Structured Arts Business Plan

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Executive Summary

The mission of Structured Arts Computing Corporation (The Company) is to help companies be successful with software based on the X.509 digital certificate—the emerging "digital ID" of the Internet. Via widespread industry adoption first of the Structured Arts **CertKit** X.509 digital certificate toolkit product, and then ultimately, CertKit-based server-side network security application products (see the section "CertKit-based Server Applications for more detail), the Company aims to play a major role in the widespread adoption and reliance on digital certification-based software in the next three years.

Over the previous three years, the X.509 digital certificate specification has become a de facto Internet standard for establishing a binding between an entity that participates in a secured network transaction (for example, a person's e-mail address, or a Web server address), and the public data encryption key that is used to bootstrap secure communication with that entity in public-key cryptography applications. The X.509 specification is central to secure web transactions (SSL), secure e-mail applications (S/MIME, and eventually PGP), as well as secure networking at the lower layers of the networking stack (IPSec and SKIP).

With the advent of these improved security methods involving digital identification, including digital certification, object signing, and secure Internet mail, IS professionals are dodging the pitfalls and headaches of first-generation Web security built on user IDs and passwords. As more IS organizations venture online or expand their remote-employee population, stakes are getting higher and demand for new, more sophisticated technology is rising, as well.

This more sophisticated technology, called public-key infrastructure, or PKI, is the larger backbone of tomorrow's secure enterprise. Driven by rapid growth of PKI-based secure socket layer (SSL)-based web transactions, emerging PKI systems will consolidate every piece of a security system into one centralized, easy-to-manage solution. Structured Arts aims to shorten the development and deployment path for enterprises seeking to transition from legacy, password-based authentication systems to tomorrow's network-aware, digital ID-based authentication systems.

As of June 1998, Structured Arts had three employees, who were also seed investors:

Thane Plambeck, Ph.D., President and CEO

In 1991, Thane Plambeck co-founded and served as President of PostModern Computing Technologies, Inc. PostModern's initial product was NetClasses, a C++ class library for distributed application development. Later, PostModern developed an industry-leading CORBA Object Request Broker (ORB) for C++ and Java which is now marketed under the name VisiBroker and has been licensed by Netscape, Oracle, Sybase, Novell, and many other companies. PostModern was acquired by Visigenic Software Inc. (subsequently acquired by Borland International—now Inprise Corporation) in 1996.

Dr. Plambeck holds a B.A. in Mathematics from the University of Nebraska and a Ph.D. in Computer Science from Stanford University.

Anil R. Gangolli, Ph.D., Chief Scientist

Anil Gangolli served as a senior engineer at Netscape Communications where he helped to design the Secure Sockets Layer (SSL) Version 3 secure network protocol and was the lead developer for the first version Netscape X.509 Certificate Server product. Dr. Gangolli has also worked at Sun Microsystems on network naming and security, and at Silicon Graphics designing and implementing secure IP-based networking technologies for bandwidth-regulated ATM and cable networks.

Dr. Gangolli holds a B.Sc. in Mathematical Sciences, and a Ph.D. in Computer Science both from Stanford University.

Greg Whitehead, Chief Technology Officer

Greg Whitehead has been developing and consulting on commercial Internet technology and solutions since 1994. Before his independent work, Mr. Whitehead served as a Senior Scientist in Apple Computer's Advanced Technology Group, developing protocols for mobile computing and for sharing and replication in distributed object systems. Prior to Apple, he worked at Sun Microsystems on network naming and the OMG CORBA distributed object standard.

He holds an M.S. in Computer Science from Stanford University where he worked with Dr. David Cheriton in the Distributed Systems Group developing the V network operating system and related technology.

Structured Arts Customers

The Company’s target customers are independent software vendors, embedded system builders, and enterprise customers who are retrofiting existing software or building new systems that incorporate the strong network authentication security mechanisms offered by X.509 digital certificates and related encryption-based Internet security software. Such customers include traditional Internet security software vendors and their ISV customers as well as Enterprise (Fortune 5000) companies building Virtual Private Networks, client-authenticated Web sites, secure e-mail delivery systems, or other Internet or private-network-based security software architectures. In the embedded systems arena, Structured Arts prospects for small-footprint versions of its products include router

vendors working with the IPSec protocol and the Sun Microsystems SKIP architecture as well as systems involving SSL-based authentication.

