"UMS on Every Site"

The private label UMS team of Utopia Communications has as its vision to place UMS on every web site. The goal is to bring complete communications to users (see Appendix I for features description) while bringing value to the shareholders of Utopia Communications. The value to shareholders will come as these users bring revenues to the company and as the company positions itself to become publicly traded.

Why PLUMS is Right for Utopia

PLUMS is a great opportunity for Utopia at this stage of the company's development (Appendix II more fully describes the reasons).
- PLUMS allows Utopia to develop a revenue stream and profits.
- It allows the company to seize a substantial portion of the total UMS boxes.
- Utopia can succeed because it has the appropriate technology.
- The marketplace is great because competition for the business-to-business UMS market is only now developing and the demand is high.
- The market's dominant players for private label UMS have yet to emerge.
- The marketing methods designed for PLUMS are powerful and allow for low customer acquisition costs.
- Lastly, the economics of PLUMS is very promising (Appendix III includes details and spreadsheets).

How Utopia can seize the PLUMS Opportunity

So that PLUMS (branded as UnifiedNow) can reach its goal to bring complete communications to users while bringing value to the shareholders of Utopia Communications, it must focus on six objectives. These are:

1. Perfect the appropriate technology and service
2. Strengthen PLUMS revenue streams
3. Raise PLUMS visibility
4. Build its customer base
5. Develop company strength
6. Evaluate and improve its service

Goals

The private label UMS team should consider itself successful if it meets certain reasonable growth targets with a specified staff. The time-bound goals for UnifiedNow are shown in Table 1.

Table 1: UnifiedNow Growth Targets

	3 months	6 months	12 months	24 months
Users (x1000)	50	200	750	3000
PLUMS deals	3	8	20	50
Distribution arrangements	4	5	15	20
Average banner CPM	$15	$25	$35	$35

When the UnifiedNow team meets its objectives for banner ad CPM and user levels, the above growth targets will result in the revenues shown in Table 2. These results are compared to Mail.com's revenues beginning in its first full calendar year.

Table 2: UnifiedNow Revenue Projections

	3 months	6 months	12 months	24 months
Cumulative banner revenue projection (x1000)	$6	$48	$588	$4788
Cumulative user-fee revenue projection (x1000)	$12	$54	$414	$2814
Total cumulative revenues (x1000)	$18	$102	$1002	$7602
Mail.com (x1000)			$173	$1495

*Calculated using activity level of 10 percent and average CPM and user numbers for period.

**Calculated using $0.20 per user monthly fee.

Staff

The UnifiedNow team will require at least five members, most of whom will be exclusively dedicated to executing the PLUMS plan successfully. These team members are oriented around primary necessary responsibilities. Table 3 shows the responsibilities of the team and the associated team member.

Table 3: UnifiedNow Staff Responsibilities

	Bill	Tim	Tong	?	Jeramy	Kevin
Team Leader	X					
Distribution Relationships	X	x				
Customer Contracts		X	x			
Public Relations & Documentation				X		
Revenue Management				x	X	
Technical Support						x

* X=primary responsibility x=one of responsibilities

The suggested members of the team who have bold-faced capital "**X**"s associated with them will be exclusively dedicated to the UnifiedNow team. When the team member also has lowercase "x"s associated with them, they will support the role described though not as their primary responsibility. Tong, for example, will assist with customer contracts because of her legal background, but she may be equally important in other areas of Utopia Communications because of this same strength.

Action Plan

The UnifiedNow team will reach its goal by succeeding in the objectives that support its goal. Described here are the neeeds associated with each objective.

