Adilas, LLC.
517 Blake Street
Salida, CO 81201
720.740.3076

adilas.biz

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Future Adilas Business Model Planning – Where are we headed?

This document was originally an internal questionnaire that we sent out to gather ideas and input from our team members. Below are the summaries we came up with based off of the team's responses.

1. How big do we want to get?

Summary: Keep things as small as possible but work to balance resources for now and into the future. Keeping it small and nimble can make it profitable and serviceable. Maintain the smaller core team while creating an ecosystem that allows for other development and expansion.

We need back-ups for the different players to keep filling the needed roles. There are some known needs for a more robust team for code sign-offs, project management, server/IT, sales and marketing, as well as other services and support.

2. What is our time frame to get there? (Size & services base/destination)

Summary: Our current time frame is to continue growing naturally. There may be some growth that is particularly needed in certain areas. One of our first goals is to get a plan in place. Based on that plan we anticipate a roll-out of that plan within 2-3 years.

3. What do we want to do/have for our company/user culture?

Summary: We are striving for a culture that allows easy access to staff, flexibility, and diversity in roles. We still plan to keep an independent/dependable type model, open communication, and a tight and friendly core team. There is no cap on how big the team can get but we want to make sure we can cover needs and still keep it a smaller, intimate core. We want this to feel like a family where everyone can participate, give ideas, and contribute. As we grow there will need to be some tightening and refining of roles and processes, but we want to keep the same general flavor we currently have.

4. What are some of the things you like about what we are doing right now?

Summary: Adilas team members like who they work with, the flexibility and diversity of the work, the challenges and problem solving, the dreaming, continual learning, and the culture of Adilas. The team is also grateful for efforts made to refine and define company processes and policies. We would all love to keep working toward a common goal/vision/dream moving forward including expanding the tool set and platform into new markets.

5. What are some things you would want us to change?

Summary: People like our solution and what we offer we just have some points that need refining for moving forward. Some of these refinements include:

- Improving sales
- More automated testing
- More structure and management where needed
- Risk management
- Reliability and server up time
- Access to others who can help you
- Requests to move into different business verticals
- Who we are able to service

In many ways it feels like we are at a crossroads where we need to decide if we are going to stay small or move into that medium to bigger range. We are also seeing a need to raise rates and be able to charge for other supporting services that are needed and can be provided from the internal core team. One of our other major needs is creating a focused plan or road map in order to share and build the vision.

6. As far as structure, what do you like? Do you like the independent model or would you like it more solid?

Summary: Overall everyone seems to like the independent/dependable type model. Having said that it does seem to break down as it scales. What this means is the independent model has been great for our start-up and growth. However, as we get bigger, we are progressing to the point where certain things are needed and required.

Some of these new needs are managing people, expectations, timelines, budgets, and who has the decision making authority. On the positive side we are heading toward refining all of these areas.

Considering the side where changes are needed some of these changes take time, may be uncomfortable, and have an expectation that they should already be in

place. Some of the other requests or wants are things like perks, bonuses, sick time, vacation time, equipment, retirement, cost of living raises, etc.

Dealing with our model and structure we want to approach it as if it is an abundant model. Meaning there are tons of talented people all around us who can help and do things. Whenever we think of a limited amount of people who can accomplish things it constricts our thinking and progress. We are trying to build a community. We don't have to own the bank, the school, and the store but we sure would love everyone to participate. We are seeing that some sort of advisory/community council is needed. This doesn't mean that we have to go huge and corporate but there will definitely need to be a regulating body.

As things continue to develop and become more refined, we anticipate there may be more trending toward specialties and specific roles. We may end up with some hybrid of this independent/dependable type model and traditional business structure.

What we are leaning towards is the concept of the Adilas Cafe and community and the Adilas Marketplace. Adilas will own and control the core while other services and opportunities will be outside parties.

