order to achieve the growth rates sought.

A core assumption made by the Business Plan is that the Partner will seek debt rather than equity financing to aggressively expand its Cloud practice, because:

- Debt financing is generally the least expensive form of financing available.
- Debt financing is generally less restrictive in terms of the constraints it places on senior management and existing owners.
- Debt financing does not require the effective divestiture of part of the company, by the existing owners, in order to make way for new shareholders.

However, in obtaining the required debt financing, one should always:

- Ensure that post-transaction cash flows can service the payment requirements under this additional (or new) bank debt facility.
- Understand fully the covenants and ongoing obligations that accompany bank debt, and be comfortable with them.
- Watch out for what security the additional (or new) bank debt is requiring to securitize the loan.
- Carefully analyze the fees and interest compared to the alternatives.

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Directions: Executive Summary

In this section describe:

- The core demand that you seek to serve or sell into
- Why you are well positioned to capitalize on this demand
- What you require funding for

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Executive Summary

Demand for IT services and infrastructure has fundamentally shifted towards the Cloud. Annual growth rates for Cloud solutions is eclipsing the growth of the IT industry overall and is projected to top \$100 billion worldwide by 2017¹.

Contoso is well-positioned to capitalize on this demand. We are a leader in the provision of comprehensive outsourced IT solutions for small to mid-sized businesses, have a strong market presence, a compelling set of offerings, and the technical wherewithal to exploit this business opportunity.

However, in order to maximize our business potential, we require additional financing to aggressively acquire Cloud customers and crystallize our market share in advance of potential competitors. This Business Plan will detail how we intend to capitalize on this opportunity, the funding we will require, and the economic payoff that will result if we are successful.

¹ Ibid.

Directions: Cloud Opportunity

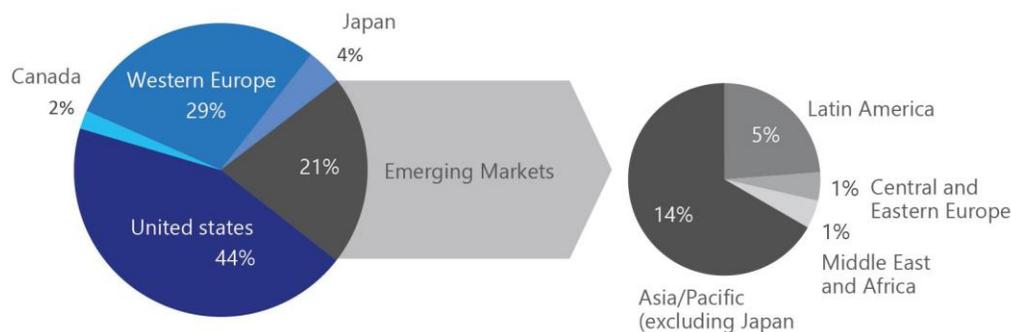
In this section describe the overall demand for Cloud solutions, the reasons it is a significant business opportunity, and summarize the financial gains you could achieve from aggressively developing a Cloud practice. If you have data available for your specific market use it, but the sample text below can be used almost verbatim in many cases.

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Cloud Opportunity

Any discussion of the technology industry today must start and end with Cloud computing. It is changing the way in which technology is consumed worldwide, and the entire technology industry with it. A general term for anything that involves delivering a particular form of technology infrastructure or software application over the Internet, with multiple companies sharing application and hardware resources, Cloud computing is experiencing 5-year compound annual growth rates (CAGR) of 23.5%² which is 5 times the growth of the IT industry overall. IDC, a renowned technology research firm, expects the overall Cloud services market will top \$100 billion worldwide by 2017, as indicated in the following graphic.

Worldwide public IT cloud Services Revenue in 2017 **\$107.2B**



² Source: Worldwide and Regional Public IT Cloud Services 2013-2017 Forecast (IDC #242464)

³ Ibid.