Objective 1: Perfect Technology and Service (product development)

- Enable database to deliver different ad content depending on user profile
- Banner management software for UnifiedNow customer management/sharing
- Authentication process
- Registration process
- Private label client administration interface
- Private toll-free number capability (for entire PL site)

Objective 2: Strengthen UnifiedNow Revenues

- Develop relationships with advertising agencies
- Refine registration form based on needs of advertising agencies
- Register with best banner network similar to FlyCast based on payouts and inventory
- Cultivate voice advertisements (with MessagePath?)
- Begin research on advanced revenue streams such as:
  - permission e-mail
  - newletter partners
  - sponsorships

Objective 3: Raise Visibility of UnifiedNow
- Create web site specifically for PLUMS (UnifiedNow.com)
- Submit to and optimize for search engines, including using doorway pages
- Identify sites working with a similar audience for cross-promotion (linking or ads)
- Work with Technology Media
    - Send out news releases
    - PR stunts, such as with social workers
    - Position before the media individuals in our company as experts in the field
    - Identify whether press release distribution service is worth while
    - Differentiate to reporters covering UMS based on our B-to-B and premium international service
- Identify where to advertise, for example, WebAttack Conference's magazine, and determine value

Objective 4: Build Customer Base
- Prepare documentation
    - Create 1-page glossy sheet about UnifiedNow
    - Prepare contracts for distribution agreements and customer deals
    - Create sequence of information for pre-qualified prospects visiting web site
- Distribution agreements
    - Research categories, then companies
    - Identify mutually acceptable terms.
    - Kick out contract
    - Offer incentive for early contracts, i.e. "Sign up customers during 1st three months, then get 50% of fees paid by that customer during its first three months of service." (Because our major cost is for equipment, this will help us quickly use empty capacity).

Objective 5: Develop Company's Internal Strength
- Encourage Employee Strength
    - All employees subscribe to at least one magazine to their home
    - All employees daily read at least one industry daily e-mail newsletter
- Encourage Organizational Strength
    - Have regular meetings where staff shares progress and challenges
    - Periodically study competitor companies in group setting and discuss implications

Objective 6: Evaluate and Improve Service
- Survey users regarding their interaction with site
- Analyze usage patterns and adjust fees and limits accordingly
- Analyze future business opportunities
    - Consider alternate customer needs
    - Consider user needs
    - Consider competition's products/markets
    - Methodically analyze other countries for PLUMS in terms of internet use, ad market, & telco costs.
- Analyze who upgrades to UCS plans for marketing purposes
- If free service reveals itself as profitable, give it for free to large non-profit groups
- Watch magazines for indications of powerful sites still developing i.e. BET.com

Appendix I – Standard Features for Private Label Unified Messaging Users

E-mails: Branded e-mail addresses similar to "user@yourdomain.com"

By web:
E-mail	Send and receive e-mail messages
Attachments	Send and receive attached documents
POP Accounts	Access external POP e-mail accounts
Folders	Create folders online to organize your messages

Voicemail: Listen to your voice-mail by a computer, or any phone with access numbers worldwide

By phone:
Greeting	Record a personal greeting for those calling you
Receive Voicemail	Send messages up to 60 seconds in length
Retrieve Voicemail	Listen to your voicemails

By web:
Forward Voicemail	Forward voice messages as e-mail attachments
Retrieve Voicemail	Listen to your voicemails as files
Archive Voicemail	Save voicemails in folders

Fax: Receive faxes in your personal message box.

By phone:
Receive Faxes	Receive faxes up to five pages in length

By web:
Retrieve Faxes	View your faxes online in .jpg or .tiff format
Send Faxes	Send free faxes to many regions of the world (ad supported)
Archive Faxes	Save faxes in folders
Print Faxes	Send the fax to your printer to save a physical copy

Full-featured web-based message center: Access and control your account online.

By web:
Calendar System	Full-featured calendar notifies you for events you specify
Address Book	Store addresses and contact information online
Security	Change your password for added security
Account Information	Review instructions for telephone access numbers
Storage Space	Store up to five megs of messages

Additional Features Available

Private label customers can use many other advanced features such as:

- POP access to allow users to download their messages to an e-mail program like Outlook or Eudora
- File sharing to allow others access to group documents
- Paging allows you to be notified when new messages arrive in your account
- Outbound calling capability to automatically return the call of those leaving messages or simply for cheap long distance rates
- Outbound fax capabilities for guaranteed fax coverage without advertising on the fax
- Fax broadcasting to send fax messages to a list of recipients
- Text-to-voice feature reads e-mail messages over the telephone interface
- TeleFollow™ feature to have one phone number find you anywhere in the world

Individual users in private label systems can pay to upgrade to these services, or the private label company can purchase them for its users.

