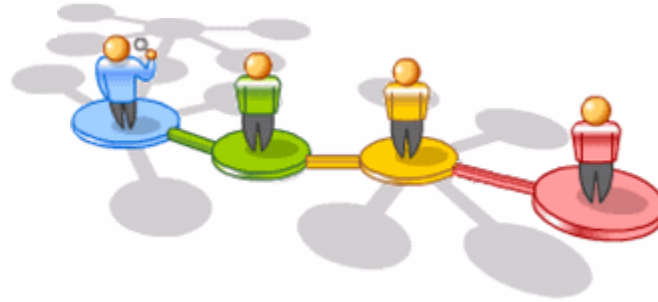




**Series B**  
**August 2004**



# Find and Contact the People You Need Through the People You Already Trust

## Professional people search includes 3 key components

### LinkedIn premium services

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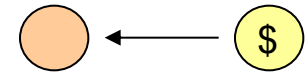
Service providers

1. **Targeted ads:**  
Contextual text ads targeted on search terms and profiles



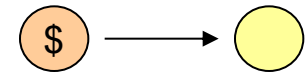
Jobs

2. **Listings:**  
Job listings filtered through each professional's network



Deals and networking

3. **Subscriptions:**  
Service extending reach of each professional's network



**The problem: There is no effective, trusted way for professionals to find and transact with each other online**

- **Selecting service providers from yellow pages fails**
- **Selecting employees from resume databases fails**
- **Reaching professionals through directories fails**

Internet 1.0 = Search and transact via flat directories



Internet 2.0 = Search and transact via networks



## Goods Listings 1.0: Online Classifieds

*The Philadelphia Inquirer*

Assess seller's reputation by looking at  
**each individual seller's claims**

## Goods Listings 2.0: eBay



Assess seller's reputation by looking at  
**network of transactions between users**

## Online Payments 1.0: Citibank et al



Detect fraud by looking at  
**each individual's behavior in isolation**

## Online Payments 2.0: PayPal



Detect fraud by looking at  
**network of transactions between users**

**Search for Things 1.0:  
Altavista**

The logo for Altavista, featuring the word "alta" in a bold, dark blue sans-serif font, followed by "vista:" in a lighter blue sans-serif font. The colon is orange.

Rank search results by looking at  
**each individual page in isolation**

**Search for Things 2.0:  
Google**

The classic multi-colored Google logo in its signature font.

Rank search results by looking at  
**network of links between pages**



## Professional People Search 1.0: Monster, Lexis Nexis, et al



Assess professionals by looking at  
**each individual's claims**

## Professional People Search 2.0: LinkedIn



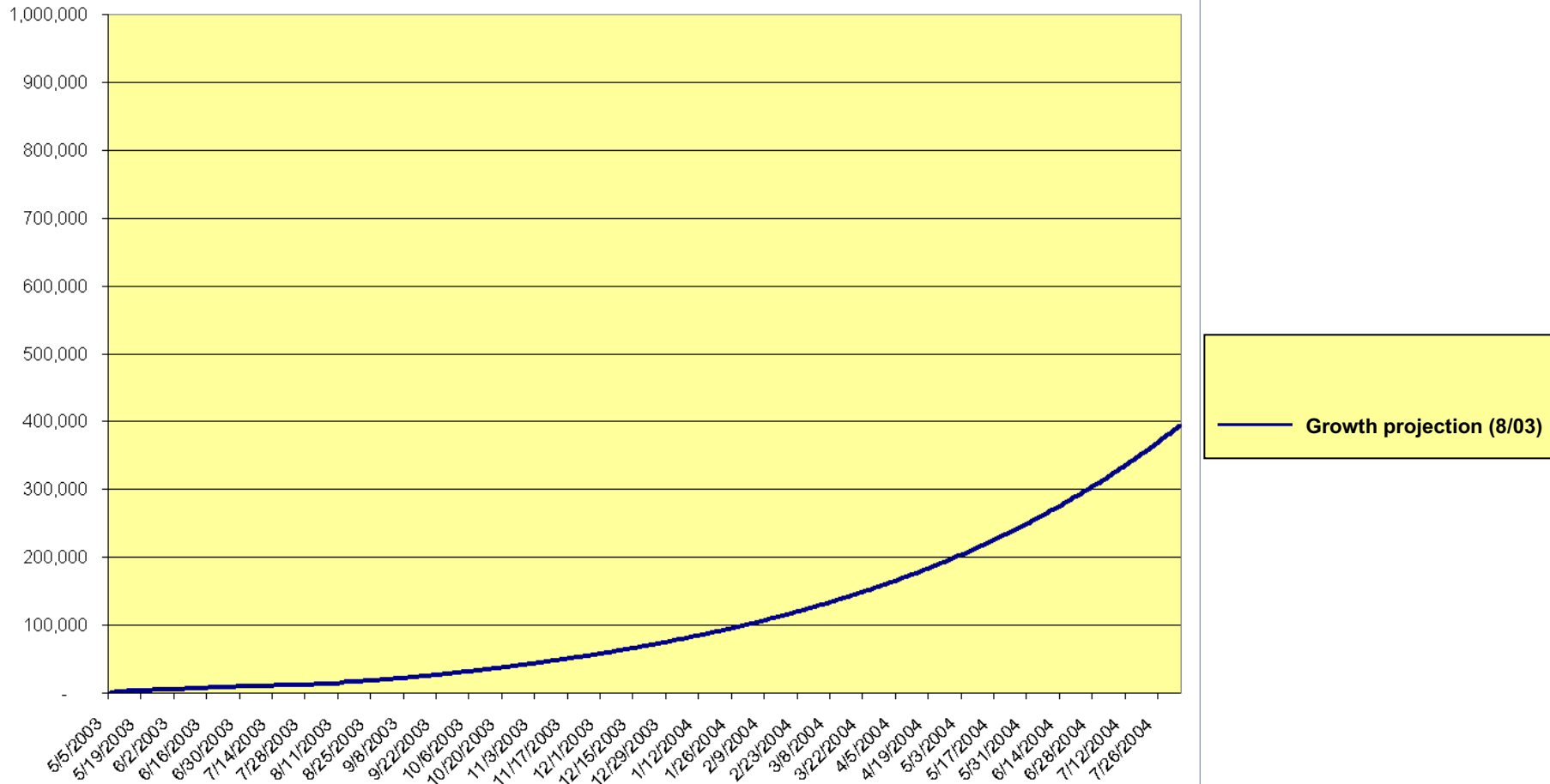
Assess professionals by looking at  
**network of relationships between users**

