



By July, the DoDots team noticed that its model of customer-based distribution would not have the massive distribution and revenue effects as it earlier anticipated. They began to look to a few large, strategic deals in order to make up for the demise of their DotCom customers. One of these was a technology licensing deal with ABC.com. Jim Mackraz, DoDots VP of Engineering recounts, "Our engineering team worked day and night for a month to make ABC happy. We thought this deal would put us on the map. In the end, they had leverage in negotiations and we got little revenue. Plus, they had wildly overestimated what the traffic to their website was and what it would do for DoDots."

Spinway also was part of the Softbank "Netbatsu," Softbank Founder Masayoshi Son's vision for increased synergy through deep strategic relationships between his investments. Spinway was deeply involved with DoDots on multiple levels. For example, DoDots was subleasing space from Spinway and had given Spinway a \$1.5M security deposit (which was only slightly above market at the time) at the suggestion of associates at Softbank. Their intention was that the deposit would be refunded to DoDots once Spinway received its next round of funding. Medrano recalls:

Over Q2 and Q3 of 2000, DoDots had positioned itself as a software infrastructure company and even had a wireless application under development. This made the company temporarily immune from some of the direct and initial pain suffered by the DotComs. So, like many of the technology companies that sold their products to growing Internet companies, DoDots began to feel harsh rejection by the market when companies like Cisco and Sun reported earnings shortfalls in Q1 and Q4 of 2000.

EXHIBIT 1 - DO DOTS SERIES B SCHEDULE OF PURCHASERS

DODOTS, INC.
 SERIES B PREFERRED STOCK FINANCING
 MAY 15, 2000
 MAY 25, 2000
 JULY 14, 2000
 AUGUST 14, 2000

NAME AND ADDRESS	SHARES 390,823	AGGREGATE PURCHASE PRICE	
Stuenkel Partners II, L.P. Suite 1001 2500 First Avenue Seattle, WA 98121		\$2,000,000.00	
Venter Investments, L.L.C.* 60 Mac Bain Ave. Adelphi, CA 94027	128,324	\$657,018.81	
Adia Consulting Ltd (1) 1501 Bank of America Tower 12 Harcourt Road Central, Hong Kong Attn: David Kim	195,312	\$999,997.44	
SOFTBANK Technology Ventures Fund V, L.P. (7) 200 West Evelyn Street, Suite 200 Mountain View, CA 94043	2nd Closing 771,356	\$1,949,342.72	