The main reasons for the fundamental shift in customer demand towards Cloud computing are four-fold:

1. Cloud solutions require little or no capital outlay by the customer. Cloud offerings are consumed on a subscription basis with all aspects of the offering being provided by the supplier, thereby requiring no major upfront investments either in software or other licenses, or hardware.
2. Cloud solutions cost less. Because Cloud offerings are provided by larger entities that effectively aggregate volumes and thereby achieve scale economies unavailable to any mid-sized company, a customer can typically lower their overall technology costs.
3. Cloud solutions are more flexible. An organization can use as little or as much of any Cloud technology as is needed, scaling capacity up and down without incremental infrastructure costs.
4. Cloud solutions decrease risk. Because Cloud offerings are “evergreen” services, there is no risk of the technology becoming obsolete. A customer is always using the most recent version of any particular technology.

Contoso is well-positioned to capitalize on this demand. We are a leader in the provision of comprehensive outsourced IT solutions for small to mid-sized businesses, have a strong market presence, a compelling set of offerings, and the technical wherewithal to exploit this business opportunity.

While we are well-positioned, in order to maximize our business potential, we require additional financing in order to aggressively acquire Cloud customers and crystallize our market share in advance of potential competitors. This is a critical time, as Cloud computing moves into the mainstream. Those who obtain strong positions in their chosen niches first will be very difficult to displace later.

As is detailed later in this Business Plan, we estimate our incremental financing requirement to be in the order of \$500k. We seek additional operating lines of credit in this amount, in order to finance our customer acquisition efforts and make certain other critical investments in infrastructure. These we anticipate driving a period of negative cash flow lasting roughly 15 months, and being fully recaptured within a 26-month period.

If successful in our Cloud endeavors, we stand to significantly expand both our revenue and our business valuations. As this Business Plan will detail, we believe that successfully capitalizing on this business opportunity could over the next 4 years increase the value of our business by as much as \$15-20m, as well as either position it for further growth by way of an IPO, or monetize our gains by way of a sale of the business.

Directions: Company Overview

In this section briefly describe:

- How long your company has been in business
- How large your company is, in terms of employees and revenue levels
- What your company does

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Company Overview

In business for over 10 years, Contoso sells, installs, and supports comprehensive outsourced IT solutions for small to mid-sized businesses. Headquartered in Chicago, Illinois, our 66 employees serve in excess of 450 customers located across the American Mid-West.

With annual revenues approaching \$10m, we have established a solid and reputable business providing our customers with the IT infrastructure they need to remain competitive.

Broadly, our offering set is comprised of the following:

- Cloud Readiness Assessments, which identify how a customer might best leverage the benefits of the Cloud, and provide a detailed roadmap to achieve them, including the economic impact Cloud adoption would have.
- Exchange, Mailbox, and Server Migration, which implements the Cloud roadmap defined, ensuring value is delivered and full business benefits realized.
- Application Virtualization, which shifts key business applications to the Cloud, delivering far superior scalability and flexibility while lowering ongoing maintenance costs.
- Cloud Managed Services, which provide ongoing support for desktops, devices, applications, and workflows migrated to the Cloud.
- Cloud Backup, Storage, and Business Continuity, which ensures all data is secure and accessible, as well as that the business can seamlessly withstand any disruption.

Directions: Target Market

In this section describe:

- The specific market(s) you will target
- The rough number of firms in the target market(s)

If at all possible, use local databases to more precisely define how big your target market is, but the real key is to give the reader confidence that your target market is large enough to support the financial projections laid out in a later section.

For more ideas on identifying an attractive target market, review the video on Addressable Market, [here](#), as well as the Market Focus ROI Worksheet, [here](#).

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Target Market

Over the years, Contoso has worked extensively with and developed particular knowledge of the unique business challenges faced by manufacturers, distributors, professional services organizations, and field services operators. It intends to fully leverage this expertise going forward, as customers expect industry-specific, out-of-the-box solutions in the Cloud.

Specifically, this provides Contoso with a total addressable market of roughly 8,500 companies that meet its minimum annual revenue threshold.

Directions: Competitive Overview

In this section list who your main competitors are in the specific market(s) you will target.

For more ideas on identifying your likely competitors, review the video on Competitive Overview, [here](#).