**For eBay, PayPal, Google, and LinkedIn, the key is the network**

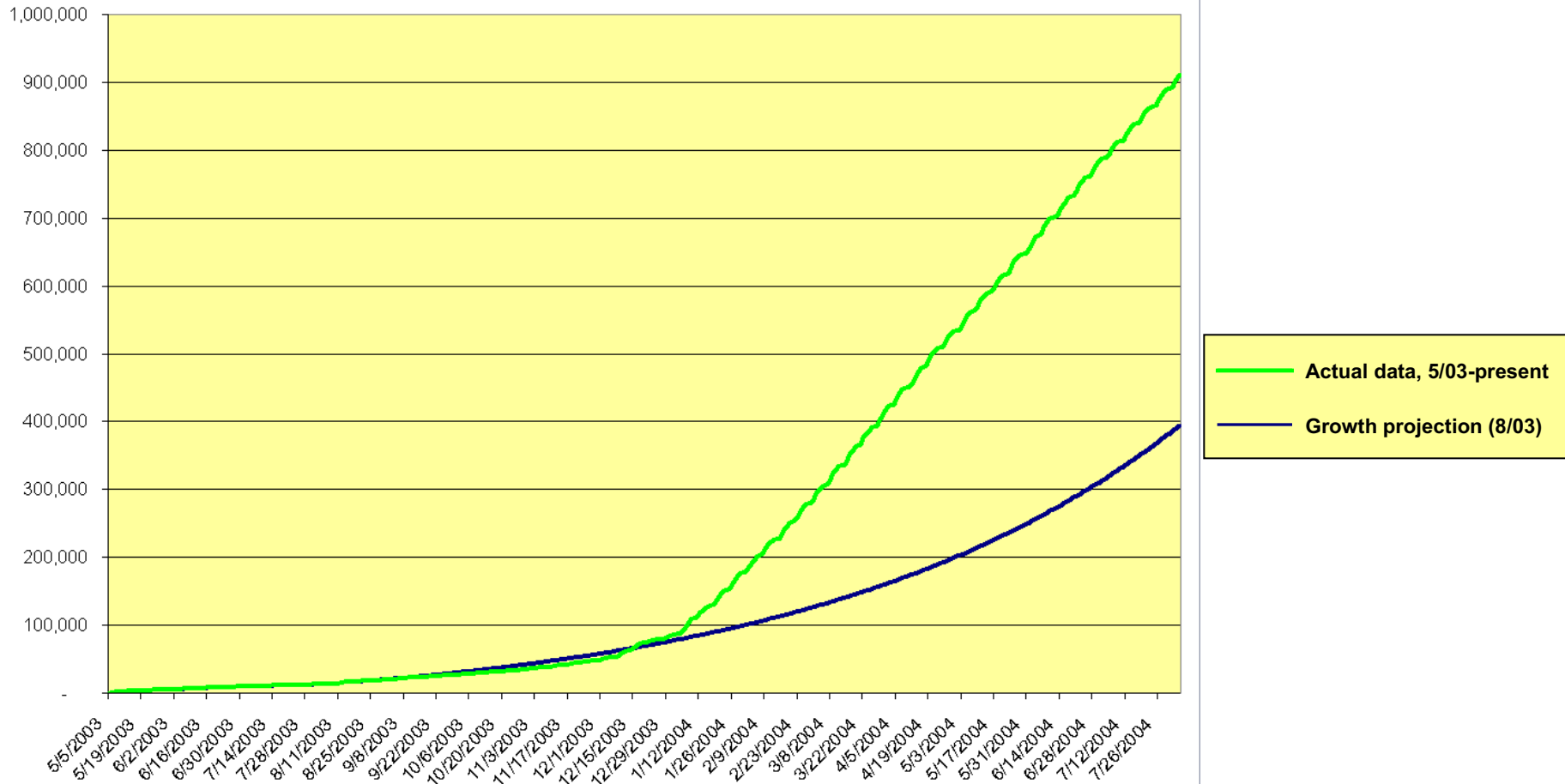
**Where the network is the key, the first mover is critical to revenue**