SOFTBANK Technology Ventures Advisors Fund V, L.P. (7) 200 West Evelyn Street, Suite 200 Mountain View, CA 94043	3rd Closing 4th Closing 2nd Closing	64,174 84,673 20,547	\$128,703.81 \$460,785.00 \$105,200.64
SOFTBANK Technology Ventures Entrepreneurs Fund V, L.P.P. (3) 200 West Evelyn Street, Suite 200 Mountain View, CA 94043	3rd Closing 4th Closing 2nd Closing	1,709 2,443 13,859	\$8,750.04 \$12,983.04 \$70,958.00
Jack Treutlein (1) c/o Cornish & Carey 2451 Lynn Avenue, Suite 150 Palo Alto, CA 94301	3rd Closing 4th Closing	1,153 1,647	\$5,903.34 \$8,432.64
H&Q DoDots.com Investors, L.P. (1) Attn: Shannon Horton 1 Bush Street San Francisco, CA 94104		4,882	\$24,995.84
H&Q DoDots.com Investors, L.P. (1) Attn: Shannon Horton 1 Bush Street San Francisco, CA 94104	49,219	\$123,001.28	
Hanhecht & Quir California (1) Attn: Shannon Hoffmann 1 Bush Street San Francisco, CA 94104	29,297	\$150,000.64	
H&Q Employees Ventures Fund 2000, L.P. (1) Attn: Shannon Horton 1 Bush Street San Francisco, CA 94104	29,297	\$150,000.64	
Access Technology Partners, L.P. (1) Attn: Shannon Horton 1 Bush Street San Francisco, CA 94104	461,750	\$2,400,000.00	
Access Technology Partners Brokers Fund, L.P. (1) Attn: Shannon Horton 1 Bush Street San Francisco, CA 94104	9,375	\$48,000.00	
Joseph L. Venter IRA Rollover (1) 60 Mac Bain Ave. Adelphi, CA 94027	128,324	\$657,018.81	
Kerning Lodge (1) c/o Cornish & Carey 2451 Lynn Avenue, Suite 150 Palo Alto, CA 94301	4,882	\$24,995.84	
OC&B (1) c/o John Cardone One Maritime Plaza, 25th Floor San Francisco, CA 94111-0510	9,765	\$49,996.80	
Trey Medawa (1) 111 California Ave, Apt 215 Mountain View, CA 94041	19,531	\$99,998.72	
John Kumbel (1) 2134 Williams Street Palo Alto, CA 94306	19,531	\$99,998.72	
George Kumbel (1) 1045-P Santa Cruz Ave. Menlo Park, CA 94025	19,531	\$99,998.72	
Ralph Rogers (1) 8 Montecito Road Woodside, CA 94062	19,531	\$99,998.72	
Sam Sarschak (1) 804 Wilshire Place San Ramon, CA 94583	19,531	\$99,998.72	
Robert J. Hornbuckle (1) 180 Landers, #2 San Francisco, CA 94134	19,531	\$99,998.72	
Martin Venter (1) 2500 Sand Hill Road, Suite 240 Menlo Park, CA 94025	39,069	\$200,002.56	
Eurotek Communications (2) 1333 Technology Drive, Suite 430 San Jose, CA 95110	19,531	\$99,998.72	
Lighthouse Capital Partners (2) 100 Drake's Landing Road, Suite 260 Greensboro, CA 94904	19,531	\$99,998.72	
Platform Ventures, L.P. (2) One Market Street Stewart Tower, Suite 1710 San Francisco, CA 94105	97,656	\$499,998.72	
MLBKB Partners, Inc. (4) 2 Third Financial Center New York, NY 10281	195,313	\$1,000,002.56	
Total	1,994,894	\$14,879,065.88	