7. Do you like the jellyfish model? (Organized with a loose, flowing feeling. Adilas is the overarching umbrella and there are a number of sub departments or subsets.)

Summary: Dealing with structure, what we have seen is that there needs to be a common purpose that brings us together as a company. The main thing that fuels all of the other pieces tends to be the monthly reoccurring service and/or platform. Without that common piece we would all just be a number of independents without a reason to be associated.

Because of the uniting factor of the system, it tends to create numerous byproducts that become additional services or needs for our clients. These byproducts and services span various departments. This allows us as independents to work wherever we have strengths or can fill those needs. Currently the model is very loose, but we definitely see more tightening and more structure coming into play.

Going forward we would actually like to look backwards and use some hindsight. What we have done and/or are doing we could not have done alone. Often traditional models tend to put one person in charge with others under their supervision. We, on purpose, are trying to create a multi-faceted head or advisory board. Adilas is so broad and there are so many needs that multiple people will be in charge of different areas or teams.

As we keep developing, around what is already working, our goal is to refine processes, create better checks and balances, define roles and responsibilities,

and better allocate budgets and resources. As these changes come in to being we will be watching for better efficiency, defined responsibilities, management of small teams, true costing, and profit generating services.

The Adilas jellyfish model will continue to evolve. If the jellyfish concept seems too passive, it was recommended that we could think of an octopus type model. An octopus has multiple functions but is more deliberate in its decisions and movements. An octopus is also a bit more firm than a jellyfish.

We are very versatile, as a company, and we keep going day after day. We will keep working and refining it as we go. We love to help people and we love to help people succeed. We do need all of these pieces - it has to work together as a system. If you want to go fast you go alone. It you want to go far you go as a team.

8. Would you want to see something different (company structure)?

Summary: Most of the comments from those who are participating have already been recorded in previous questions. Our team likes what is happening and how we operate, they would just like to see some further pieces for efficiency and structure.

Here are a couple of the things that were mentioned: goals, budgets, checkpoints, balanced efforts, specialties, small and manageable core, more defined roles, leadership, standards, boundaries, and buffers. Part of what we are doing is making a plan. That will help in and of itself. We are going to keep doing what we are doing with purposeful refinement to achieve more defined organization and structure.

9. What products and services do you think we should focus on?

Summary: Adilas already has a ton of things that have been developed over the years. Sometimes it feels like it is hard to focus on all of the aspects because so many things are still wanted and needed. In general, we want to say that our focus is going to be on operations and accounting - mixing the two. We know that could be viewed as a very broad statement. Having said that, think of how simple of an answer that really is. "What do you guys do? We do anything dealing with operations and accounting."

As far as summarizing the ideas of where people want us to continue working, here were some of the ideas presented:
- Focus on what we already have
- Sell the current model
- Make everything hidden unless wanted
- Create pre-defined packages for system usage - pricing and sizes
- Continue building levels and depth to the system (the stack)
- White labeled and powered by Adilas solutions (under the hood)

- ■ More automation, predictive tools, and business intelligence (BI)
- ■ Design and develop industry specific skins
- ■ Expand time-based features such as rentals, reservations, etc.
- ■ More focus on user experiences - making things easier and prettier

We also want to focus on providing any other services that are needed. This will be directed according to what users/clients want to request and fund. We will be striving to fill those needs internally instead of externally through the independent model.

10. Do we want to continue to internally fund this or seek outside investments?

Summary: Adilas has been slowly growing from its inception. Our plan is to keep growing in that model. However, we would like to pour on some gas in certain areas. We will try to be smart with this and adjust as needed. We may have some creative solutions that we roll out.

There are three general ways to get money. You can generate it through sales and revenue, this is full internal funding. You can generate it through investments, this is starting to seek both internal and external resources. The other way to generate funds is through debt or borrowing.