***PayPal waited until 4 million registered users before turning on revenue – today, revenue is \$400MM+***

# Network Growth: Commitment from Series A



# Network Growth: Success



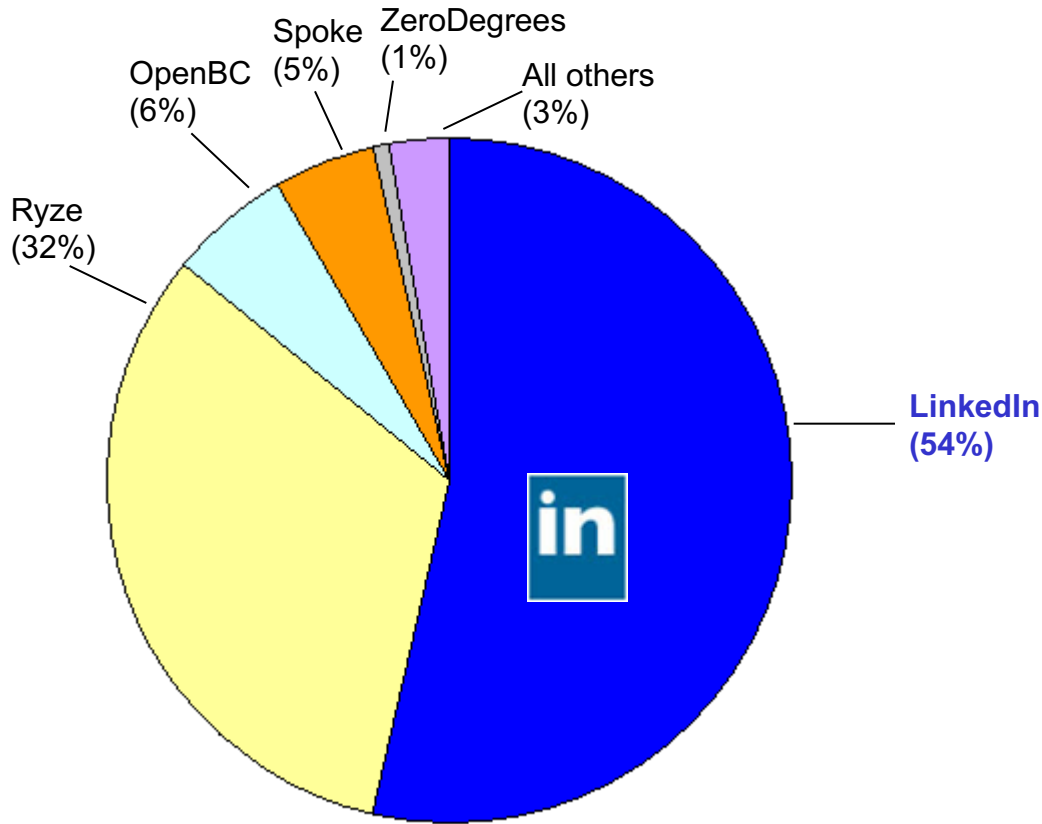
“LinkedIn has quickly become **the Internet’s largest online business network.**”

“LinkedIn is the most strict about keeping its site **solely for professional, business purposes.**”

**Forbes**  
March 2004

# LinkedIn is Leads this Market

Registered users of online professional network tools  
February 2004  
(Total = 0.3 Million)