CertKit Product

Structured Arts's first product is CertKit, a full-featured, cross-platform toolkit written in C++ for building applications whose network security aspects are based on X.509 digital certificates. CertKit has been under development at Structured Arts since late 1997, and was released at the end of Q3 1998 (Sept 30, 1998) on both Win32 and UNIX platforms.

Follow-on Structured products, described below in the section "CertKit-based Server Application Products," will build on the CertKit foundations to solve real-world PKI problems in an immediate, cost-effective fashion.

First Product Customer: VeriSign, Inc.

In June 1998, Structured Arts entered into a strategic, non-exclusive licensing of its CertKit product to VeriSign, Inc, a leading vendor of X.509-based products and services based in Mountain View, CA. (NASDAQ: VRSN). Under the terms of the agreement, VeriSign has secured rights to distribute CertKit in a binary (library) form only in return for a one-time fee of $200,000, and without further royalty to Structured Arts. VeriSign plans to widely distribute CertKit to its ISV, embedded systems, and Enterprise customers in order to enable these partners and customers to more easily interact with VeriSign digital certification authority products and services.

VeriSign has been working with beta distributions of CertKit since July 1998, and is using CertKit both in new internal development projects as well as in the redistribution context that was its initial motivation for licensing the product.

The Company believes that the wide distribution rights it has granted to VeriSign are in Structured Arts's strategic best interests. Both the short- and long-term of the VeriSign will be to raise the Structured Arts profile considerably in the Internet security marketplace, with significant CertKit software licensing, business partnering, consulting, and layered product licensing opportunities arising as its direct result.

Revenue and Funding

To date, Structured Arts has been funded entirely by seed investments from its initial three employees and consulting contracts related to its distributed systems and Internet security expertise. In its first 9 months of operation, Structured Arts recognized $201,000 in combined CertKit licensing and consulting revenue from 5 customers:

Sun Microsystems
Oracle Corporation
Centura Software
Mindscape
Cisco Systems
VeriSign

Moving forward, Structured Arts is additionally due $125,000 in CertKit product license fees from VeriSign in staged payments taking place over a 12 month period from Sept 1998 to July 1999.

Declined Acquisition Offer

In August 1998, Structured Arts declined a $2 million acquistion offer from a Canada-based PKI infrastructure vendor. The offer was organized as $500,000 cash and $1.5 million in shares in the publicly-traded would-be acquiring company.

Desired Financing

Structured Arts is seeking $400,000 in seed investment at a current valuation at post-funding valuation of $3.5 million in order to ramp up its CertKit-based toolkit business in the short term while beginning work on layered Internet security products. Both sales and marketing staff as well as engineering resources need to be added to take the company to the next level in pursuing its mission, to help companies succeed with X.509 digital certificates.

Present Situation

- Legal Structure

  Structured Arts is organized as a California S Corporation. The company subleases commercial office space at 20111 Stevens Creek Blvd, Suite 145, Cupertino, California 95014. Although the initial Structured Arts office space could only accommodate the three founders, the company has recently (Oct 1998) leased additional space at the same location. The additional space can accommodate as many as 4 additional people.

- Management

  Structured Arts has three experienced software engineers with significant start-up expertise and success as its founders and only current employees. Dr. Thane Plambeck is the President and CEO, Anil Gangolli is the Chief Scientist, and Greg Whitehead is the Chief Technical Officer. Detailed resumes are included in the Appendix.

- Products and Services Experience

  The Structured Arts founders also have significant independent consulting and commercial product development experience. The Company has already completed development of CertKit, its initial product at the end of Q3 1998 and has already signed a high-profile customer (VeriSign) to pay for this product and widely distribute it.

- Current Market Environment

  Structured Arts competes in an intensely competitive marketplace in which its substantial software development abilities and detailed domain knowledge are its greatest asset. The company's offerings to some extent compete or overlap with offerings from such major vendors as Microsoft and RSA Data Security as well as well-funded start-up enterprises such as Entegrity (San Jose). Where possible, the Company aims to convert competitors in the PKI arena into customers via partnering and CertKit product licensing; in particular, the Company has proposed a licensing and layered product partnering relationship to RSA Data Security that is currently being review by that company.

