

Beyond User Paid SIG



intuit

AGENDA

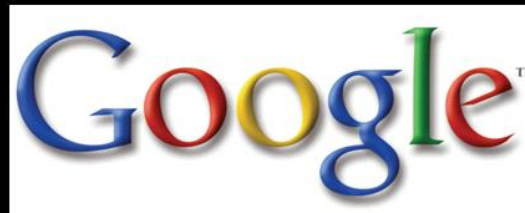
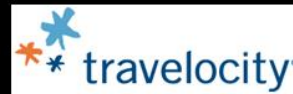
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|--------------------------------------|----------------------|
| 1. Beyond User Paid | 8:30 – 9:30 |
| 2. Intuit Examples | 9:30 – 10:00 |
| Break | 10:00 – 10:15 |
| Intuit Examples Cont'd. | 10:15 – 11:15 |
| 3. Surprises, barriers, needs | 11:15 – 12:00 |
| Lunch | 12:00 – 1:00 |
| 4. Applying a framework | 1:00 – 2:45 |
| 5. Wrap up | 2:45 – 3:00 |

1. Beyond User Paid

What is beyond user paid?

... And why is it important to Intuit?

Models Are All Around Us



Beyond User Paid Grows Revenue

- 1. Creates great free end user experiences**
- 2. Provides value for third party paying customers**
- 3. Offers many monetization options from data, personalization, scale**

Solves for end user, third party and company

Beyond User Paid Model

End User

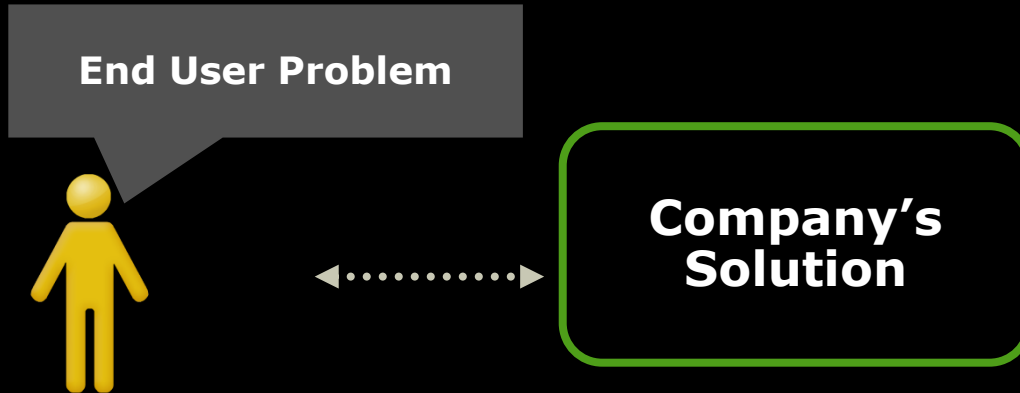
I have a Pain/Problem



End User (consumer or SB) has pain

Beyond User Paid Model

End User



**Companies focus on solving end user pain
and don't worry about monetization**

Beyond User Paid Model

End User

End User Problem



Company's
Solution

Value in assets

1. enormous amount of data
2. personalized customer outcomes
3. significant customers / scale

Company realizes value in assets

Beyond User Paid Model

End User

End User Problem



**Company's
Solution**

Third Party

I have a Pain/Problem



Value in Assets

- 1. enormous amount of data**
- 2. personalized customer outcomes**
- 3. significant customers / scale**

Company recognizes additional stakeholder in the ecosystem has a pain

Beyond User Paid Model

End User

Third Party

End User Problem

I have a Pain/Problem

**Company's
Solution**

Willingness to
Pay for Assets

Monetization Engine

- 1. enormous amount of data**
- 2. personalized customer outcomes**
- 3. significant customers / scale**

Company realizes that assets can solve the third party's pain, and can be monetized

Common Elements

1. Solve for two stakeholder groups

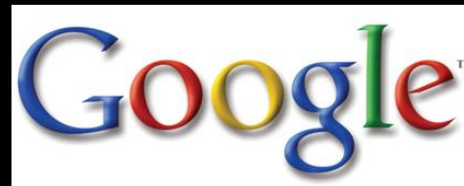
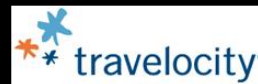
2. Value in assets