Our number one goal is to increase sales and continue to internally fund this as long as we can. Our number two option is to potentially match people that want to invest monies and have a shared vision for where we are headed. As a side note, some of this is already happening. Current owners are already having discussions about what percentages of ownership could be moved around to raise monies for the future growth of the company. And our last option would be the debt/borrowing monies route.

We are aware of control concerns and who has say for the direction of the business. Here are a couple things we are discussing and considering. We would like to be able to make an initial offering of up to 30% of the company as an investment including cost plus gain taxes. The other thing we potentially have been looking at is gifting 10% of Adilas to the Adilas Trust and that would be broken into smaller pieces considering who is participating. Some other options are possibly offering or gifting a certain amount to key players. There may be other offers based on performance to increase those percentages.

We are not sure what the total mix will be, but we will try to generate revenue from sales, strategic investments, and other internal sources. Another aspect we haven't tapped into yet is selling code or licenses related to specific business verticals. There is also the possibility of moving forward with diverse white label options.

11. What do we need on the management side? What do we need in leaders and managers? Traditional managers? Or more of a Board of Trustees or Advisors?

Summary: Leadership has been an interesting subject to talk about. We have some who don't want to lead, some who do want to lead, and some who are willing to point out flaws and weaknesses. We know our leadership needs to be more firm than it has been. Our current plan is to stick with what we have and keep refining it. What is happening right now is that the current management will be a tag team between Steve and Brandon. The role is too large for one individual and needs to be a shared load.

Here are some other options that we are looking at and here are some ways things may change in the future. There has been a lot of talk of creating smaller, defined teams and making sure there is a leader in those teams that has authority. These teams may end up being called teams, departments, specialty areas, etc. Some of this is already starting to happen.

Other important pieces that were brought up had three primary factors: people who care, people who want to play together, and people who are willing to keep pushing forward. We are working to build a strong, cohesive core team for the long haul.

12. Do we want some sort of internal loyalty system or revenue sharing plan?

Summary: All services will continue to be done on an hourly and salary type basis. We will keep working on projects, sales, and continue building the full Adilas platform. There has also been lots of talk about options for revenue sharing. We don't have all of the details yet but here is where we are headed.

As of 2021 we will be working to bring the Adilas Trust into play. This will be setup somewhat like a miniature bank account for all of the Adilas founders and co-founders - meaning the Adilas dependable family. This will allow for monies to be withdrawn, cashed out, saved, reinvested, etc. Each person will be allotted a certain amount on a monthly basis as a thank you/percentage.

If someone wants to leave, they will be paid out and percentages will flow back into the general mix. Payouts may be drawn out at any time; everything will be tracked like a virtual bank account. If monies are left in the trust, annual interest will be paid out (rate not yet set). Other rules and regulations yet to come. It should be fun. This is how we want to say thank you and pay it back for all of your years of effort.

13. How do you play? What is your time commitment, scheduling, maxes and mins (hours per week/month)?

Summary: Commitment, time, and how much people play are all variables. We would like to leave these variables as open and as flexible as we can. In general, it seems like most of the dependables are between 10-50 hours per week. We

would like to cap weekly hours so that people don't go over 50. We want people to have a real life. Steve that means you too. ;)

If you read between the lines there are many that love working, love setting their own schedule, and/or are willing to do more but they are limited. We may need to look at resolving those limiting factors. Some of those limiting factors are fund availability, access to help or support, and skill levels and/or talent.

Some of the positions that we are filling are self-monitoring and some need more structure and oversight. We will try to mix and blend as needed and would love to be open to your ideas and suggestions. With that we acknowledge there are some areas in need of more staffing and support. These areas include access to help for code sign off, internal support questions, servers/IT, and project management.

Often people are of the opinion that you just hire new help, and you are good to go. Many of the positions that are needed require an incredibly high level of knowledge and skills. That is not something you can just hire from anywhere. Adilas is also so big, there is no single person that knows it from top to bottom. There is a reason no one wants to step up and be the primary leader. There is also a reason no one wants to be point man for all the support and decisions. Being in a lead position is a challenging, ever transitioning role. It is very taxing and demanding.