- Pricing and Profitability

  Structured Arts revenue to date has come from consulting and the VeriSign relationship, and revenues have run roughly in line with expenses. The pricing of Structured Arts CertKit product is intended to remain within a high-dollar per customer ($50,000-$200,000) framework as the Company builds a de facto market-share in the toolkit arena via partnerships with companies such as VeriSign, RSA Data Security, and other PKI infrastructure or Certification Authority vendors.

- Current Customers

  To date, Structured Arts has targeted high-profile, higher-revenue per customer relationships such as the VeriSign arrangement as a means to build value and good will for a broader, follow-on market focus of enterprise accounts, ISV customers, and embedded systems builders. The immediate "low hanging fruit" of potential Structured Arts customers for the CertKit product include companies competing in the same Internet digital certificate and internet cryptography space as VeriSign, for example, RSA Data Security, CertCo, Entrust, GTE CyberTrust, and ATT Directory Services, as well as other companies. In particular, CertKit is currently under evaluation or testing at RSA, GTE CyberTrust, Valicert, Coastek, SAIC, the National Security Agency, KPMG, and the University of Colorado. The Company plans to continue to offer source code licenses of its software to major customers as a means of lowering customer resistance and establishing a de facto market presence and dependence of major players on its products.
- Distribution Channels

  The Company's products will be distributed directly by Structured Arts as well as indirectly via partnering relationships with other PKI vendors and toolkit licensing to third party ISVs. The Company's follow-on server products may seek alternative distribution mechanisms, including reseller arrangements and OEM structures.

Business Vision

The Structured Arts vision is to play a major role in wide deployment of X.509-based digital certification software.

The general problem of effectively developing, deploying, and managing software public-key infrastructure (PKI) is larger arena in which Structured Arts's particular area of focus, the digital ID, is concentrated. The core of emerging back-end PKI software is comprised of certificate authority (CA) software with its associated ability to issue and invoke certificates, X.500 directory services for on-line publishing and retrieval of certificates, as well as associated administrative functions. PKI-enabled clients, such as those running S/MIME secure e-mail components, SSL, or Virtual Private Networking (IPSec) components, query directories and servers for certificates and associated public keys, which are then used for encrypting data for recipients. The associated private keys are used for signing messages and decrypting the received data.

Structured Arts believes that it has the opportunity to significantly change the course of X.509-based application development. By simultaneously putting its high-quality, cross-platform X.509 toolkit into the marketplace via direct sales, ISV partners and OEM channels and keeping a customer-oriented focus, Structured Arts aims to build a flexible

organization that can respond to emerging market and platform requirements in the digital certification arena with compelling server-side network security applications.

Customer Categories and Value Added by Structured Arts

Structured Arts's target customers are looking for solutions to the following general problems.

Problems in rapid development and roll-out of network-secured client-side and server-side applications.

These customers will use CertKit to build the client-authentication, X.509 digital certificate manipulation and verification portions of their applications, either directly in partnership with Structured Arts, or indirectly by virtue of CertKit redistributions by third parties. As Structured Arts develops layered products addressing such customer's requirements more directly—(see "CertKit-based Server Applications", below)—these customers will choose Structured Arts shrink-wrapped server products to shorten their time to market in their vertical application domain.

Secure e-mail delivery and server-to-server messaging based on S/MIME

Corporations wishing to secure email-based back-office or subscriber-oriented messaging channels will use CertKit-based Structured Arts products to automatically encrypt and sign digital messages using the S/MIME secure email standard. The now widespread of Netscape Communicator 4.0, Microsoft's Internet Explorer 4.0, and other S/MIME-ready email clients makes it possible for the first time to assume the presence of cryptographic components suitable for receipt of automated delivery of encrypted email to the desktop in both business-to-business and business-to-subscriber interactions. Because the previous generation of secure email delivery systems could make no such assumption, there is today a window of opportunity to produce server-to-server and server-to-subscriber applications that make maximal use of the client-ready, Microsoft- and web-focused desktop.