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Competitive Overview

Contoso has the following main competitors:

- ABC Co. (<http://www.abc.com/>)
- DEF Co. (<http://www.def.com/>)
- GHI Co. (<http://www.ghi.com/>)

Directions: Offerings

In this section describe your specific offerings. In many cases, this can be taken directly from your website, although care should be taken to present a concise description of what your company does, and what business benefits the customer derives from that.

For more ideas on how to build and describe your offerings in a compelling way, review the video on Offerings, [here](#). Also use the Cloud Financial Models, [here](#).

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Offerings

As briefly mentioned earlier, Contoso's offering set is comprised of the following main elements:

Cloud Readiness Assessments

Most customer engagements begin here, to identify how the benefits of the Cloud might best be realized. Depending on the company, several aspects of their IT infrastructure are considered, such as communications, collaboration, messaging, productivity, application development and maintenance, data center and other hosting requirements, security and identity management, mobile and other device connectivity, and software asset management to name but a few.

The end result is a quantification of the business impacts that a company could derive from Cloud adoption, as well as a staged roadmap to realize these economic and other business gains.

Exchange, Mailbox, and Server Migration

For many companies, the journey to Cloud benefits starts with adopting Office 365 when their current on-premises infrastructure can no longer support the needs of the business, and therefore must be replaced.

Through the use of automated tools and processes, Contoso ensures this initial migration is seamless and low-cost.

Application Virtualization

As on-premises infrastructure ages, maintaining adequate computing capacity and minimizing ongoing operating costs become key concerns. By moving mission-critical and other key business applications to the Cloud, customers can reduce their total cost of IT ownership as well as gain greatly superior flexibility and scalability.

Contoso ensures that this process is smooth, reliable, and delivered at the lowest possible cost, both initial and ongoing.

Cloud Managed Services

For many businesses, the desire to respond to competitive challenges and reap the benefits of the Cloud simply outstrips their internal IT department's ability to deal with the increased complexity that results. To varying degrees depending on the size and operational complexity of the company, managing and maintaining Cloud infrastructure must be outsourced.

In many cases as well, a hybrid IT infrastructure will result, with some aspects in the Cloud and others remaining on-premises. Whatever the mix, Contoso provides the ongoing support to keep performance high and costs low.

Cloud Backup, Storage, and Business Continuity

All businesses need to ensure that their data is secure and accessible, and that the business can continue in the event of any IT-related disruption.

Contoso provides a comprehensive service that automatically ensures all files and other key information is continuously backed up, and that a tested process for continuing the business is in place should a disruption occur.

Directions: Differentiation

In this section describe what your core strategic strengths are, relative to the competitors earlier described, and why they are inherently sustainable and cannot be easily replicated by these competitors.

For more ideas on ideas on how to successfully differentiate yourself, review the video on Differentiation, [here](#). Also use the Cloud Financial Models, [here](#).

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Differentiation

Relative to these competitors, Contoso has the following competitive advantages:

- **Market Presence.** In an industry that sees new entrants come and go with relative frequency, few players manage to achieve the longevity required to build true market awareness. Contoso, with over 10 years in business, has such a market presence. In the highly competitive IT industry, this market presence translates directly into an ability to source new prospects for their products and services both more easily and cost effectively than their competitors. Contoso is also better able to compete on a non-price basis, resulting in higher margins.
- **Scale.** With revenues expected to exceed \$16m this year, Contoso is in the top quartile of IT services providers, by volume. In order to reach this scale, numerous critical management structures and controls have had to be put in place, which smaller competitors simply cannot afford, not have the wherewithal to implement. These structures and controls lower unit costs with respect to both product and service delivery, and gives the organization more financial leverage, and greater stability, than smaller players. Additionally, because of the anticipated consolidation wave within the IT industry, larger players such as Contoso are in a far better position to grow their business, both organically as well as by way of acquisition.
- **Industry Expertise.** A key factor in meeting customer expectations lies in the ability to provide industry-specific solutions, either "out-of-the-box", or by way of customization. Contoso has both the depth and breadth of expertise to provide these solutions to manufacturers, distributors, professional services organizations, and field services operators, among the most attractive market segments both in terms of total market demand, and profitability.
- **Management Depth.** Related to the achievement of a far larger than average scale is the incumbent management depth that was required to reach it. Smaller IT services providers are far more reliant on the continued presence of the owner, both to continue delivering consistent revenue streams, as well as keeping the entity profitable. Contoso has a management team in place which can continue to deliver solid financial performance, irrespective of its ownership.