(1) Admitted at second closing held on May 25, 2000.

(3) Participated in the second cloister held on May 25, 2000, the third cloister held on July 14, 2000, and the fourth cloister held on August 14, 2000.

(4) Admitted at fourth closing held on August 14, 2006.

EXHIBIT 2 - DO DOTS SUMMARY OF CUSTOMER TERMS

[illegible]

Amazon.com	20-May-20	21-May-20	22-May-20	23-May-20	24-May-20	25-May-20	26-May-20	27-May-20	28-May-20	29-May-20	30-May-20	31-May-20	1-Jun-20	2-Jun-20	3-Jun-20	4-Jun-20	5-Jun-20	6-Jun-20	7-Jun-20	8-Jun-20	9-Jun-20	10-Jun-20	11-Jun-20	12-Jun-20	13-Jun-20	14-Jun-20	15-Jun-20	16-Jun-20	17-Jun-20	18-Jun-20	19-Jun-20	20-Jun-20	21-Jun-20	22-Jun-20	23-Jun-20	24-Jun-20	25-Jun-20	26-Jun-20	27-Jun-20	28-Jun-20	29-Jun-20	30-Jun-20	1-Jul-20	2-Jul-20	3-Jul-20	4-Jul-20	5-Jul-20	6-Jul-20	7-Jul-20	8-Jul-20	9-Jul-20	10-Jul-20	11-Jul-20	12-Jul-20	13-Jul-20	14-Jul-20	15-Jul-20	16-Jul-20	17-Jul-20	18-Jul-20	19-Jul-20	20-Jul-20	21-Jul-20	22-Jul-20	23-Jul-20	24-Jul-20	25-Jul-20	26-Jul-20	27-Jul-20	28-Jul-20	29-Jul-20	30-Jul-20	31-Jul-20	1-Aug-20	2-Aug-20	3-Aug-20	4-Aug-20	5-Aug-20	6-Aug-20	7-Aug-20	8-Aug-20	9-Aug-20	10-Aug-20	11-Aug-20	12-Aug-20	13-Aug-20	14-Aug-20	15-Aug-20	16-Aug-20	17-Aug-20	18-Aug-20	19-Aug-20	20-Aug-20	21-Aug-20	22-Aug-20	23-Aug-20	24-Aug-20	25-Aug-20	26-Aug-20	27-Aug-20	28-Aug-20	29-Aug-20	30-Aug-20	31-Aug-20	1-Sep-20	2-Sep-20	3-Sep-20	4-Sep-20	5-Sep-20	6-Sep-20	7-Sep-20	8-Sep-20	9-Sep-20	10-Sep-20	11-Sep-20	12-Sep-20	13-Sep-20	14-Sep-20	15-Sep-20	16-Sep-20	17-Sep-20	18-Sep-20	19-Sep-20	20-Sep-20	21-Sep-20	22-Sep-20	23-Sep-20	24-Sep-20	25-Sep-20	26-Sep-20	27-Sep-20	28-Sep-20	29-Sep-20	30-Sep-20	1-Oct-20	2-Oct-20	3-Oct-20	4-Oct-20	5-Oct-20	6-Oct-20	7-Oct-20	8-Oct-20	9-Oct-20	10-Oct-20	11-Oct-20	12-Oct-20	13-Oct-20	14-Oct-20	15-Oct-20	16-Oct-20	17-Oct-20	18-Oct-20	19-Oct-20	20-Oct-20	21-Oct-20	22-Oct-20	23-Oct-20	24-Oct-20	25-Oct-20	26-Oct-20	27-Oct-20	28-Oct-20	29-Oct-20	30-Oct-20	31-Oct-20	1-Nov-20	2-Nov-20	3-Nov-20	4-Nov-20	5-Nov-20	6-Nov-20	7-Nov-20	8-Nov-20	9-Nov-20	10-Nov-20	11-Nov-20	12-Nov-20	13-Nov-20	14-Nov-20	15-Nov-20	16-Nov-20	17-Nov-20	18-Nov-20	19-Nov-20	20-Nov-20	21-Nov-20	22-Nov-20	23-Nov-20	24-Nov-20	25-Nov-20	26-Nov-20	27-Nov-20	28-Nov-20	29-Nov-20	30-Nov-20	1-Dec-20	2-Dec-20	3-Dec-20	4-Dec-20	5-Dec-20	6-Dec-20	7-Dec-20	8-Dec-20	9-Dec-20	10-Dec-20	11-Dec-20	