Extranet deployment and establishing business-to-business trust relationships

Although every business can benefit from a PKI's structured management scheme, only a few industries, in particular banking, finance, and health care, have truly "dived-in" to date. For example, the Automotive Network Exchange, consisting of top US auto makers, struggled for several years to create a VPN-based interoperable encrypted connectivity scheme for parts suppliers. However, as businesses become more dependent on the web, other industries, such as manufacturing, will need to turn to PKIs to ensure their customers secure transactions. With digital certificate handling, client-authentication, and "Active Directory" directory services capabilities built-in to Microsoft Windows NT 5.0, more and more organziations will find the foundational steps smaller

and will turn to layered product vendors such as those offered by Structured Arts to accelerate PKI-ready application deployment.

Next Step

Structured Arts's immediate requirement is to grow the company to a size where it can effectively capitalize on the early validation of its efforts described above. The current plan seeks investment in order to add the following key staff:

1. Hire two additional engineering staff in development to support and extend CertKit, while freeing up founding staff to define and produce follow on products. The company has already identified one key engineering candidate from Netscape and believes it can close his hiring within 30 days of beginning to execute this plan.
2. Hire a Vice President of Marketing and Business Development assist the CEO in pushing the CertKit and new layered product offerings into the marketplace via additional ISV licensing deals, partnerships, and product buy-outs.

Additionally, the following additional goal is important:

> Build a quality Board of Directors capable of providing maximal assistance to the company with current weaknesses, which are outside product development: namely, partnership development, business advice, marketing resources, and strategic planning.

Business Goals & Objectives

Adds detail to the steps outlined above. List specific, measurable goals for each section of the business. Combining information in tables, especially for sales and financial results, helps the presentation quality.

List goals for:

- Corporate Structure (i.e. legal structure)
- Products/Services
- The Market
- Sales
- Operations
- Finance

Company Overview

Information on Company Management is the most critical. Include information on the following.

Legal Business Description

- Company Name
- Legal Form of Business
- Business Location
- Government Regulations Affecting the Business

Management Team

- Management & Key Employees
- Management & Key Employee Responsibilities
- Outside Services
- Management Team Backgrounds (Include each person's resume in the Appendices.)

The Board of Directors

Staffing Requirements

- discuss the firm's current and expected staffing requirements
- list the estimated staff needed over the financial plan's forecast period.

Strategic Partnerships

- Joint Venture Agreements
- OEM Relationships
- Expected Partnership Agreements Over the Forecast Period

Market Analysis

The Momentum behind X.509 Public Key Certificates

Network security is a fundamental concern of most large corporations using computer networks both internally and linking to the Internet. Modern paradigms for network security all rely on public key encryption methods.

Central to all public key methods are **public key digital certificates**. Such certificates provide a scaleable way of achieving a secure binding of an identity to the public key associated with it in asymmetric cryptography applications. In such a setting, a particular third party (the **certificate authority**) is specifically trusted to establish such secure bindings. Such a secure binding is **required** for:

- Providing peer entity authentication based on public keys. Certificates allow you to be certain that the party on the other end of a network connection is who he claims to be.

- Establishing secure (encrypted and/or integrity-protected) communication pipes. At least one end of the connection must be authenticated to prevent man-in-the-middle attacks.

- Creating and verifying digital signatures. Certificates provide the way of verifying that the key used to sign the document belongs to the individual who claims to have signed it.

Today, there is a substantial market drive toward a single certificate standard from the perspective of all players. This is the **X.509 format public key certificate**. Several unifying factors are responsible for this larger market drive. Consumers of public key infrastructure products have a natural desire to minimize the number of different formats they must deal with. Software producers want to minimize the number of formats they must deliver code to support. Certificate signing authorities wish to minimize the number of formats in which they must be able to serve subscribers. The X.509 certificate format for public key certificates has gained acceptance in the industry as well as in the IETF standards community. Although at this stage there is significant variation on application-specific certificate profiles and the supported certificate features across applications from different vendors, the level of agreement on this standard enables a number of distinct protocols and applications to use a common basis for a large subset of certificate-related operations.

The following technologies are based heavily on X.509 certificates:

- SSL (Secure Sockets Layer) and IETF TLS (Transport Layer Security) derived from SSL. Certificates based on X.509 are used to authenticate both servers and clients in SSL. SSL is by far the most popular security protocol in use on the World Wide Web, and probably on the Internet as a whole. It is supported by all major browser and server manufacturers and has a wide base of developer support.
- S/MIME. S/MIME is a developing standard for secure electronic mail and messaging based on a marriage of the PKCS industry standards and the popular and widely-deployed MIME Internet mail content wrapping standard.
- Most of the PKCS consortium standards. Several of the PKCS standards are widely adopted in industry for working with public key encryption technology.