Appendix II – Standard Features for Private Label Unified Messaging Users

Private Label Unified Messaging:
Big Profits Without Big Marketing

Summary:
Private label UMS is a strong business opportunity for our company. This is clear when private label UMS is considered in light of market demands, our technology development, the economics of providing the service, and the marketing needed to succeed in this arena. The experience of The industry proves that a large market exists for this profitable service because dozens of unsolicited companies approached it wanting private label UMS.

Private Label UMS Defined:
In private label UMS, a company like ours provides technology and service for third-party web sites to offer unified messaging features to their users directly from the third-party web site using that web site's domain name. For example, VodaFone's web site can give its users free unified messaging addresses in the vodafone.com domain without having to support the technology on its own servers.

Private label UMS always includes the standard features of UMS offered for free at the web sites of consumer-oriented UMS providers. Companies providing free UMS include onebox.com, Delta Three (NASD: DDDC), uReach, jFax (NASD: JFAX) and others. These features include:

- Full-featured e-mail
- Incoming voicemail
- Incoming fax

Private label UMS can also include premium features for users. These premium services can be paid for by the private label company for all its users, or individual users can choose to upgrade their service at their personal expense. These paid services can include:

- Outbound faxing
- E-mail retrieval by telephone (text-to-voice)
- POP download of mail
- Additional file storage
- Toll-free telephone numbers
- Personal telephone numbers (instead of an extension at a shared number)

For a list of features our company offers those seeking private label UMS, see Appendix I.

A growing number of companies offer private label UMS including CommTouch (NASD: CTCH), Mail.com (NASD: MAIL), and others. These providers charge private label companies depending on the features the private label company seeks. In many cases, the private label UMS site will be supported by advertising to reduce costs to the private label company. The private label company can deliver the service to its users as its business plan dictates—for free, for a charge, or bundled with other paid services.

When a UMS provider powers the unified messaging of a private label customer, it virtually hosts the private label domain name on the UMS company's server. It also changes system variables to customize the appearance of the site for the private label customer. These variables include the graphics on the page, the banner advertising that will appear, and the destination of links such as the "logout" or "support" links.

The Market Demands Private Label UMS:
There is a large market for private label UMS. The consumer-oriented sites learned this quickly. These sites have more visibility than the business-oriented sites, and because of their visibility, companies seeking private label UMS approach these companies. For example, Cambridge Medical Technologies was developing a web site for 1,000,000+ users. It approached both onebox.com and another messaging company for private label service even though at the time neither of these companies mentioned private label UMS on its web site. Once consumer-oriented sites add a paragraph to their web sites offering private label services, they begin receiving frequent inquiries. Such sites have been receiving as many as ten inquiries per week.

In addition to working directly with sites wanting to offer our service, we can work with companies whose services compliment ours. For example, MyEvents.com approached a UMS company to provide a customer of MyEvents.com technology with private label UMS. MyEvents.com provides web sites with community-building services such as a shared calendar, shared to-do lists, shared photos, and more. They do not have a complete solution, however, because they have no communications component of e-mail, voicemail, or fax. Companies like MyEvents.com are great potential partners because our service compliments theirs so well. These companies will want partnerships with us that will allow them to tell their potential customers that they can offer unified messaging.

Potential Users
We can sell private label UMS to many diverse web sites. Today many web sites offer free web-based e-mail. Two years ago, when a company was making a content web site, it would find a provider of web-based e-mail. Today new sites want to give users free unified messaging. In many cases, these sites will not charge their users. They want to give communication benefits without incurring a great cost. UMS sites received dozens of requests from companies developing new web sites who wanted to use its technology. These companies are not looking for outbound fax capability, for follow-me telephone features, or for outbound calling. They want e-mail and incoming fax and voice messages.

The sites that have sought private label UMS are built around college students, lawyers, medical communities, ethnic groups, sports organizations, the movie industry, and more. Other companies that we can approach to offer private label service are companies that want to bring their customers to their existing web sites more often. Companies selling computer equipment, airline tickets, or anything else would be interested. Users need to go to the company site to log into the message center, so they will be at the company's homepage and be more likely to buy the company's products. See Appendix IV for a document that can be used to promote the service to an airline. We can approach political groups who want to communicate with their members and gain visibility. They can use a domain like user@vote-democrat.net. There are already thousands of web sites that offer free e-mail accounts. They all have their reasons for offering e-mail, and many of them would be interested in offering unified messaging.