12-Dec-20	13-Dec-20	14-Dec-20	15-Dec-20	16-Dec-20	17-Dec-20	18-Dec-20	19-Dec-20	20-Dec-20	21-Dec-20	22-Dec-20	23-Dec-20	24-Dec-20	25-Dec-20	26-Dec-20	27-Dec-20	28-Dec-20	29-Dec-20	30-Dec-20	31-Dec-20	1-Jan-21	2-Jan-21	3-Jan-21	4-Jan-21	5-Jan-21	6-Jan-21	7-Jan-21	8-Jan-21	9-Jan-21	10-Jan-21	11-Jan-21	12-Jan-21	13-Jan-21	14-Jan-21	15-Jan-21	16-Jan-21	17-Jan-21	18-Jan-21	19-Jan-21	20-Jan-21	21-Jan-21	22-Jan-21	23-Jan-21	24-Jan-21	25-Jan-21	26-Jan-21	27-Jan-21	28-Jan-21	29-Jan-21	30-Jan-21	31-Jan-21	1-Feb-21	2-Feb-21	3-Feb-21	4-Feb-21	5-Feb-21	6-Feb-21	7-Feb-21	8-Feb-21	9-Feb-21	10-Feb-21	11-Feb-21	12-Feb-21	13-Feb-21	14-Feb-21	15-Feb-21	16-Feb-21	17-Feb-21	18-Feb-21	19-Feb-21	20-Feb-21	21-Feb-21	22-Feb-21	23-Feb-21	24-Feb-21	25-Feb-21	26-Feb-21	27-Feb-21	28-Feb-21	29-Feb-21	1-Mar-21	2-Mar-21	3-Mar-21	4-Mar-21	5-Mar-21	6-Mar-21	7-Mar-21	8-Mar-21	9-Mar-21	10-Mar-21	11-Mar-21	12-Mar-21	13-Mar-21	14-Mar-21	15-Mar-21	16-Mar-21	17-Mar-21	18-Mar-21	19-Mar-21	20-Mar-21	21-Mar-21	22-Mar-21	23-Mar-21	24-Mar-21	25-Mar-21	26-Mar-21	27-Mar-21	28-Mar-21	29-Mar-21	30-Mar-21	31-Mar-21	1-Apr-21	2-Apr-21	3-Apr-21	4-Apr-21	5-Apr-21	6-Apr-21	7-Apr-21	8-Apr-21	9-Apr-21	10-Apr-21	11-Apr-21	12-Apr-21	13-Apr-21	14-Apr-21	15-Apr-21	16-Apr-21	17-Apr-21	18-Apr-21	19-Apr-21	20-Apr-21	21-Apr-21	22-Apr-21	23-Apr-21	24-Apr-21	25-Apr-21	26-Apr-21	27-Apr-21	28-Apr-21	29-Apr-21	30-Apr-21	1-May-21	2-May-21	3-May-21	4-May-21	5-May-21	6-May-21	7-May-21	8-May-21	9-May-21	10-May-21	11-May-21	12-May-21	13-May-21	14-May-21	15-May-21	16-May-21	17-May-21	18-May-21	19-May-21	20-May-21	21-May-21	22-May-21	23-May-21	24-May-21	25-May-21	26-May-21	27-May-21	28-May-21	29-May-21	30-May-21	31-May-21	1-Jun-21	2-Jun-21	3-Jun-21	4-Jun-21	5-Jun-21	6-Jun-21	7-Jun-21	8-Jun-21	9-Jun-21	10-Jun-21	11-Jun-21	12-Jun-21	13-Jun-21	14-Jun-21	15-Jun-21	16-Jun-21	17-Jun-21	18-Jun-21	19-Jun-21	20-Jun-21	21-Jun-21	22-Jun-21	23-Jun-21	24-Jun-21	25-Jun-21	26-Jun-21	27-Jun-21	28-Jun-21	29-Jun-21	30-Jun-21	1-Jul-21	2-Jul-21	3-Jul-21	4-Jul-21	5-Jul-21	6-Jul-21	7-Jul-21	8-Jul-21	9-Jul-21	10-Jul-21	11-Jul-21	12-Jul-21	13-Jul-21	14-Jul-21	15-Jul-21	16-Jul-21	17-Jul-21	18-Jul-21	19-Jul-21	20-Jul-21	21-Jul-21	22-Jul-21	23-Jul-21	24-Jul-21	25-Jul-21	26-Jul-21	27-Jul-21	28-Jul-21	29-Jul-21	30-Jul-21	31-Jul-21	1-Aug-21	2-Aug-21	3-Aug-21	4-Aug-21	5-Aug-21	6-Aug-21	7-Aug-21	