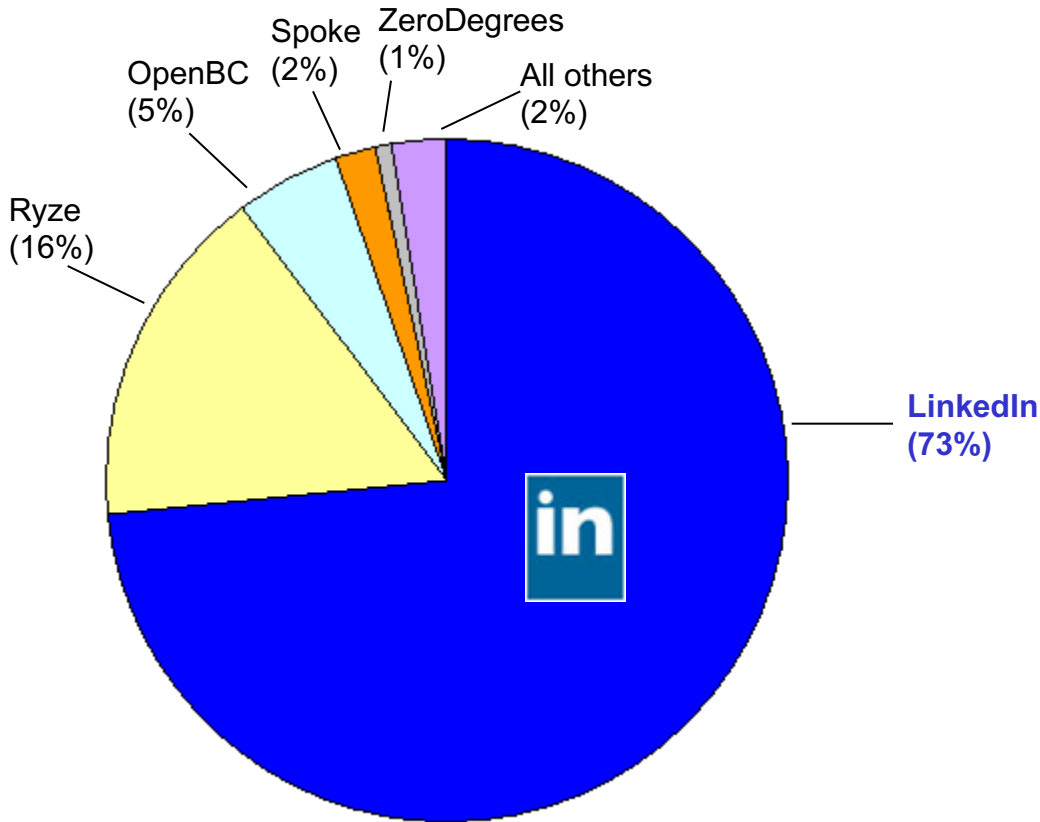


*Non-LinkedIn numbers are estimates based on best available intelligence*

August 2004  
CONFIDENTIAL

# LinkedIn Has Grown Its Lead

Registered users of online professional network tools  
August 2004  
(Total = 1.2 Million)



LinkedIn has highest rate of adoption

LinkedIn's share has increased from 54% 6 months ago to 73% today

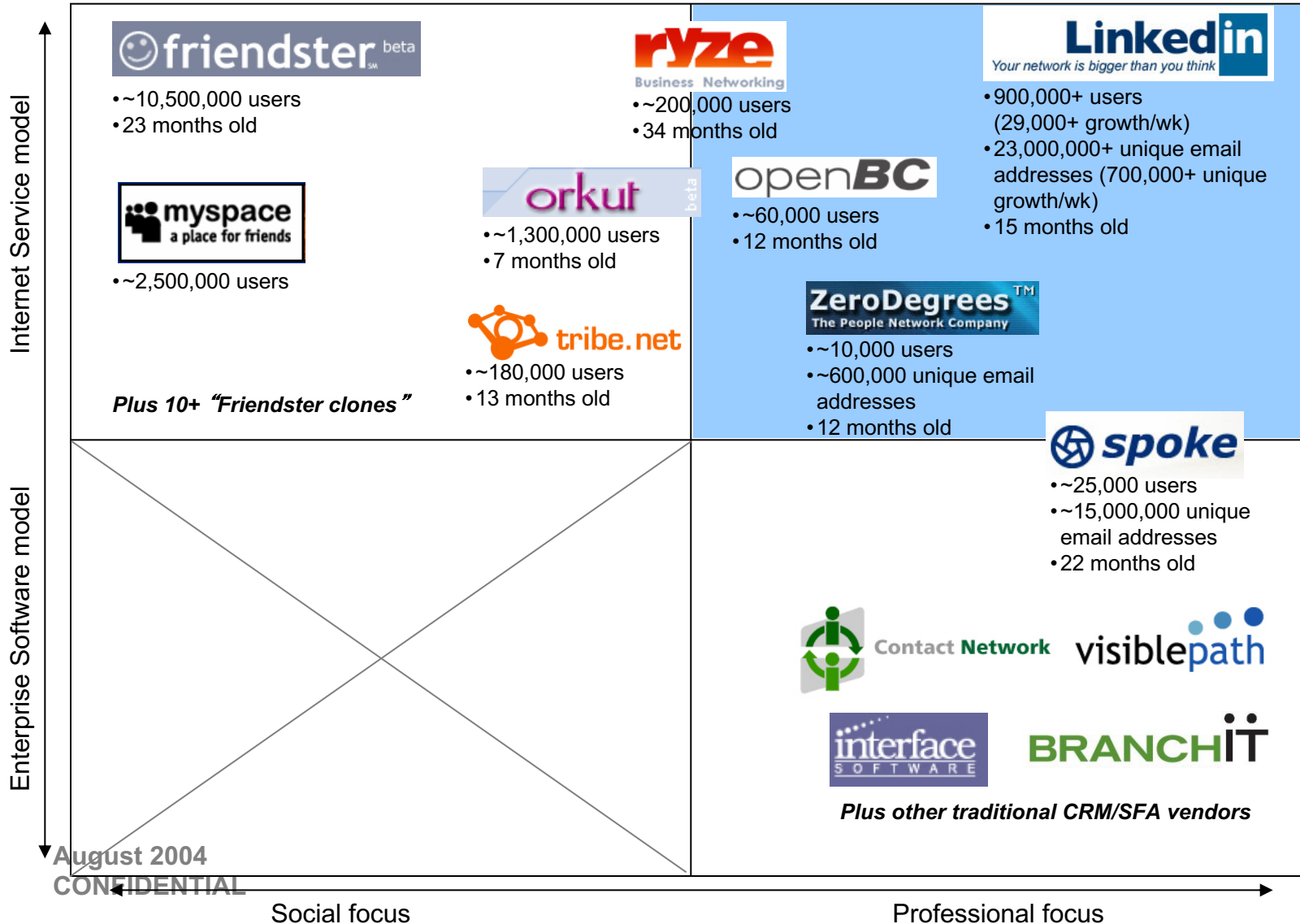
Tipping point effects mean LinkedIn's share will continue to increase