Directions: Marketing

In this section describe:

- The marketing strategy you intend to pursue in the Cloud
- The investments you will have to make to execute this strategy

For more ideas on the marketing capabilities you will need to succeed in the Cloud, review the video on Marketing Infrastructure, [here](#), as well as the other marketing materials that form part of the CloudSpeed series.

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Marketing

Strategy

As the demand for Cloud solutions builds, Contoso needs to bolster its online demand generation capability in order to aggressively acquire Cloud customers and crystallize our market share in advance of potential competitors. This is a critical time, as Cloud computing moves into the mainstream. Those who obtain strong positions in their chosen niches first will be very difficult to displace later, and we wish to be among the former group.

Our strategy is to aggressively build an online marketing machine by making the investments mentioned below, and hiring dedicated online marketing resources.

Investments

Specifically, Contoso intends to invest in:

- On-page search engine optimization (keyword research, keyword placement, title tags, meta descriptions, content layout, etc.)
- Off-page search engine marketing (article writing, link building, press releases, etc.)
- Social media setup, training, and ongoing management
- Proprietary content creation (ebooks, guides, whitepapers, case studies, landing pages, new products, blogging)
- Multi-media content creation (webinars, videos, infographics, slideshares)
- Nurture marketing (email campaigns to nurture leads)
- Marketing automation

Contoso anticipates a requirement to invest \$2m per annum over the next 4 years to meet the customer add projections later described in this document.

Directions: Sales

In this section describe:

- The sales strategy you intend to pursue in the Cloud
- The investments you will have to make to execute this strategy

For more ideas on the sales capabilities you will need to succeed in the Cloud, review the video on Sales Infrastructure, [here](#).

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Sales

Strategy

The rise in demand for Cloud solutions has been accompanied by a significant shift in buying behavior. Today's buyer not only expects to find prospective suppliers online, but engages in considerable research before reaching out to them, and wishes to remain in control of their buying process throughout. At the core, this is the driving reason for the investment in marketing infrastructure just described.

But of equal importance is the need for a distinct Cloud-focused sales methodology, compensation structures, and indeed salespeople themselves. The strong industry experience is that "old school" sales processes and resources simply do not transition well to a Cloud-first world.

Our strategy is to aggressively build a largely remote sales force by making the investments mentioned below, and hiring dedicated Cloud sales resources.

Investments

To meet our customer add projections, Contoso anticipates investing in:

- Recruiting, hiring, and training a dedicated Cloud-only sales resource
- Adaption of a CRM system to seamlessly disposition leads throughout the buying cycle, as well as integrate marketing with sales
- Ongoing management oversight of the Cloud sales function

Contoso anticipates a requirement to invest \$1.3m over the next 4 years to fund this sales infrastructure.

Directions: Delivery

In this section describe:

- The delivery strategy you intend to pursue in the Cloud
- The investments you will have to make to execute this strategy

For more ideas on the delivery capabilities you will need to succeed in the Cloud, review the videos on [IP Development](#) and [Support Infrastructure](#).

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Delivery

Strategy

Although Contoso anticipates no need for large-scale hiring of technical resources to meet its customer add and revenue targets, it will have to invest in the training of existing resources. In addition, it must streamline and adapt many of its existing implementation and support business processes to be fully Cloud-relevant.

Investments

Contoso anticipates a requirement to invest \$850k per annum over the next 4 years to fund the following initiatives:

- Staff retraining in the latest CloudSpeed Cloud technologies
- A revamping of our traditional implementation processes to be more streamlines and deliverable totally remotely
- A revamping of our support function to support the latest CloudSpeed technologies on an ongoing basis
- Training of our support function to more effectively cross-sell and upsell additional offerings

Directions: Financial Projections

Using the Cloud Financial Models available [here](#), outline your core anticipated financial impact from executing the Business Plan. For a tutorial on how to populate the Cloud Financial Models, review the video on Financial Plan, [here](#).