8-Aug-21	9-Aug-21	10-Aug-21	11-Aug-21	12-Aug-21	13-Aug-21	14-Aug-21	15-Aug-21	16-Aug-21	17-Aug-21	18-Aug-21	19-Aug-21	20-Aug-21	21-Aug-21	22-Aug-21	23-Aug-21	24-Aug-21	25-Aug-21	26-Aug-21	27-Aug-21	28-Aug-21	29-Aug-21	30-Aug-21	31-Aug-21	1-Sep-21	2-Sep-21	3-Sep-21	4-Sep-21	5-Sep-21	6-Sep-21	7-Sep-21	8-Sep-21	9-Sep-21	10-Sep-21	11-Sep-21	12-Sep-21	13-Sep-21	14-Sep-21	15-Sep-21	16-Sep-21	17-Sep-21	18-Sep-21	19-Sep-21	20-Sep-21	21-Sep-21	22-Sep-21	23-Sep-21	24-Sep-21	25-Sep-21	26-Sep-21	27-Sep-21	28-Sep-21	29-Sep-21	30-Sep-21	1-Oct-21	2-Oct-21	3-Oct-21	4-Oct-21	5-Oct-21	6-Oct-21	7-Oct-21	8-Oct-21	9-Oct-21	10-Oct-21	11-Oct-21	12-Oct-21	13-Oct-21	14-Oct-21	15-Oct-21	16-Oct-21	17-Oct-21	18-Oct-21	19-Oct-21	20-Oct-21	21-Oct-21	22-Oct-21	23-Oct-21	24-Oct-21	25-Oct-21	26-Oct-21	27-Oct-21	28-Oct-21	29-Oct-21	30-Oct-21	31-Oct-21	1-Nov-21	2-Nov-21	3-Nov-21	4-Nov-21	5-Nov-21	6-Nov-21	7-Nov-21	8-Nov-21	9-Nov-21	10-Nov-21	11-Nov-21	12-Nov-21	13-Nov-21	14-Nov-21	15-Nov-21	16-Nov-21	17-Nov-21	18-Nov-21	19-Nov-21	20-Nov-21	21-Nov-21	22-Nov-21	23-Nov-21	24-Nov-21	25-Nov-21	26-Nov-21	27-Nov-21	28-Nov-21	29-Nov-21	30-Nov-21	1-Dec-21	2-Dec-21	3-Dec-21	4-Dec-21	5-Dec-21	6-Dec-21	7-Dec-21	8-Dec-21	9-Dec-21	10-Dec-21	11-Dec-21	12-Dec-21	13-Dec-21	14-Dec-21	15-Dec-21	16-Dec-21	17-Dec-21	18-Dec-21	19-Dec-21	20-Dec-21	21-Dec-21	22-Dec-21	23-Dec-21	24-Dec-21	25-Dec-21	26-Dec-21	27-Dec-21	28-Dec-21	29-Dec-21	30-Dec-21	31-Dec-21	1-Jan-22	2-Jan-22	3-Jan-22	4-Jan-22	5-Jan-22	6-Jan-22	7-Jan-22	8-Jan-22	9-Jan-22	10-Jan-22	11-Jan-22	12-Jan-22	13-Jan-22	14-Jan-22	15-Jan-22	16-Jan-22	17-Jan-22	18-Jan-22	19-Jan-22	20-Jan-22	21-Jan-22	22-Jan-22	23-Jan-22	24-Jan-22	25-Jan-22	26-Jan-22	27-Jan-22	28-Jan-22	29-Jan-22	30-Jan-22	31-Jan-22	1-Feb-22	2-Feb-22	3-Feb-22	4-Feb-22	5-Feb-22	6-Feb-22	7-Feb-22	8-Feb-22	9-Feb-22	10-Feb-22	11-Feb-22	12-Feb-22	13-Feb-22	14-Feb-22	15-Feb-22	16-Feb-22	17-Feb-22	18-Feb-22	19-Feb-22	20-Feb-22	21-Feb-22	22-Feb-22	23-Feb-22	24-Feb-22	25-Feb-22	26-Feb-22	27-Feb-22	28-Feb-22	29-Feb-22	1-Mar-22	2-Mar-22	3-Mar-22	4-Mar-22	5-Mar-22	6-Mar-22	7-Mar-22	8-Mar-22	9-Mar-22	10-Mar-22	11-Mar-22	12-Mar-22	13-Mar-22	14-Mar-22	15-Mar-22	16-Mar-22	17-Mar-22	18-Mar-22	19-Mar-22	20-Mar-22	21-Mar-22	22-Mar-22	23-Mar-22	24-Mar-22	25-Mar-22	26-Mar-22	27-Mar-22	28-Mar-22	29-Mar-22	30-Mar-22	31-Mar-22	1-Apr-22	2-Apr-22	3-Apr-22	