*Non-LinkedIn numbers are estimates based on best available intelligence*

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# LinkedIn is the Market Leader

Numbers as of 8/04. Non-LinkedIn numbers are estimates based on best available intelligence.



**"Users":**  
registered users currently active in the system

**"Email addresses":**  
registered users + other individuals who are not users, but whose email addresses have been entered into the system by users

# Growth Includes Major Groups Providing Strong Brand Endorsement

## Leading MBA programs and MBA alumni



## Major conferences



## Top-tier professional organizations



"Red Herring chose LinkedIn for Groups as the professional network tool for our conference to allow attendees to create lasting relationships and to promote Red Herring to LinkedIn's hundreds of thousands of high-quality professional users."

**Florian Brody, Director of Business Development,  
Red Herring**

## Additional Groups live since launch in April 2004

### Additional Conferences

- Supernova
- BlogOn

### Additional Alumni Groups (mostly class-level)

- Haas School of Business
- MIT TechLink
- Mayfield Fellows
- Carnegie Mellon
- University of Washington

### Additional Professional Groups

- Chinese Software Professionals Association
- InterFrench
- Industry Standard Internet Executive Group
- Press Club of California
- PDMA NorCal
- Association of International Product Marketing and Management

### Additional Corporate Alumni Groups

- Sun Microsystems Alumni Association
- HP Alumni Association

**Plus more than 50 other similar Groups  
15-20 new Groups added per month**



# Strong Results With Less Than \$4 Million Spent

## Large user base

930K+ white-collar registered users  
29K+ weekly user growth rate  
23M+ unique email addresses uploaded

## Groups

50+ Groups live  
20+ new Groups launch per month  
300+ Groups in pipeline

## High-quality users

22% of users are CxOs/senior execs  
100+ countries  
130+ industries

## Desktop (not promoted)

6K+ IE toolbar installs  
18K+ Outlook toolbar installs  
2.5M email addresses uploaded via toolbar

## Increasing usage levels

20% of old users log in per month  
1M+ user searches per month  
20M+ total member page views per month

## Business development

DirectEmployers Association  
American Express OPEN (at contract)  
10+ new inbound opportunities per week

Search 240,000+ Jobs...

Locations: --All States-- in United States

Keywords:

Job Posted: ---Time Filter Options---

And use your network to land one.

**Direct Employers**  
Employment Search Engine

Search for jobs at Global 1000 firms.

**LinkedIn**  
Your network is bigger than you think.

Use your network to help you get your job.

**OPEN** SMALL BUSINESS NETWORK @ **LinkedIn**™  
Your network is bigger than you think

Welcome, Allen | [Sign Out](#)

Home Search Profile Address Book Network Requests

Home Account

### OPEN™ at LinkedIn

As an OPEN Small Business Network member, you have access to the financial tools you need to make your business flourish. Now OPEN has partnered with LinkedIn to give you access to the full power of your professional network.

LinkedIn lets you, the small business owner, find the people you need for:

- Finding clients
- Hiring new employees
- Getting information about new customers
- Selling your products

[Sign in to your OPEN account](#) to check account balances and other information.