We Can Quickly Deliver Technology:
Our company is able to deliver the technology needed for basic private label UMS. Our engineers have experience with the technology from their work at other UMS companies. The product development team will have to create the voicemail, fax, and e-mail systems. They will also need to create a system to track user activity for billing purposes and for future premium or customized uses. They need to create an interface to allow a private label system administrator to create and delete accounts. They need to create a way for private label sites to use a single-login system for their users. With this, after a user logs into the private label site, the user will have access to his or her UMS account with a single click on that section of the private label site rather than having to do a second login for messaging.

A Financially Profitable Service:
Our company can reap large profits from providing private label UMS if it follows the pricing that UMS companies have offered. One company told several of the companies that wanted private label UMS that it would offer the service for a setup fee of $10,000 and then monthly fees of $0.30 per registered user. Several companies accepted these terms and were interested in securing this service from the UMS company for these prices.

Calculations using these charges and the usage rates experienced by the industry reveal how profitable it can be to provide private label unified messaging. Refer to Appendix III for spreadsheets that can be modified to simulate different scenarios of usage, revenues, and expense. [The following italicised information does not correspond to the current spreadsheet.] *The spreadsheet was prepared using an assumption that our user activity level will equal*

the industry standard of 20%, which means that four out of five accounts are assumed to be created but unused. It was also calculated using the average number of banner impressions and telephone calls from industry experience. The number of telephone calls per user will rise when access numbers are more widely available. The cost of telephone calls will decrease when our company installs voice-over-IP gateways around the country for incoming calls. The summary of the spreadsheet is:

Monthly Cost per Active User:	*$0.70*
Monthly Revenue per Active User:	*$3.79*
Monthly Profit per Active User:	*$3.09*
Annual Profits (for 1,000,000 registered users):	*$8,080,800*

We can secure 1,000,000 users from one large private label customer. For example, Cambridge Medical Technologies appears to be a company that will succeed in having more users than this. We can sign contracts with other similar companies or we can sign contracts with several smaller companies to quickly reach and surpass this number. Though other more advanced products may bring more revenues per user than private label UMS can, this product is extremely attractive because it brings so many users. This means the total profits from this product can be much higher than profits for a more expensive product that cannot be sold to as many users.

Low Marketing Costs and High Profits:
Private label UMS will bring in high profits without our having to spend much money on marketing. The reason that many free services make no profit from the revenue stream of advertising is that they need to pay so much to market their service to the end user. It is expensive to buy billboards, radio ads, and print ads. Private label service allows us to make substantial profit off of a nearly free service because we do not market to the end user. We market to companies that will then market to their users. We charge a $10,000 setup fee which should cover our employee's expenses in obtaining customers and setting up private label sites. We can use this strategy to make substantial profits from advertising on a service that the end user does not pay for and that the private label customer pays only little for.

Risks:
Like all ventures in business, there is no guarantee of success. Several factors can lead to failure of the private label program. This program can fail to be profitable if:

- Advertising does not sell at the expected rates in the web and phone interfaces
- Competition becomes fierce enough to dissolve demand for the service under our terms
- The market's interest in private label unified messaging never translates into signed contracts
- Employees leave the company and bring crucial knowledge with them
- Users access the system too often by phone and not often enough by web

It is not possible to eliminate these problems, but they can be controlled. The company will initially set a low limit of calls users can make (perhaps 50) per month to control against that method of system access. If our experience is that the phone use is not too expensive, then this limit can be raised. Advertising will also be sold in the phone interface to reduce the net result of these calls. Employees will be directed to document their processes and share information about their duties with their colleagues. If the service is not embraced by the market, then the equipment and technology it is based on can be turned to other uses such as UCS light and UCS pro products.