4-Apr-22	5-Apr-22	6-Apr-22	7-Apr-22	8-Apr-22	9-Apr-22	10-Apr-22	11-Apr-22	12-Apr-22	13-Apr-22	14-Apr-22	15-Apr-22	16-Apr-22	17-Apr-22	18-Apr-22	19-Apr-22	20-Apr-22	21-Apr-22	22-Apr-22	23-Apr-22	24-Apr-22	25-Apr-22	26-Apr-22	27-Apr-22	28-Apr-22	29-Apr-22	30-Apr-22	1-May-22	2-May-22	3-May-22	4-May-22	5-May-22	6-May-22	7-May-22	8-May-22	9-May-22	10-May-22	11-May-22	12-May-22	13-May-22	14-May-22	15-May-22	16-May-22	17-May-22	18-May-22	19-May-22	20-May-22	21-May-22	22-May-22	23-May-22	24-May-22	25-May-22	26-May-22	27-May-22	28-May-22	29-May-22	30-May-22	31-May-22	1-Jun-22	2-Jun-22	3-Jun-22	4-Jun-22	5-Jun-22	6-Jun-22	7-Jun-22	8-Jun-22	9-Jun-22	10-Jun-22	11-Jun-22	12-Jun-22	13-Jun-22	14-Jun-22	15-Jun-22	16-Jun-22	17-Jun-22	18-Jun-22	19-Jun-22	20-Jun-22	21-Jun-22	22-Jun-22	23-Jun-22	24-Jun-22	25-Jun-22	26-Jun-22	27-Jun-22	28-Jun-22	29-Jun-22	30-Jun-22	1-Jul-22	2-Jul-22	3-Jul-22	4-Jul-22	5-Jul-22	6-Jul-22	7-Jul-22	8-Jul-22	9-Jul-22	10-Jul-22	11-Jul-22	12-Jul-22	13-Jul-22	14-Jul-22	15-Jul-22	16-Jul-22	17-Jul-22	18-Jul-22	19-Jul-22	20-Jul-22	21-Jul-22	22-Jul-22	23-Jul-22	24-Jul-22	25-Jul-22	26-Jul-22	27-Jul-22	28-Jul-22	29-Jul-22	30-Jul-22	31-Jul-22	1-Aug-22	2-Aug-22	3-Aug-22	4-Aug-22	5-Aug-22	6-Aug-22	7-Aug-22	8-Aug-22	9-Aug-22	10-Aug-22	11-Aug-22	12-Aug-22	13-Aug-22	14-Aug-22	15-Aug-22	16-Aug-22	17-Aug-22	18-Aug-22	19-Aug-22	20-Aug-22	21-Aug-22	22-Aug-22	23-Aug-22	24-Aug-22	25-Aug-22	26-Aug-22	27-Aug-22	28-Aug-22	29-Aug-22	30-Aug-22	31-Aug-22	1-Sep-22	2-Sep-22	3-Sep-22	4-Sep-22	5-Sep-22	6-Sep-22	7-Sep-22	8-Sep-22	9-Sep-22	10-Sep-22	11-Sep-22	12-Sep-22	13-Sep-22	14-Sep-22	15-Sep-22	16-Sep-22	17-Sep-22	18-Sep-22	19-Sep-22	20-Sep-22	21-Sep-22	22-Sep-22	23-Sep-22	24-Sep-22	25-Sep-22	26-Sep-22	27-Sep-22	28-Sep-22	29-Sep-22	30-Sep-22	1-Oct-22	2-Oct-22	3-Oct-22	4-Oct-22	5-Oct-22	6-Oct-22	7-Oct-22	8-Oct-22	9-Oct-22	10-Oct-22	11-Oct-22	12-Oct-22	13-Oct-22	14-Oct-22	15-Oct-22	16-Oct-22	17-Oct-22	18-Oct-22	19-Oct-22	20-Oct-22	21-Oct-22	22-Oct-22	23-Oct-22	24-Oct-22	25-Oct-22	26-Oct-22	27-Oct-22	28-Oct-22	29-Oct-22	30-Oct-22	31-Oct-22	1-Nov-22	2-Nov-22	3-Nov-22	4-Nov-22	5-Nov-22	6-Nov-22	7-Nov-22	8-Nov-22	9-Nov-22	10-Nov-22	11-Nov-22	12-Nov-22	13-Nov-22	14-Nov-22	15-Nov-22	16-Nov-22	17-Nov-22	18-Nov-22	19-Nov-22	20-Nov-22	21-Nov-22	22-Nov-22	23-Nov-22	24-Nov-22	25-Nov-22	26-Nov-22	27-Nov-22	28-Nov-22	29-Nov-22	