Along with the regular Adilas dependables, we also recognize that there is a need for seasonal helpers, limited hourly workers, special cases, and other needs as they present themselves. They all play a part in the Adilas family.

14. What business verticals are you interested in?

Summary: Most of the business verticals the Adilas team is interested in pursuing can fall into two categories - any conceivable business vertical and/or people's personal passions. If you really want us to list all the business verticals we are interested in… We hope you are buying lunch. ;)

Here is an overview or elevator pitch of what we are trying to do.

"Adilas is a high-end software as a service (SaaS) company. We support any business needs dealing with operations and accounting. We have a standard package that we use and then we customize on top of that."

To expand on those three statements, we would like to further define each one.

1. High-end software as a service (SaaS) - This is a whole package solution without saying it. Web-based monthly service package and full business platform application.

2. Any business needs dealing with operations and accounting - This is another whole package type statement dealing with the range that we cover. Most people

understand different operations and accounting pieces. They know where they have needs and/or struggles. Easy foot in the door, yet very diverse.

3. We have a standard package that we use and then we customize on top of that - This says that it is somewhat ready right out of the box and with different settings you can configure almost anything. Plus, we do custom on top of any standard pieces or processes. The sky is the limit. You dream it up, we'll help you wire it up!

15. Where would you like to focus?

Summary: We are going to leave this one kind of open. As long as we are servicing our clients' needs and people are having fun learning we want to keep the model open ended. We would love to leave options and choices on the table and leave room for people to pursue their passions.

One of our goals, and ways to allow people to focus where they are interested, is to build something we call the Adilas Cafe. The Adilas Cafe works to create a social community and networking hub for Adilas users and clients. At the Adilas Cafe you could come to contribute, work, learn, buy, sell, and participate with Adilas.

16. What are your thoughts on look and feel for the application interface?

Summary: When we started Adilas we decided that we wanted to get functionality done first, followed by look and feel. We know it is time to bring that pretty, modern look and feel into play. Some of these aspects are already being approached and more are on the horizon.

We have chosen to let the clients lead with their ideas, suggestions, priorities, and funding. This has directed our development and our growth thus far. We recognize that many people would like us to just spend the money and make everything pretty. However, you still may not make the goal or hit the mark, which is continually changing. We feel it is important to keep following the client's lead and this will still be our main approach.

Having said that we are definitely planning on extending more services. We will continue to evolve and refine the interface. The goal is to keep following what is working. This will include getting a master plan in place.

Many people have heard us talk about this concept called "fracture". This is the name for a future project which will be a configurable, dynamic interface. This interface will allow users to only turn on whatever pieces they want to see. Fracture will include countless ideas, lessons learned thus far, ways to improve efficiency, and breaking things into smaller modules and pieces. This will include more efficient navigation, dashboards, and user-friendly features.

It is beyond the scope of this summary to fully explain the extent of our plans for fracture here. It will be an incredibly powerful tool to be able to configure Adilas to whatever level of complexity or simplicity desired. Imagine an analogy between a mountain and an iceberg. With fracture, there is still the whole mountain, but you only expose what you want to see - just the iceberg portion on top. It can make it feel easier, simpler, and more manageable.

The current model is composed of numerous, smaller prototypes that have been linked and wired together. Our eventual goal with fracture is to make all of those prototypes have the same look, feel, and flavor. This will be selecting the best of class from over the years and standardizing it across the platform/system.

Traditionally look and feel is contained within one single department or just a few persons. Our plans are to take a team approach. This will help us move forward in every aspect of furthering the application and model.

If you type the word "fracture" into the developer's notebook you will begin to see how big our plans and dreams are for this project.