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Financial Projections

As Contoso executes its Cloud strategy, it anticipates the following deal structures, margin structure, customer add rates, and incremental infrastructure investments in customer acquisition and delivery.

Deal Structure		
Average Deal Size	50	users
Upfront Project Services Fees	\$40,000	per customer
Ongoing Project Services Fees	\$2,500	per customer per year
Azure Consumption	\$2,500	per customer per year
Own IP License Fee	\$3.50	per user per month
Managed Services Fees	\$55	per user per month

Margin Structure	
Azure Margin & Incentives	20%
Office 365 Margin & Incentives	20%
Gross Margin (Project Services)	35%
Gross Margin (Managed Services)	45%
Anticipated IP Gross Margin	65%

Customer Adds			
Year 1	Year 2	Year 3	Year 4
25	35	45	55

Marketing Infrastructure			
Year 1	Year 2	Year 3	Year 4
\$450,000	\$500,000	\$550,000	\$600,000

Sales Infrastructure			
Year 1	Year 2	Year 3	Year 4
\$250,000	\$300,000	\$350,000	\$400,000

Delivery Infrastructure			
Year 1	Year 2	Year 3	Year 4
\$150,000	\$200,000	\$250,000	\$250,000

Based on the preceding core assumptions, and extensive financial modeling by Contoso, the 4-year pro-forma picture would likely be:

		Year 1		Year 2		Year 3		Year 4	
			% of revenue		% of revenue		% of revenue		% of revenue
Revenue	Software								
	Azure, Office 365, & CRM Online Subscriptions	\$118,490	7.5%	\$384,635	12.4%	\$738,281	14.7%	\$1,179,427	16.2%
	Own IP Subscriptions	\$9,384	0.6%	\$30,463	1.0%	\$58,472	1.2%	\$93,411	1.3%
	total	\$127,874	8.1%	\$415,099	13.3%	\$796,753	15.9%	\$1,272,838	17.4%
	Services								
	Professional Services	\$1,009,115	64.2%	\$1,468,750	47.2%	\$1,957,292	39.0%	\$2,470,833	33.8%
	Managed Services or Help Desk	\$335,156	21.3%	\$1,087,969	35.0%	\$2,088,281	41.6%	\$3,336,094	45.7%
O365-Related Migration Fees	\$100,000	6.4%	\$140,000	4.5%	\$180,000	3.6%	\$220,000	3.0%	
total	\$1,444,271	91.9%	\$2,696,719	86.7%	\$4,225,573	84.1%	\$6,026,927	82.6%	
COGS	Software								
	Azure, Office 365, & CRM Online Subscriptions	\$94,792	6.0%	\$307,708	9.9%	\$590,625	11.8%	\$943,542	12.9%
	Own IP Subscriptions	\$3,285	0.2%	\$10,662	0.3%	\$20,465	0.4%	\$32,694	0.4%
	total	\$98,076	6.2%	\$318,370	10.2%	\$611,090	12.2%	\$976,235	13.4%
	Services								
	Professional Services	\$655,924	41.7%	\$954,688	30.7%	\$1,272,240	25.3%	\$1,606,042	22.0%
	Managed Services or Help Desk	\$184,336	11.7%	\$598,383	19.2%	\$1,148,555	22.9%	\$1,834,852	25.1%
O365-Related Migration Costs	\$50,000	3.2%	\$70,000	2.2%	\$90,000	1.8%	\$110,000	1.5%	
total	\$890,260	56.6%	\$1,623,070	52.2%	\$2,510,794	50.0%	\$3,550,893	48.6%	
OPEX	Operating Expenses								
	Customer Acquisition Costs	\$700,000	44.5%	\$800,000	25.7%	\$900,000	17.9%	\$1,000,000	13.7%
	Other Fixed Investments	\$150,000	9.5%	\$200,000	6.4%	\$250,000	5.0%	\$250,000	3.4%
	total operating expenses	\$850,000	54.1%	\$1,000,000	32.1%	\$1,150,000	22.9%	\$1,250,000	17.1%
Total Revenues		\$1,572,145		\$3,111,817		\$5,022,326		\$7,299,765	
Total Expenses		\$1,838,337		\$2,941,441		\$4,271,884		\$5,777,129	
Contribution Margin (\$)		-\$266,192		\$170,377		\$750,442		\$1,522,636	
Contribution Margin (%)		-16.9%		5.5%		14.9%		20.9%	