30-Nov-22	1-Dec-22	2-Dec-22	3-Dec-22	4-Dec-22	5-Dec-22	6-Dec-22	7-Dec-22	8-Dec-22	9-Dec-22	10-Dec-22	11-Dec-22	12-Dec-22	13-Dec-22	14-Dec-22	15-Dec-22	16-Dec-22	17-Dec-22	18-Dec-22	19-Dec-22	20-Dec-22	21-Dec-22	22-Dec-22	23-Dec-22	24-Dec-22	25-Dec-22	26-Dec-22	27-Dec-22	28-Dec-22	29-Dec-22	30-Dec-22	31-Dec-22	1-Jan-23	2-Jan-23	3-Jan-23	4-Jan-23	5-Jan-23	6-Jan-23	7-Jan-23	8-Jan-23	9-Jan-23	10-Jan-23	11-Jan-23	12-Jan-23	13-Jan-23	14-Jan-23	15-Jan-23	16-Jan-23	17-Jan-23	18-Jan-23	19-Jan-23	20-Jan-23	21-Jan-23	22-Jan-23	23-Jan-23	24-Jan-23	25-Jan-23	26-Jan-23	27-Jan-23	28-Jan-23	29-Jan-23	30-Jan-23	31-Jan-23	1-Feb-23	2-Feb-23	3-Feb-23	4-Feb-23	5-Feb-23	6-Feb-23	7-Feb-23	8-Feb-23	9-Feb-23	10-Feb-23	11-Feb-23	12-Feb-23	13-Feb-23	14-Feb-23	15-Feb-23	16-Feb-23	17-Feb-23	18-Feb-23	19-Feb-23	20-Feb-23	21-Feb-23	22-Feb-23	23-Feb-23	24-Feb-23	25-Feb-23	26-Feb-23	27-Feb-23	28-Feb-23	29-Feb-23	1-Mar-23	2-Mar-23	3-Mar-23	4-Mar-23	5-Mar-23	6-Mar-23	7-Mar-23	8-Mar-23	9-Mar-23	10-Mar-23	11-Mar-23	12-Mar-23	13-Mar-23	14-Mar-23	15-Mar-23	16-Mar-23	17-Mar-23	18-Mar-23	19-Mar-23	20-Mar-23	21-Mar-23	22-Mar-23	23-Mar-23	24-Mar-23	25-Mar-23	26-Mar-23	27-Mar-23	28-Mar-23	29-Mar-23	30-Mar-23	31-Mar-23	1-Apr-23	2-Apr-23	3-Apr-23	4-Apr-23	5-Apr-23	6-Apr-23	7-Apr-23	8-Apr-23	9-Apr-23	10-Apr-23	11-Apr-23	12-Apr-23	13-Apr-23	14-Apr-23	15-Apr-23	16-Apr-23	17-Apr-23	18-Apr-23	19-Apr-23	20-Apr-23	21-Apr-23	22-Apr-23	23-Apr-23	24-Apr-23	25-Apr-23	26-Apr-23	27-Apr-23	28-Apr-23	29-Apr-23	30-Apr-23	1-May-23	2-May-23	3-May-23	4-May-23	5-May-23	6-May-23	7-May-23	8-May-23	9-May-23	10-May-23	11-May-23	12-May-23	13-May-23	14-May-23	15-May-23	16-May-23	17-May-23	18-May-23	19-May-23	20-May-23	21-May-23	22-May-23	23-May-23	24-May-23	25-May-23	26-May-23	27-May-23	28-May-23	29-May-23	30-May-23	31-May-23	1-Jun-23	2-Jun-23	3-Jun-23	4-Jun-23	5-Jun-23	6-Jun-23	7-Jun-23	8-Jun-23	9-Jun-23	10-Jun-23	11-Jun-23	12-Jun-23	13-Jun-23	14-Jun-23	15-Jun-23	16-Jun-23	17-Jun-23	18-Jun-23	19-Jun-23	20-Jun-23	21-Jun-23	22-Jun-23	23-Jun-23	24-Jun-23	25-Jun-23	26-Jun-23	27-Jun-23	28-Jun-23	29-Jun-23	30-Jun-23	1-Jul-23	2-Jul-23	3-Jul-23	4-Jul-23	5-Jul-23	6-Jul-23	7-Jul-23	8-Jul-23	9-Jul-23	10-Jul-23	11-Jul-23	12-Jul-23	13-Jul-23	14-Jul-23	15-Jul-23	16-Jul-23
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EXHIBIT 3 - DO DOTS SUMMARY OF HEADCOUNT GROWTH