1. data

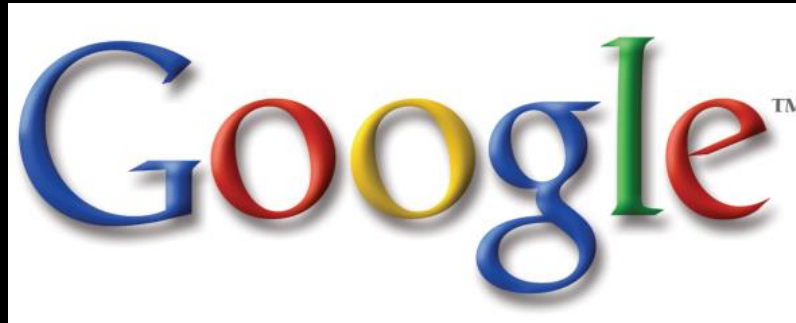
2. personalization

3. scale

3. 1° monetization from stakeholder that is not the end user



External Example



2. Examples Within Intuit

MINT

AgriNova

A simple SMS-based Marketplace

QuickReceipts

Morning Recap



- **Important for growth**
- **3 Common elements:**
 1. **Pain exists in two divergent customer groups**
 2. **Monetization Engine comes from data, personalization, scale**
 3. **Typically free end user and one is paid**
- **It is starting to happen within Intuit already**



ng Recap

ant for growth

n elements:

exists in two divergent
ner groups

ization Engine comes from
personalization, scale

lly free end user and one is

rting to happen

Intuit already

END FOR INTUIT TV



2. Barriers and Needs

Rich Monetization History

Up Sell from Free



FY 09

**17.7M
customers**

**\$992 M
revenue**

Cross Sell

QuickBooks®

Intuit® Payroll

**Intuit® Payment
Solutions**

**2.5x
lifetime
revenue**

Accelerate revenue for our existing and new product offerings.

Barriers



1. What are the barriers?

2. So what can we do to knock down the barriers?

- What is getting in the way?
- Why aren't we twice as far along

3. What's most important for us to do?

What are the Barriers

- **Brainstorm for 5 minutes**



How Can We Knock These Down



- **Brainstorm for 5 minutes**
 - **What is getting in the way?**
 - **Why aren't we twice as far along**

End user

End User

End User Problem



**Tangible,
personalized money
outcome**

Third Party

End User

End User Problem



**Tangible,
personalized money
outcome**

Third Party

Third Party Problem



- **High quality customers ready to buy**
- **Insight into purchasing behavior**
- **Productivity Tools**

Solution

End User

End User Problem



Third Party

Third Party Problem



**Tangible,
personalized money
outcome**

- High quality customers ready to buy
- Insight into purchasing behavior
- Productivity Tools

Benefits

Free End User

End User Problem



Paying Customers

Paying Customer Problem



**Tangible,
personalized money
outcomes**

Revenue

**High growth
network effect**

**Deep, data driven
customer insights**

- High quality customers ready to buy
- Insight into purchasing behavior
- Productivity Tools

Whats most important

- **What can we to**

4. A Framework to Use

5. Applying the framework

Exercise Timeline

- | | |
|-------------------------------------|--------------------------|
| 1. Identify end user need | 15 minutes |
| 2. Identify data | 15minutes |
| 3. Identify third party need | 15 minutes |
| 4. Monetization | 15 minutes |
| 5. Present to the audience | 3 minutes / table |
| 6. Q&A, Awards, Wrap-up | 15 minutes |



3 Key Points to Consider

1. What product or services could Intuit offer to solve for two customer groups?

- Within your business unit or functional group
- Across other Intuit business units or functional groups
- A new business altogether

2. Is there data involved?

- Intuit owned?
- Third party?
- New data?

3. How would we generate revenue?

EU and find third party

- **EU (asset because we have 20mm or x of them)**
- **And their pain**
- **- who can solve pain**

- **What third party would find value in paying to access them and solve them their pain**

- **What would we need to create (product/service) to connect them and monetize**

asset

- Asset of refund stream – 20 mm people, 2500 refund)lots of people and data about them) no pain)
- What 3rd party could benefit
- EU problem could they solve in order to get that benefit

Step 1 – Customer Points

End User



Spend 15 minutes brainstorming on big unmet end user needs / pain points. Pick one to focus on.

- Think of needs of your BU or in new areas to Intuit
- Doesn't need to be obviously monetizable

Example: Helping small businesses find "right for me" suppliers

Step 2 – Data / Asset

End User



Data ◀.....▶

Spend the next 15 minutes thinking about data.

- First, write down all the data that would help solve your end user problem
- *Example: We already know transactions, suppliers, business type, etc. on the customer. What we don't know is preferences around suppliers (e.g., delivery speed, price vs. quality, etc).*

Step 4 – Third Party Needs

End User



Data ←.....→

Third Party



Now, spend 15 minutes what would make it worthwhile to the 3rd party to help solve the end user's problem

Step 5 - Connecting the Three

End User



Data



Data

Paying Customer



Finally, spend 15 minutes articulating a business model that would connect all three

1. The Free End User need
2. The data; and
3. The Paying Customer

Step 6 - Share

End User



Data



Data



Paying Customer

Each table takes 3 minutes to share the business model with the whole group

Why Do We Care



- Create great free user experiences
- Provide an attractive return on investment for paying customers
- Be monetized in many different forms and provide a new and exciting source of growth

Necessary to grow revenue for Intuit's existing and new product offerings.

**What are you going to do to drive
growth from Beyond User Paid business
models?**

Accelerate by adding Beyond User Paid