17. Let's talk pricing. What are your thoughts?

Summary: As we mature, we are seeing the need to keep increasing our monthly rates. People are wanting more and more services and custom features. We are desiring to rise to those occasions. We are looking forward to getting to the level where we can hide a number of pieces or features and allow people to only expose what they want to use.

It is not here yet, but we are looking forward to having our project called "fracture" reflected in our base pricing scheme. A lot of the team suggested ideas along these lines with modular packages and tiered pricing. This means having prices reflected by the services and features companies use and consume. Currently all prices are based off the full package on a monthly rate.

Clients want a value for what they are getting but they don't want to pay for things they don't need. Our challenge is going to be providing enough control over the features and interfaces that clients feel like they are getting a good deal and are still able to do their job. Our recipe for success is choose your flavor, pick your tools, skin your engine, build your world!

There may be people that don't actually want to build their own world or select all their options from the available features. They want something pre-made and ready to go. We may need to come up with preset selections and packages to sell per industry, size, and business function needs.

If you want a fun analogy for what we are trying to create - imagine a floating city built on a platform where you can endlessly build and expand on top of a powerful core and cool tech. Tons of different buildings and structures within the city. Each building within the city could represent a business vertical or industry. We could then customize and build based on those needs.

18. What about marketing and sales?

Summary: Everyone agrees that this needs to be more of a focus as we go forward. It also seems important to give praise and encouragement to those already working on these pieces. One of our top goals is to be able to sell the current model.

We know that things change quickly but we are determined to keep building on the business verticals that are currently producing. We will also pursue other verticals that we see have potential. As these new business verticals get developed, we will actively work to build marketing plans and deployment strategies along the way.

Most of our prior marketing has been word of mouth but we need to actively start getting people to come to us looking for a solution. We have always been great builders, but our marketing has always struggled a bit. We want our marketing outreach to build momentum and excitement and lead our development. The new goal might sound something like this - pitch the idea, get buy in, then build instead of just building and building.

To be fair, the entire marketing plan is outside of the scope of this document. A whole new marketing plan will need to be developed. One of the exciting aspects is we already have people on our internal teams who can help us market and push this to the next levels.

The marketing plans may need to change depending on the verticals. Plans will include needs analysis, direct client input, SEO (Search Engine Optimization), common terminology, videos, training, industry specific user interfaces, user-friendly design, prototypes, mock-ups, dashboards, and so on.

19. What about code, databases, automation, testing, deployment, and other techy stuff? Back-ups, redundancy, mirrors, servers, clusters, etc.

Summary: This topic is very broad, and we are aware that there are needs for more of all of these things. Multiple people chimed in and said yes, yes, yes, all of it!! In order to achieve that we are going to be forming a more structured environment with small teams, standard processes, and other things that will help us be more effective. Ideally each team will have specific roles and tasks, but we will also do some cross training to empower people to play in different areas.

We really like the idea of improving the code, improving ourselves, and improving our teams. As far as changes in technology or scripting languages, we will keep an open mind, but we have a lot that is already completed. Going back and changing or restructuring everything would be a monumental project. Most likely we will keep the current engine running and then employ teams to create the next level. We may have teams for current or future building, teams for legacy upkeep and maintenance, teams on R&D, and other teams for working on fracture (code name for a future project).

A lot of this growth will be things that we continue internally investing in. However, if our clients have an interest in a particular area and want to support development there, we will follow those resources. By following the resources we are able to build toward our grand plans and dreams. We have a big vision for where we want this to go. We like the words of a famous hockey player to skate to where the puck is going to be.

20. What are your thoughts on education, training, and add-on services?

Summary: Training, education, and other services mean different things to different people. Some are thinking about the client experience while others are thinking about personal development and their own experience working in, or with, the system. We would like to take all of these aspects into consideration as we move forward, they are all important.

Personal development is a huge motivator for our internal staff. We want dedicated people who have a desire to learn. This is a critical aspect to our growth and development as a company and for our application. We want to encourage people to seek out that personal learning and development. We will try to provide what we can but if team members feel like they want more, talk to us, we may be able to facilitate additional training and growing opportunities.