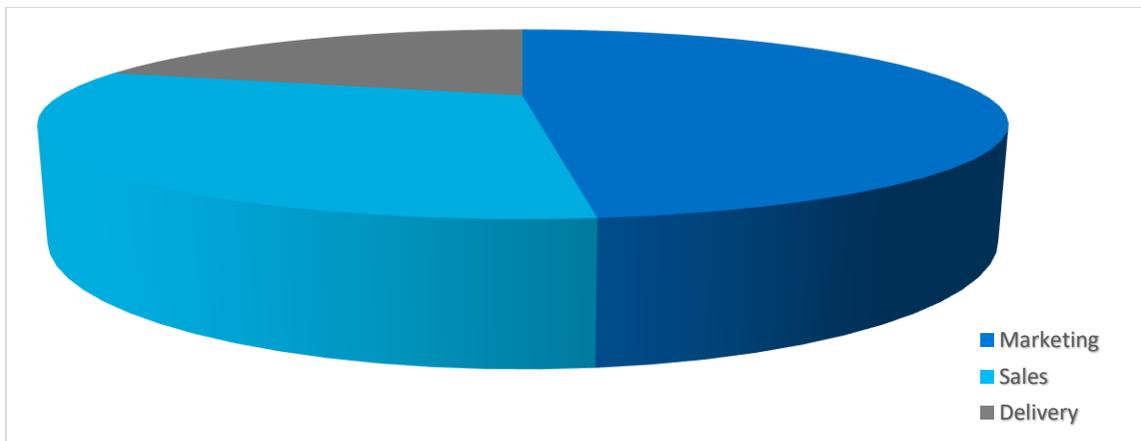
Directions: Capital Requirements

Using the Cloud Financial models available [here](#), indicate the capital you need and how you will spend it. For guidance on sourcing options for the capital you need, review the video on Financial Leverage, [here](#).

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Capital Requirements

Based on the preceding assumptions and projections, Contoso anticipates a requirement of \$500k, distributed as follows:



These funds are needed to make the needed infrastructure investments, as well as maintain an adequate buffer should cash flow projections be slower to materialize than expected.

Directions: Anticipated Valuation Impact

Using the Cloud Financial Models available [here](#), indicate what the anticipated shareholder value creation will be.

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Anticipated Valuation Impact

In part, Contoso intends to pursue an aggressive Cloud strategy because the rise in Cloud computing has caused a dramatic shift in how companies in the IT industry are valued. Because Cloud solutions involve the purchase of ongoing subscriptions rather than upfront investments in hardware, software, and configuration services, valuation metrics tend to be driven by recurring revenue levels, and the margins that are driven by those revenue streams. One-time project services revenues, or one-time software revenue, are less highly valued. In today's market, IDC sees the following valuation differentials for privately held IT services providers⁴.

Potential Valuation	Traditional Revenue Business	Recurring Revenue (Cloud) Business
Revenue Multiple	0.2-1.5x	2-6x
EBITDA Multiple	2-2.5x	5-14x

Based on these metrics, and the adoption of this business plan, the estimated valuation of Contoso at the end of 4 years would lie in the **\$15 to \$20 million range**.

⁴ Source: IDC Partner Valuation Study 2014, Doc # 249719.

Directions: Risks and Mitigation

In this section list the key business risks that could affect the realization of the preceding financial projections, and how you plan to reduce these risks.

For more ideas on how to quantify the impact of these key business risks, review the video on Risks and Mitigation, [here](#). For tips on keeping your Business Plan on track, review the video on Execution, [here](#). Also use the Cloud Financial Models, [here](#).

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Risks and Mitigation

The following are what we consider to be the potential risks associated with this Business Plan, and how we plan on mitigating them.

Customer Acquisition Costs

Acquiring customers for Cloud solutions requires a significant investment in sales and marketing capacity, as earlier detailed. Should these investments not generate the volume of customer adds expected, customer acquisition costs will be higher than expected, relative to the revenue generated, and would create a greater than anticipated cash flow deficit.