- Dominant non-profit consortium of Fortune 500 HR departments and university career centers
- Fourth-largest job database online
- Two-year exclusive agreement launched

- Exposure of LinkedIn to 2 million American Express small business cardholders
- Strong brand endorsement of LinkedIn
- Currently negotiating contract

# LinkedIn's Market-Leading Position Creates Strong Barriers to Entry

---

- Inherently viral product design with tipping point effects  
*Promotes ongoing market leadership*
- Reputation system and network of relationships between users  
*Enables very strong network effects and user trust*
- 2 key patents in viral marketing and “social networking”  
*1 granted, 1 pending with 1999 priority date*

## Value of the network

## Revenue model (high-level)



- Network-based reputation system creates trust: key to high transaction volume

- eBay takes % of transaction
- Reputation system is not directly monetized



- Network-based fraud detection system makes the business economically viable

- PayPal takes % of transaction
- Fraud detection is not directly monetized



- Network-based page rank system produces best search results

- AdWords are shown in search results
- Page rank system is not directly monetized

**...and of course, user-based network effects are key to making the business valuable**

## Value of the network



- Network-based reputation system creates trust: key to high transaction volume and utility

## Revenue model (in detail)

- **1. InLeads:** contextual search text ads
- **2. Opportunities:** network-filtered job listings
- **3. Network Plus:** network-extending subscription
- Reputation system is not directly monetized (Universal service stays free for all users)

*Building the network is the challenge, and LinkedIn has the foundation*

“Executives should try LinkedIn. At best, it could be **incredibly useful**. At worst, the site **guards your privacy** and **doesn't waste your time**.”

“LinkedIn **could change the way executive recruiting is conducted**.”



January 2004



## 1. InLeads (Targeted ads)

### Comparables

- Google AdWords for people
- Lexis-Nexis for services
- Yellow pages/directories

### Comparable market sizes (2004)

- Search ads: \$2.8B
- Lexis-Nexis: \$2.3B
- Offline yellow pages, directories, and local ads \$10B+

## 2. Opportunities (Listings)

- Monster et al
- Classifieds

- Job sites: \$0.8B (excluding classifieds)

## 3. Network Plus (Subscriptions)

- Match.com et al

- Personals sites: \$0.6B

Sources: SEC filings, Searchenginewatch.com, Kelsey Group, iMediaconnection, Goldman Sachs, Marketdata Enterprises, CBS Marketwatch

August 2004  
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# 1. LinkedIn InLeads Does for Professionals What Google AdWords Does for Products

The screenshot shows the LinkedIn homepage with a search bar and navigation menu. The search results are displayed in a list format. Each result includes a profile picture, name, degree of separation, and a brief description of their professional background. To the right of the search results is a yellow sidebar titled 'Sponsored profiles' which lists three profiles: Geoffrey Leonard, Sarah Powell, and another profile with 128 connections and 16 endorers. The sidebar also includes statistics for each profile, such as the number of connections and endorers, and a list of people they are connected to.

**LinkedIn**  
Your network is bigger than you think™

Welcome, Allen | [Sign Out](#)

Home Search Profile Address Book Network Requests

## Search Results

**SVASE** [Andy Brandt](#) a fellow SVASE member  
Creative **consultant** & entrepreneur  
In the Information Technology and Services industry; Poland  
Currently: Owner at ITTC  
Companies: ITTC; Polska Telefonia Cyfrowa; Unisys; 4pi Analyst; **Software**;  
Edusoft; Warsaw University, Dept. of Maths and CS; IPPT PAN  
... IT **consultant**/project manager with experience in e-business, mobile solutions ... **Consultant** at Unisys ... **Consultant**/analyst at 4pi Analyst ... as a **consultant**-advisor to the General ...  
connections: 20  
endorers: 1

[Robert Dy](#) 2 degrees away  
Owner, Dyco consulting and Computer **Software Consultant**  
In the Computer Software industry; San Francisco Bay Area  
Currently: Owner at Dyco consulting  
Companies: Dyco consulting  
Owner at Dyco consulting  
connections: 2

[Andrea Orr](#) 2 degrees away  
Writing and Editing **Consultant** and Professional  
In the Writing and Editing industry; San Francisco Bay Area  
... Coordinated coverage of hardware, **software** and Internet industries, while covering breaking news and writing a weekly column that chronicled the dot-com boom and subsequent bust. ...  
connections: 1

[Kevin Babcock](#) 2 degrees away

### Sponsored profiles

[Geoffrey Leonard](#)  
Databases Designed & Developed On Time & Under Budget  
Connections: 128  
Endorsers: 16  
Connected to: Reid Hoffman, Konstantin Guericke and 2 more

[Sarah Powell](#)  
Need more than just programming? I will deliver on all of your .NET requirements..  
Connections: 119  
Endorsers: 15  
3 degrees away