Conclusion:
We would do well for our company if we would allocate resources to selling the private label UMS product. At a minimum we should be able to give personalized and professional attention to each potential client who approaches us. Some industry UMS companies have not treated customers in a professional manner because they have not decided whether they can offer private label UMS. It would be a mistake to act that way in our company. We should have detailed material about private label service available on our web site, and we should be confident in offering private label UMS to web sites for a monthly fee of $0.30 per user. Even a small private label client who has only $50,000 users will bring us annual profits of more than $400,000. To have many medium and large clients will bring us the millions of dollars needed to successfully lead our company toward profitability and a public offering.

Appendix III – Profit Margins for Private Label UMS

Profitability

Though exact profitability depends on many variables including how well we obtain advertising and what ways users access our service, different scenarios can be simulated with a spreadsheet. The below table shows profit margins for three different plans UnifiedNow can offer sites when variables UnifiedNow does not control work out at, better than, or worse than the industry experience.

	Poor Experience	Industry Experience*	Optimal Experience
Free Plan	2%	139%	235%
Phone Charges Plan	54%	172%	252%
User Fees Plan	42%	262%	397%

* See spreadsheets for details on these projections

"The Free Plan" is what is offered to individuals who sign up for free UMS from the Omniwhere.com service. The "Phone Charges Plan" is what can be offered to a private label customer where the customer pays the phone bill, pays no user fee, and keeps 30 percent of the banner advertising. In the "User Fee Plan," the private label customer pays $0.30 per registered user per month and keeps 20 percent of the banner advertising.

"Poor Experience" is when all variables work out worse than the industry experience. User activity is 20 percent, banners sell for $25 CPM, voice ads do not sell at all, active users view 100 banners per month, and they make 20 calls per month. "Industry Experience" is when user activity is 10%, banners sell for $30 CPM, voice ads sell at $30 CPM, active users view 133 banners per month, and they make 10 calls per month. "Optimal Experience" is when all variables work out better than the industry experience. User activity is 8 percent, banners sell for $35 CPM, voice ads sell for $40 CPM, active users view 150 banners per month, and they make 8 calls per month.

Costs, Revenues, and Profits per Private Label User

Hub variables

hub cost	$2,000,000	2 million from Watson
active users supported by hub	60,000	60,000 implied by Watson
lease term in mos	36	36 from Desmond
interest rate	15.00%	15% assumed by Bill
activity level	10%	20% from Watson
Per user fee	$0.00	$.30 suggested by Bill

Telephony variables

Calls per active user	10	10 calls is the average for GetMessage.com's active users according to its database
Average call time per active user	2	1.9 minutes is the average for GetMessage.com users
Cost per call	$0.000	Qwest says 3.2 cents

Advertising variables

Banners income per impression	$0.030	30 cpm is a very moderate fee, which is $0.03 per impression
Banner impressions per active user	133	133 impressions is the average FlyCast impressions for GetMessage.com's users
Banners paid to OmniWhere	70%	Some clients expect to be given a portion of the ad space
Voice ad revenue	$0.03	MessagePath tells us we should expect 4 or 5 cents per ad, but that might be too optimistic

HUB COSTS	
hub cost	$2,000,000
active users supported by hub	60,000
activity level	10%
lease term in mos	36
interest rate	15.00%
total cost after lease	$2,450,000
total cost per active user after lease	$40.83
monthly cost per active user	**$1.134**
activity level (from above)	10%
registered users supported by hub	**600,000**
total cost per registered user	$4.08
monthly cost per registered user	**$0.113**

Monthly revenues per registered user

Per user fee	$0.00

Monthly profit (loss) per registered user

At activity level, monthy profit per user	-$0.11
monthly cost per active user	1.134
monthly cost per registered user	**0.113**
monthly fee per registered user	0.000
monthly profit (loss) per registered user	**-$0.113**

ADDITIONAL ACTIVE USER COSTS (monthly)

Calls per active user	10
Average call time per active user	2
Cost per call	$0.000
Phone costs per active user	$0.00
Total additional monthly costs:	**$0.000**

ADDITIONAL ACTIVE USER REVENUES (monthly)