Headcount Summary

Department Name	MAY 00		JUN 00		Jul 00	
	Actual	Forecast	Actual	Forecast	Actual	Forecast
PRODUCT DEVELOPMENT						
Support						
Content Services	4	5	5	7	5	8
Development	15	11	16	15	21	23
Operations	4	2	5	3	5	5
SALES AND MARKETING						
Sales	12	13	13	13	14	19
Marketing	11	11	14	14	17	22
GENERAL AND ADMINISTRATIVE						
Information Systems	4	4	4	4	4	4
Building Services	3	3	3	3	3	4
Administration	3	3	3	2	3	3
Finance	4	4	5	5	5	5
Legal	1	1	1	1	1	1
Human Resources and Staffing	3	3	5	5	6	6
Company Total Headcount	64	60	74	73	85	100

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EXHIBIT 4 - DO DOTS SUMMARY OF VALUE PROVIDED TO CUSTOMER

Value proposition summary

Customer	PC Data Online		Monthly <i>Dot</i> customer per Customer specific user (min:sec)	Effect (%)
	Monthly Web site duration per user (min:sec)	Duration per Web page (min:sec)		
AnyDay	4:44	0:31	47:40	907%
mySimon	8:35	0:37	77:07	798%
eHow	8:30	0:51	27:47	227%
ZDNet	10:35	1:05	325:04	1560%
Merriam-Webster	10:26	1:31	144:09	777%
PhotoPoint	12:17	1:09	17:52	45%
Work.com	10:47	0:58	74:50	317%
TargetSampling	53:49	0:48	143:57	167%
drDrew	12:48	1:01	36:31	185%
PCWorld	12:36	0:51	162:16	1188%
Hotlinks	53:31	0:41	71:55	34%
MapBlast	17:42	1:18	56:26	219%
iFUSE	1:40	0:20	148:31	8811%

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EXHIBIT 5 - DO DOTS SUMMARY OF VALUE PROVIDED TO CUSTOMER

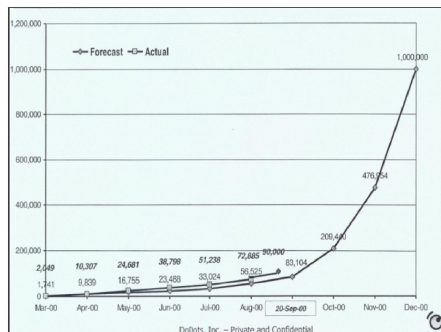


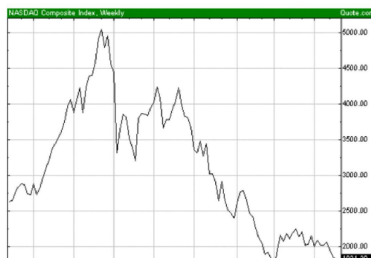
EXHIBIT 6 - DO DOTS SUMMARY OF VALUE PROVIDED TO CUSTOMER

Key distribution deals



- Auto-upgrade feature
- Burned on CD
- Link on website
- ◆ Key deals in negotiation
 - ABC.com
 - PeoplePC
 - AllAdvantage
 - Pulse
 - 1stUp

EXHIBIT 7 - DO DOTS SUMMARY OF VALUE PROVIDED TO CUSTOMER





Results – Year to date

Income statement					NOTES:
Fiscal year to date (March / August)					
	actual	forecast	variance		
	\$'000	\$'000	\$'000	%	
Revenue	8	12	(4)	-34%	Results for the year are near budgeted levels in all categories other than sales and marketing expenses. Expenses in these areas are under forecast levels primarily as a result of carrying less headcount than planned.
Cost of revenue	-	-	-	n/a	
Gross profit	8	12	(4)	-34%	
Operating expenses:					
Product development	(3,287)	(3,044)	(243)	-8%	
Sales and marketing	(2,246)	(4,360)	2,099	49%	
General and administrative	(2,929)	(3,685)	755	9%	
Total operating expenses	(8,461)	(10,452)	1,992	19%	
Operating loss	(8,453)	(10,440)	1,988	19%	
Interest income	29	52	(23)	-44%	
Interest expense	(249)	(307)	58	19%	
Net loss	(8,672)	(10,685)	2,003	-19%	

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DoDots, Inc. - Private and Confidential



Do Dots (B)
STUDY QUESTIONS

1. Analyze how Medrano's Series B fundraising strategy worked and didn't work. What would you have recommended?
2. Analyze the multi-staged Series B closings. Was this the best strategy? What were the alternatives?
3. What other incentives could DoDots have provided in order to get investors to close the round?
4. How could Medrano and the team have better coupled fundraising with management of the company?
5. What could Medrano and DoDots do to better adapt the company to this changing market?
6. Analyze the various forms of debt DoDots had taken on. How did this increase and/or decrease risk? Was this good for the company?
7. Analyze the conflict of interest between Series A and Series B investors. How is this good for the company? How is this bad for the company? What are the major difficulties in negotiating with both new and previous investors who are going to invest in a round?
8. Analyze the company's business model. How did it charge customers? What are its strengths & weaknesses? How did this increase or decrease financial & market risk?
9. Analyze the failure of the ABC and Spinway relationships. Was the team trying to force a product on an unresponsive market? How could they have better adapted their expectations and managed the company?

This case was prepared by Tony Medrano under the supervision of John Glynn, Lecturer in Management, Stanford University Graduate School of Business, as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation.

For confidentiality purposes some facts and numbers in this case have been changed. These changes should not affect the readers conclusions.

This case was made possible by a gift from H. Michael Stevens.

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