35K+ daily professional searches

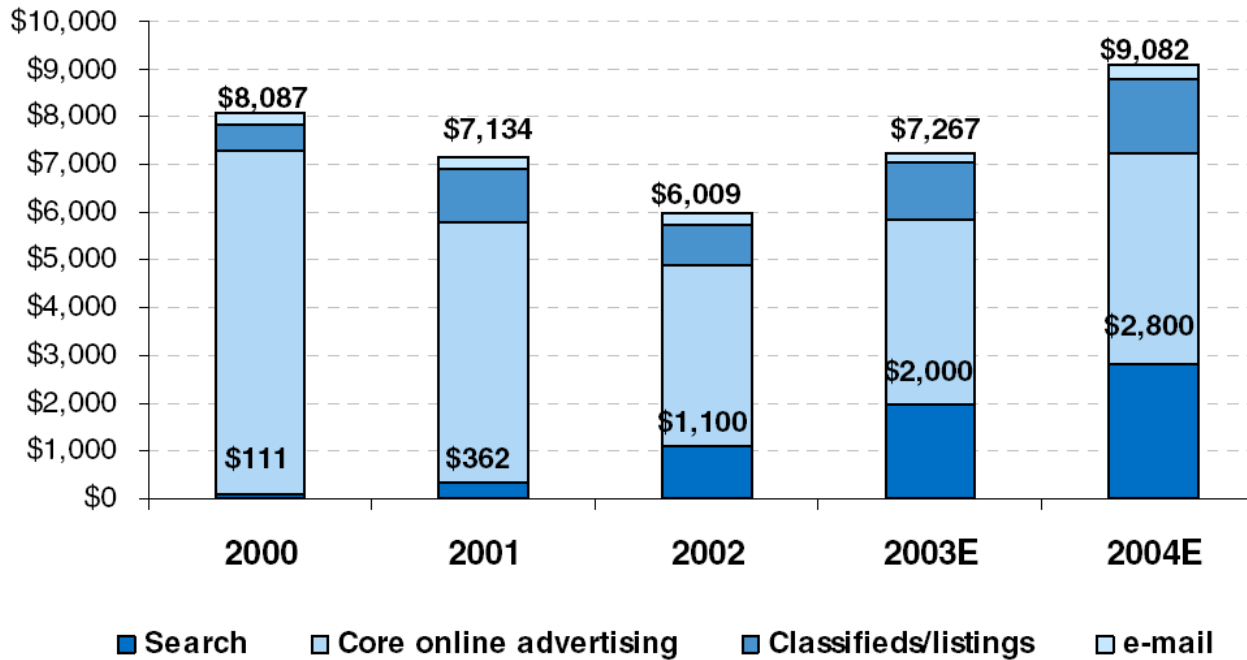
450K+ daily member page views

“I’ve closed over \$100K worth of business so far, and currently have \$400K of deals in the pipeline, thanks to LinkedIn.”  
-- Todd Defren, SHIFT Communications



# 1. Market for InLeads: Search Advertising Is Large and Growing Fast

Online advertising markets (\$ Millions)



## LinkedIn InLeads improves on Google AdWords model

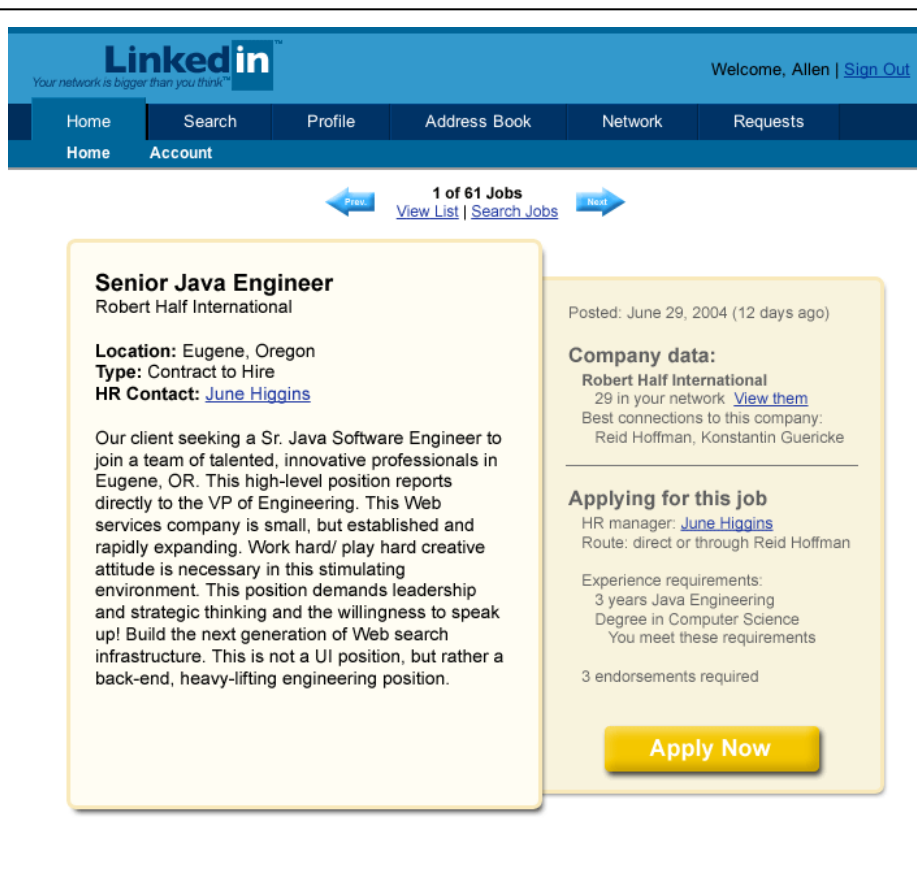
- Info on searcher
- Focused white-collar demographic (\$2-\$50 CPC vs. \$0.35 CPC for unfocused demographic)
- Ability to monetize CPM, CPC, and leads