Quite a few team members mentioned just in time, small, laser-focused videos and other training resources being easily accessible and available to users. There were also some great ideas on figuring out what subjects people want to be trained on and offering that training as additional services.

Along with some of these additional services that we are trying to offer we hope that there will be an evident switch in the way things are handled. We used to farm almost everything out to reps, consultants, and outside resources. We are purposely striving to bring all of these services back to internal teams that will be able to better support our client's needs. In this same vein we are also trying to push people more and more to use our internal pieces instead of 3rd party add-ons. We will still allow outside services, but we are intentionally working toward offering these services internally.

Multiple team members mentioned a correlation between the complexity of the system, the interface, and the amount of training that is needed. We are aware of those challenges and we will be trying to improve the user interface and the user experience throughout the process of development and design. As we go forward we are going to bring interface and education together making things easy to get to and easy to use.

21. What about custom and API sockets and integrating with other external products?

Summary: The ultimate summary and consensus from the team to this question is - wherever possible build it internally!

There are pros and cons with this subject. Dealing with API sockets, custom code, and external products there are some aspects that we want to keep, some we want to get rid of, and some we are required to keep. There are a lot of challenges in this area.

One of the biggest responses we received from the team was to point our clients toward internal solutions. We realize some of those may still need to be built out or be better defined. Our goal is to create a system where people can do whatever they want dealing with operations and accounting under one roof.

We don't have all of the answers for these diverse topics and challenges. We will continue refining our processes and products as we go. Some of the other topics we wanted to consider regarding these subjects were:

- Developing and using our own API sockets - keep refining this area and make it more robust

- Rules and expectations for 3rd party usage

- Overall server stability and security

- Who is going to fund what? Internally funded, client funded, community funded, etc.

- Which external solutions are we forced into keeping? What does that force us to do to maintain those relationships?

- The power of having an integrated system like Adilas versus mashups or marrying multiple external pieces

- Maintenance schedules and funding those schedules

- Custom code and custom solutions - what does that entail and how do we manage that? (Custom - That is a whole different subject in and of itself)

- Demand, wants, and needs - if we want it and it adds value, and the clients want to fund it, let's play - otherwise we need to say no

- Increase training, ease of use, and documentation

- Problems with external solutions - it has caused huge pains for our team and created multiple distractions, time sinks, and frustrations for our clients – get a better hold on these external solutions

The team consensus is, wherever possible - Let's build it internally!

22. If we do a trust, what are the other rules or parameters we want to set up? Is it just time, is it time and money, is it investment, what is necessary if you want to buy in? How do we determine who is active and not active? How many virtual family members do we want? Etc.

Summary: Everybody seems to be really excited about this prospect. There still seems to be some major unknowns. We will continue working on this, it is one of our goals.

People want to know the whole plan and how it is rolling out, how do you get involved, what are the rules, what are the benefits, possible problems, etc. From the input that we got you could tell that both active time and money, or different ways of investing, are of interest to people as potential investment options.

As this develops, we will definitely need to look into things such as leadership, advisory boards, attorneys, rules, how decisions are made, and other plans.

Thank you for your interest. We will keep refining, and defining, the Adilas Trust solution.

23. Where do you see us (as a company) in 1 year, 5 years, 10 years?

Summary: What a business uses to accomplish their tasks and be successful will ever be evolving. One of the founders expressed their view this way, "Operational and Accounting solutions are some of the oldest forms of writing and will continue to be required for businesses to succeed." With that being said we anticipate Adilas to continue evolving perpetually into the future.

We are fully on board with that idea and our goal and plan is to keep moving forward. As part of that process we actually need to create a more formal business and vision plan. We will work to follow along with this plan and adjust it as circumstances require. On purpose we are going to build in a little wiggle room.