To mitigate this risk, we have adjusted the capital we feel required to withstand such an event.

Customer Retention

Because the long term financial returns for a Cloud business hinge heavily on customers renewing their subscriptions, and purchasing additional ones, any material customer “churn” will negatively impact overall financial results.

To mitigate this risk, we plan on bolstering our customer service and nurture marketing capabilities with the capital raised.

Adverse Economic Conditions

Although demand for Cloud solutions is strong and growing currently, adverse economic conditions could negatively affect this demand, and so result in financial projections not being met.

There is also the distinct possibility that we may face price pressure from competitors seeking to establish themselves in our target markets, and effectively buying market share with lower prices than can be matched by ourselves, or indeed sustained over the long term.

To mitigate this risk, we plan on swift execution of this Business Plan, once the needed funds have been raised.

Data Security and Privacy

Cloud solutions must be seen as secure in order to be saleable. Specifically, customers must feel their data is safe, and kept private. Any compromise of data security and/or privacy, even if not our direct responsibility, will negatively impact our ability to sell and market our solutions.

To mitigate this risk, we will offer products based on CloudSpeed technology (Office 365 and Azure, specifically), which are recognized as the most secure available.

Service Disruptions

Cloud solutions must be available 24/7/365, and any service disruptions will negatively impact our business. In addition, as with data security and privacy, we rely on 3rd. party suppliers to provide our customers with continuous access to their applications and IT infrastructure.

To mitigate this risk, we have chosen to partner with CloudSpeed for its reliability.

Organizational Transition and Control

Moving to a Cloud delivery model is a significant organizational change, and represents a migration to a materially different business model. In order to fully complete this transition, management will need to be very skillful, as well as maintain control over the organization in the interim. We are confident we have in place both the required talent and organizational controls.

Directions: Executive Team

In this section provide brief bios of your senior management team.

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Executive Team

David Hamilton – President & CEO

David joined Contoso in January of 2009 and has helped the company achieve strong growth in the past 2 years.

Prior to his current role, John worked with Navision A/S worldwide to enhance the marketing and sales efforts of their distribution channel across the globe. He later consolidated and ran the North American operations of Aston IT, the then largest reseller of the Navision business software solution. Under his leadership, the product line was expanded through acquisitions to include both Great Plains as well as Axapata and sales grew to \$55 million annually.

Mark Hanson – Vice President of Sales

Mark joined Contoso in April of 2008 as part of the acquisition of Connexus Inc. where he was President and owner.

Prior to his current role, Mark built the distribution practice for Connexus. From 1997 to 2002, Mark was Senior Vice President for Systrionics Inc. headquartered in Chicago, IL. Mark's career in ERP started with Xerox Computer Services in 1980. In the last 30 years he has held executive positions with Connexus, Xerox, American Software and Systrionics.

David Pelton – Vice President of Marketing

David joined Contoso in 2008 and has been instrumental in achieving the growth we have experienced over the last 3 years.

With over 20 years in senior marketing roles (including a stint as Vice President with a national credit card issuer), he has crafted and implemented numerous marketing, sales, customer loyalty, and product strategies, and had direct functional responsibility for business units ranging from insurance, travel fulfillment, and loyalty programs to outside sales channels.

Justin Harrison – Vice President of Delivery

Justin heads up our delivery team, and is directly responsible for a team of 25 consultants and 5 help desk personnel. Under Justin's leadership, Contoso has achieved a consistently high "on-time, on-budget" project delivery track record, and customer satisfaction ratings in excess of 90%.

Justin came to Contoso in 2007. Prior to that, he had led technology delivery teams at a number of regional software IT services providers across the US mid-west.

Phyllis Harris – Chief Financial Officer

Phyllis joined Contoso in April 2007 to head our Accounting and Administrative Team. Phyllis's career encompasses 5 years of ERP Consulting and 25 years of Accounting & Financial Management. She has worked at PricewaterhouseCoopers, Jim Beam Brands Company, Container Corporation of America and the Boy Scouts of America.

Phyllis earned her MBA from Boston University and a BBA from the University of Illinois.