Answers to future Adilas business model planning – Charles Swann

1. How big do we want to get
	1. Personally, I would say not to much bigger. I personally enjoy working for smaller companies as I feel more connected to the company, its members and I like feeling that my opinion matters.
	2. Also, I hate how big companies seem to get bogged down by bureaucracy and the good old boys club.
	3. Lastly, I also like companies that run light and profitable instead of bloated. It’s still important to have enough people to do the job but we shouldn’t have too many people.
2. What is our time frame to get there
	1. As far as size I think we are pretty much there unless we feel we need to add more devs to decrease the time frame of some of our projects.
3. Company user culture
	1. Overall I have enjoyed working with the people that I have, one of my favorite things about working for Adilas is the people.
	2. I do think it would be nice to have a bit more organization (kind of similar to what we have been doing with the summer team).
	3. Lastly and I know that you have been aware, I would prefer to work less with the MJ industry and pursue more contracts with things like campground management and the like. But that is also my baby so you can take that with a grain of salt.
4. What are some the things you like about what we are doing right now
	1. I enjoy the general culture of Adilas and the people I work with. I love the flexibility and work environment and working from home. It has allowed me to have the lifestyle I want to live, and to live where I want to live.
5. What are some things you want to change
	1. Once again, I would rather move away from the MJ industry and focus on other verticals.
6. As far as structure, what do you like? Do you like the independent model or would you like it more solid?
	1. I really like the independent model it allows for exploration, freedom, and I think it builds a fun community.
	2. That being said, some extra solidity would be nice. Some thoughts I have had in my perfect world on how I would like to run a business for my employees, if I had them, are as follows. I would allow them to work as independent contractors like we do now but offer a set of “bonuses” at the end of the year around Christmas time for full time contractors (30-40 hours authorized) that it was made clear was to help them through the following year. The bonuses would essentially be your benefits and would be as follows. Give them about $4000 - $6000 to pay for medical care (based on rough estimates of about $300 or so a month from the market at the time) with some extra so they could choose to either deposit it in a HSA or on a better plan of their choice. Everyone would also receive a bonus for time off that would essentially equate to about 2-3 weeks (depending on how generous you feel) of their pay for vacation and/or sick time. And then I would add about $1000 for equipment purchases for new computers, software and the like that they may need to purchase that year (I would expect them to save this for bigger purchases, for example I need a beefier machine then most devs because I run adobe products so I would expect to save that so I could afford to upgrade my equipment every 3-4 years). And you may want to add a couple of thousand every year for retirement, though me personally I would probably buy everyone an ounce of gold or something because I’m into precious metals for my retirement savings.
7. Jellyfish model
	1. Yes, I like it because it helps my life be more interesting. I like shifting between different areas to keep my job more interesting.
8. Would you want to see something different
	1. Mostly I think more organization would be helpful to standardize some things, helping us to be more effective in knowing where to go and what to do. But we are working towards this!
9. What products and services do you think we should focus on
	1. I really like the WanderWays product and several of the side products we have and would like to see Adilas move to focusing more on these and “powered by adilas” products.
10. Internally funded or seeking outside investments?
	1. I think both, I like how things have been going with wanderways we funded internal for a good start and then started seeking outside funding when we had a good idea to show. We may want to limit it to design concepts in the future to help with cost.
	2. Smaller projects that we want to get into may be best to internally fund to keep funds made at full profits though.
	3. In the future it may be a good idea to do a rough cost analyst to get an idea of how much it will cost and if it’s reasonable to say yes we want to keep this in our hand or nope it’s going to cost a lot, let’s put it on the table and see if we can get some help.
11. Management
	1. As far as management, from what I have seen I have been happy so far. I think it’s important to have a good “the buck stops here” management system. I don’t mind middle managers as long as they have authority and not, “I’m just here so I can ask questions of the person that really has the power”.
	2. I really love that you guys (Brandon and Steve) listen to ideas and take suggestions into consideration. I also like that you tell me why my idea is a bad idea or won’t work as well. It helps me personally feel like I’m part of the company instead of just “ya that’s nice, now shut up and go do what I told you to do”. Constructive feedback helps me expand my understanding more.
	3. As far as a management structure, I don’t think a board of advisors would be bad as long as there is still a head that says “those are all great ideas, let’s choose this one and run with it”.
12. Loyalty system or revenue sharing plan
	1. Some kind of stocks or share of the company for years of service wouldn’t be bad, but I don’t really think it’s necessary. If you do want to do it, you need to be prepared to allow people to cash out if they run on hard times or the like.
13. How do you play?
	1. I currently work 30-40 hours a week.
14. What business verticals are you interested in?
	1. I am most interested in WanderWays and in general booking and vacation-oriented software and systems.
15. Where would you like to focus
	1. I enjoy doing design and front-end development, I would like that to continue to be my main focus, but I don’t mind doing some project management, R&D, or even some advertising. I enjoy mixing things up a little.
16. What are your thoughts on look and feel for the application interface?
	1. I think the current updates we are doing for the system is the right direction for the current system.
	2. In the future, I would like the look and feel to be more like Fracture and in general the look, feel and system build that has been suggested by Russell.
17. Pricing
	1. Considering what we have and all the services we offer we are probably in the good deal category, so I don’t think it would hurt to up our pricing. Especially after we move to Fracture.
18. Marketing and sales
	1. I think we need to increase our marketing presence in general, especially in new verticals as we build them.
19. Techy stuff
	1. Not sure on a lot of the database stuff, but I tend to prefer open source languages such as html, css, js, and php or python and think we should consider moving over that way when we move to Fracture. Mostly because there is more support for the open source languages, and it would also help with our overhead costs to not be required to run Windows servers and pay for ColdFusion.
20. Education, training, and add-on services
	1. In general, I think help resources and videos for our product should be free for anyone to use similar to what we have in Adilas academy.
	2. Conferences and in person training should be a paid service as it will cost employees time and money.
	3. Although add-on services can be a nice revenue generator and I think they have their place (such as a specialized, really used or expensive feature) I think we need to be careful that we don’t do too much or it will start to feel like we nickel and dime people.
21. Custom and API sockets
	1. I would love to see API systems to help with WanderWays front end and with our eCommerce solution. In short, any system that we are currently directing users away from the host page, should instead be sent to the host page with an api.
22. Trust
	1. First off, I don’t feel I have extra money to invest in the business right now so I wouldn’t be interested in that. Time is more of something I would be interested in at the current moment. That being said we should consider contributions in either time or money in some fashion. Maybe we could put a dollar amount to time committed for investment levels.
	2. Regarding active and inactive that would also depend on if they are contributing money or time. Obviously the guy committing time would not be active if he isn’t working on a project, but the guy who is just throwing money at us so we can continue to grow shouldn’t necessarily need to be an active developer at the time to get rewarded for the resources he or she is providing.
23. Company in 1 year, 5 years, 10 years
	1. In general, I kind of see the company going in one of two different directions. Either 1) we pursue other verticals such as WanderWays and we are focusing more over there and other places we want to grow and building new verticals and projects or 2) we say MJ is paying the bills let’s do that and become an industry provider around MJ which, depending on what happens politically over the next couple of years, could become a booming industry.
24. Where do I want to be the next several years
	1. First off I hate that question 😉. I hope to still be working with Adilas but also seeing growth in my personal business as I continue to help with the camping and booking industry and build websites for those companies while also helping to update and improve both the Adilas system as well as WanderWays.
25. Other thoughts and ideas
	1. Not at this moment.