We see the benefits of a plan to be creating a shared vision for the future, generating excitement, motivation, cohesion and unity within the Adilas team while working toward our goals. We love to dream and build, this is at the core of what we really like to do. Having a more firm plan is also a great way to encourage other parties to help fund and participate in the growth and development.

Without going into too many details here are some elements that will be included in our plan:

- Keep tweaking on the transactional core
- Move client services more internal to Adilas
- Expand into other verticals
- Allow for custom code where needed
- Develop into levels that allow for deeper aggregated and/or business intelligence (BI)
- Grow the platform into an enterprise level app/system
- Plans for a whole application re-write under the code name "Fracture"

- Revamp the look and feel - improve user experience
- Create and facilitate the Adilas Cafe and community

Along with the list above here were some specific hopes, dreams, and goals expressed by team members for where they would like see Adilas in 1, 5, and 10 years.

- 1 year - Get a plan to share the vision! Better automated testing and auto updates, stabilize servers, fix bugs to keep clients happy, and keep going towards pretty and easy.

- 5 years - Expand into other verticals, improve look and feel, cultivate an awesome core team, increase revenue so that profit sharing and salary goals may be met. As a fun side note, we would love to get the whole core team up to $10K/month. Create social connections such as the Adilas cafe and community. Get fracture built out and transfer of management so that primary leaders could step back a bit.

- 10 years - Just being silly but these things were mentioned - all hanging out on the beach while Adilas runs itself - :). In 10 years we definitely want to get to the point where Steve and Brandon can step back. We will keep improving and building and get everybody moved over to the newest model.

We don't see Adilas going away and if people can catch the vision of what we are doing - everyone wins. Choose your solution and then help pay, or invest, in achieving that solution.

24. Where do you want to be in 1 year, 5 years, 10 years?

Summary: Many of these are personal goals for team members and were very enlightening to read. A common thread was that people are generally happy with where they are at right now and want to keep learning, growing, and developing. There were also some futuristic goals that were very attainable. Adilas as a company wants to help in that process. Let's make it happen!

Other common threads that we saw were that some of the team members were interested in moving into more management type roles and helping oversee others, developing new skills, and making more money. One of the really exciting things is that people have a plan for following their passions.

Our team is very interested in establishing and solidifying the Adilas Trust, the Adilas Cafe and community, and improving the user experience and interface. There is also a desire to expand into other industry verticals and really refine some of the ones that we are already involved with. You guys inspire us and we want to keep helping you meet your goals!

25. Other ideas and thoughts?

Summary: Most people are here for a reason. They have found something in the Adilas family or products that is fulfilling a need for them. It could be a connection, a dream, a career, a job, a positive work environment, input and involvement in something bigger, a vision, excitement, an outlet, a belonging, a freedom to learn, develop, follow interests, friendships, and much more.

We had lots of great input, both to-do's and not to-do's. Here are some of the points that team members expressed regarding this last question:

- Lots of unique opportunities

- Keep tweaking on the core foundation that we have built

- Break tradition to create the ultimate company

- Persist - the company and those playing will keep going

- Generate enough to go around

- Learn on the fly

- Figuring out standards and procedures

- Keep focusing on moving forward with some alterations to these areas:

    - Following the monies - aka client needs and wants

    - Maintaining control - internal and external

    - Compliance issues

    - Checks and balances

    - Challenges of custom software

    - Setting realistic goals and expectations

    - Choosing directions and priorities

    - Creating quality software

    - Marketing and sales strategies

- There are other hard things we need to do. Game on! Who wants to play?

We had a great time reading through all of these ideas, thoughts, and suggestions. We are super excited for where we can go and where we can get to as a team. This has been a great building exercise. For years and years Adilas has been primarily built by the founders. This is one of the first compilations of feedback from the Adilas team. We plan on using these ideas and concepts in our business and vision plan. Thank you all so much for your input and efforts!

Think of where we can go!