Banners income per impression	$0.03
Banner impressions per active user	133
Banners paid to OmniWhere	0.7
Banner Revenue	$2.79
Voice ad revenue	$0.03
Calls per user	10
Phone ad revenue	$0.30
Total additional revenue	**$3.09**

ADDITIONAL ACTIVE USER PROFIT (monthly)	**$3.09**

SUMMARIES	
Monthly profit per active user	$2.98
Monthly profit per inactive user	($0.11)
Monthly profit per registered user	$0.196
Annual profit per active user	$35.75
Annual profit per inactive user	($1.36)
Annual profit per registered user	$2.35

Annual Profit:

When registered users is:	1,000,000
Total Annual Profit	**$2,350,488.89**

Costs (only active users)

Phone usage	$0.000
Hub costs	$1.134
Revenues (all registered users)	
Monthly Fee	$0.00
Banner ads	$2.79
Telephone ads	$0.30
Activity Level	10%
Costs per registered user	$1.134
Revenue per registered user	$3.09
Profit per registered user	$1.96
Profit margin	172.69%

Appendix IV – Promoting Private Label UMS to Airlines

[This document needs to be changed to emphasize private label instead of APP]

Our company offers users free voicemail, fax and e-mail accounts. Its **Affiliate Provider Program** allows other companies to offer Our company's service to their customers at no expense to these companies. The company does this by placing a login form and registration link on its web site and by giving Our company its logo for the messaging center. We invite you to become an affiliate provider because we feel your business is poised to complement and share in our growth. Below you'll find an explanation of how our program works to your benefit and to the benefit of your customers.

Travelers Use Our Company

Frequent flyers on airlines are the same people who would benefit from Our company's messaging system of voicemail, fax and e-mail available worldwide. These are often business travelers. They already use e-mail, voicemail and fax. They do not, however, have a central location for these messages. Further, when they travel they often have difficulty retrieving these messages. Our company allows them, from anywhere in the world, to receive faxes and to check either their e-mail account at Omniwhere.com or their company e-mail account. These conveniences make the Omniwhere.com service something that business travelers appreciate. Many travelers, though, still have not learned that such unified messaging systems exist.

Help Your Customers by Joining the Affiliate Provider Program

By becoming an Affiliate Provider, an airline can do its customers a favor by informing them of our company. You can integrate our company's login form and registration button to an existing web page that you have. You may want to bundle Internet resources for travelers on the page that allows login to our service. If you desire, our company can provide your web team with code they can insert in your web page to have an instant library of links to travel resources such as currency converters, weather reports, state department travel advisories, city guides and so forth. Because this content will be on your web site, it can be customized and branded by your company. This adds value to your site and will increase your site traffic.

Help Your Business by Joining the Affiliate Provider Program

In addition to providing this service to your customers, however, your company can do itself a great service by becoming an Affiliate Provider. Each person who registers for our service from your site will have his or her user record tagged to be associated with the airline. This tag will bring the airline's logo into the user's messaging navigation bar each time he or she uses the system—whether the user enters the system from our homepage or from the airline's resource center. This increases the prominence of the airline's brand for the traveler using the messaging system. This is essentially a free advertisement our company gives to its Affiliate Providers. Many travelers only think about the airline's web site or materials when they are planning for a trip or purchasing their tickets. These same travelers, however, will use their account in ourmessaging center many times each week. In addition to keeping your brand name before the traveler, the logo will be a link back into the your web site.

Banner Ads for Greater Marketing

You can take your communication with the traveler one step further. Our system places banner advertisements in its messaging center. Your company can buy banners that will only appear to the users who registered from the airline's site. This allows you to target your advertising to those who have already been to your site. In most cases, these users will have already purchased tickets from you. By purchasing banner ads on our system, you can actively promote your service or specials to your customers even when they are not looking at your site. These advertisements are optional. Participating in the Affiliate Provider program has no obligations to buy anything ever.

Our company is eager to work with your company as an Affiliate Provider. Joining the program is quick and easy. Within an afternoon, your site can be offering our service, and the visitors who join from your site will be seeing your name and banners inside the message center. For further details on the program, visit http://mgw01.omniwhere.com/partners_app.html. There you will find the terms and conditions of the program and the steps you will take to join.