- SET (Secure Electronic Transactions). The standard adopted by both VISA and MasterCard for electronic credit card transactions.
- SKIP. An IP-level host-to-host channel security scheme originating at Sun Microsystems, entered into the IETF standards track, and used mostly by a number of large Sun customers.
- A number of US and European government security protocols including Fortezza and MSP.
- SSH secure communication pipe scheme. (Though most usage today is based on pre-distribution of keys, the draft standard specifies the use of X.509 certificates for certificate-based key distribution.)

In addition, the following popular technologies have good ties to X.509 certificates:

- LDAP
- X.500

Many companies already have significant investments in technology based on X.509 certificates. Representative companies (by no means an exhaustive list) include:

- Microsoft (Internet and mail related products)
- Netscape
- VeriSign
- RSA Data Security
- GTE Information Systems
- VISA
- MasterCard

Market Definition

Digital certificates are electronic credentials based on security standards, protocols, and cryptography techniques that establish an individual's or a server's identity. Digital certificates bind owners to a pair of electronic keys that can be used to encrypt and sign information, assuring that the keys actually belong to the person or organization specified. Enhancements to the underlying Secure Sockets Layer (SSL) 3.0 technology extend identification functions to clients so Web servers now can tell that visitors are who they claim to be.

- Present a thorough industry analysis, specifically the market's sales and growth rates
- Discuss how the market is segmented.
- Identify the key points that define the market segments.
- How is the product/service differentiated from the competition?
  - Performance characteristics?
  - Quality and reliability?
  - Breadth of the product line?

Customer Behavior

- Who are your customers?
- Who is currently buying your products or services?
  In terms of market segmentation, for example by age, income, location, or psychographics (lifestyle, interests)
- What factors influence your customer's purchase decision?
- Who influences the final purchase decision?

Competitive Environment

- Who is the competition? Are there any potential competitors? What are the competing substitute products?
- Describe the competitive environment.
- Discuss competitors with regard to product or service, price, marketing strategy, management, and financial position.
- Point out any weaknesses or potential weaknesses in your competitors.

Environmental Analysis

- Describe the societal, political, technological and economic trends affecting the business.

Product Analysis

Fully describe your product and/or service. To protect proprietary information: don't include the information; have investors sign a Non-Disclosure Agreement; or discuss the matter with your lawyers before proceeding.

CertKit

- Describe the characteristics of your product or service.
- Describe how the product works or how the service is used.
- Describe the past versions of your product or service over the past three years.
- Describe any proprietary technology in the product or service
- Why would customers want the product?
  - What is its price-performance ratio?
  - How does the product pay for itself?

CertKit-based Server Application Products

-same as above

Product/Service Features/Benefits

- How are they different from competitors or substitute products or services?
- How does the product or service satisfy customer needs and wants.
- What is the product/service's life cycle. What stage of the cycle is it in?

Research and Development Program

1. Product Selection Criteria
   - Describe how your firm makes product development decisions.
     - Some possible factors are: return on investment, risk characteristics, strategic importance

2. Planned Products
   - Describe your plans for the next generation of products/services.
   - Include concise review of the required resources and estimated milestones
   - Discuss the production and delivery of Planned Products
   - Describe the proposed production location, the facilities, and logistics.
   - Describe the manufacturing processes, vendor relations, and distribution requirements. Indicate initial volume estimates as well as the complexity and costs of the production process.

3. Production & Service Delivery Processes
   - Fully describe the process used to make the product or deliver the service.
   - Identify key factors in the process.
     Describe equipment, material, and labor requirements.
     Discuss pricing and supply of equipment, materials and labor
     List the product's technical specifications.
     Describe any inventory requirements.

4. Product/Service Costs
   - Detail economies of scale and how they are obtained.

5. Describe production rates, capacity constraints, required safety programs and other factors.
   - How do these compare to competitors? Explain why.
   - Possible reasons include better quality, and more efficient processes.

6. Staffing Requirements
   - List current and required number of staff and line employees and their skills.
   - Describe recruiting and training processes, and times

Marketing Strategy

1. Detail your marketing plan for the product/service.
   - Where will you position the product in the market?
   - Which market segments will you target?
   - What features/benefits of the product will you highlight to the target segments?
   - Discuss your estimated market share over the forecast horizon, including growth rates.
   - Detail your pricing strategy. How does it fit within the marketing plan?
   - Which marketing channels will you use to communicate your message?
   - Which distribution channels will you use to deliver the product/service to each segment?

2. What are the business's marketing strengths?
   - ability to segment the market?
   - distribution power?
   - pricing power?
   - ability to finance customers?

Sales Strategy

1. Pricing Policy
   - How does the business determine product/service pricing? Are prices based on costs or on customer value?
     Is your pricing competitive? Why or why not?
     Do you offer special incentives or volume discounts?

2. Discuss the margin structure for each distribution channel.
   - Retailers
   - Distributors
   - Direct Sales

3. What is the cost of each sale through the channel?

4. Detail your current selling activities.
   - Discuss your product or service promotions.
   - Place sample brochure and advertisements, in the Appendices.
   - What is the allowed margin of error in your sales forecasts?

5. Discuss your sales management responsibilities.
   - Dealer and OEM support
   - Sales tools
   - Direct response promotion
   - Telemarketing--scripts/training

Distribution Strategy

1. Describe the channels you will use to distribute the product
   - Why did you select these channels?
     - Customer Behavior
     - Geographical considerations
     - Cost
     - Leverage existing channels

2. Why will the selected distributors sell your products? What factors will you emphasize to distributors? Factors include:
   - An attractive distributor profit margin
   - Competitive product features/benefits will "pull" customer demand

- Comprehensive marketing and advertising programs will build customer and demand
- Effective distributor sales support
- Distributor technical support

3. Identify your primary distribution channels
   - How your products will reach the final customer

4. Describe Your Geographical Coverage
   - Identify regional target areas
     Why you will target these areas? What features make them attractive?

   - Detail your product introduction program.

   - Identify the key market areas.
     Why did you select these areas (proximity, existing customers, strong distribution).

   - Detail any trade incentives
     - Describe your customer service program, and warranty and returns policies.

Advertising Plan

1. Identify Your Advertising Objectives
   - Build your product's (or business's) market position and perception.
   - Develop product awareness and recognition in the target market.
   - Generate sales and recruit new distributors.

2. Describe Your Advertising Campaign
   - Your advertising budget.
     - Provide comparisons with the industry average and competitors if data is available. Explain why your budget is higher/lower.

   - Your preferred advertising channels. Explain why you selected these channels.

3. Promotions
   - Detailed budget.
   - Trade advertising for product.

- Press releases.
- Event sponsorship

Public Relations

Detail Your Publicity Strategy

- trade shows
- press releases
- newsletters
- regional media

Competitive Strategy

How will your company respond to market and industry conditions in order to achieve its goals?

- Identify your firm's role in the industry (leader, follower, niche player)
- How will the firm defend its strategic position? (low cost, product differentiation)
- What are the competitors likely responses to your product/service launch? How will you respond?

Milestone Plan

Present a chronology of critical events which must be accomplished to bring the product/service to market

Include production, marketing, sales, distribution, and staffing goals

Risk Factors

Outline and assess the various risks facing the firm, and how they may be mitigated.

Business Risk

- Dependence on main customer
- Cost Structure
- Potential Competition
- Market Growth
- Technological Change
- Product Liability

Environmental Risk

- Economic
- Catastrophic (Earthquake, Fire)
- Legal & Government

Financial Plan

1. Assumptions
   - Explicitly describe the business assumptions you made in developing the financial statements (market size, product sales, etc..)

2. Financial Statements
   - Must be supported by the content of your business plan.
   - Pro-Forma Income Statements, Balance Sheets, Statements of Cash Flow

3. Capital Requirements
   - Based on financial statements, identify how much financing is required
   - Describe the uses of the financing
   - Present proposed form, timing, and terms

4. Investor Exit Strategy
   - Answers the question: How will the investors get their money back?

- Possibilities include: management buy-out, sale of business, public offering

Conclusion

Summarize the key points of the plan:

- The required financing
- The market opportunity
- The product or service and its appeal to the target market
- The management & key employees behind the business
- The potential financial rewards to investors

Appendices

Provide all detailed information here:

- Resumes of management & key employees
- Product literature
- Pro-Forma financial statements

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