Sources: PriceWaterhouseCoopers, Goldman Sachs

August 2004  
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# 2. LinkedIn Opportunities Lets Users Leverage Their Network to Hire

## Network-filtered job postings



**Senior Java Engineer**  
Robert Half International

Posted: June 29, 2004 (12 days ago)

**Company data:**  
Robert Half International  
29 in your network [View them](#)  
Best connections to this company:  
Reid Hoffman, Konstantin Guericke

**Applying for this job**  
HR manager: [June Higgins](#)  
Route: direct or through Reid Hoffman

Experience requirements:  
3 years Java Engineering  
Degree in Computer Science  
You meet these requirements

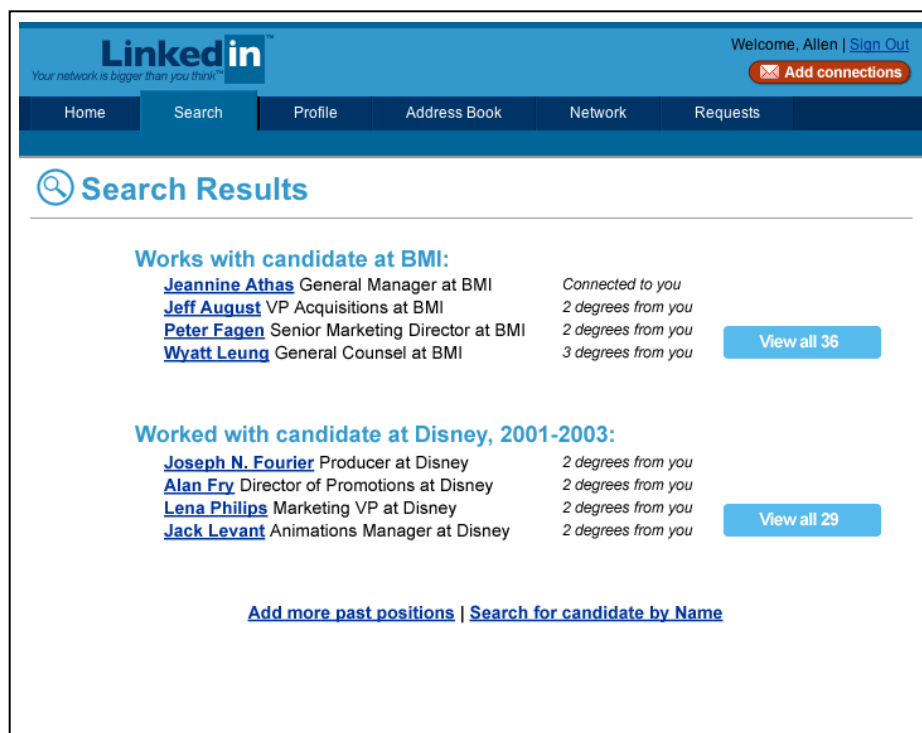
3 endorsements required

[Apply Now](#)

**Location:** Eugene, Oregon  
**Type:** Contract to Hire  
**HR Contact:** [June Higgins](#)

Our client seeking a Sr. Java Software Engineer to join a team of talented, innovative professionals in Eugene, OR. This high-level position reports directly to the VP of Engineering. This Web services company is small, but established and rapidly expanding. Work hard/ play hard creative attitude is necessary in this stimulating environment. This position demands leadership and strategic thinking and the willingness to speak up! Build the next generation of Web search infrastructure. This is not a UI position, but rather a back-end, heavy-lifting engineering position.

## Network-filtered backdoor reference checking



**Works with candidate at BMI:**

<a href="#">Jeannine Athas</a> General Manager at BMI	Connected to you
<a href="#">Jeff August</a> VP Acquisitions at BMI	2 degrees from you
<a href="#">Peter Fagen</a> Senior Marketing Director at BMI	2 degrees from you
<a href="#">Wyatt Leung</a> General Counsel at BMI	3 degrees from you

[View all 36](#)

**Worked with candidate at Disney, 2001-2003:**

<a href="#">Joseph N. Fourier</a> Producer at Disney	2 degrees from you
<a href="#">Alan Fry</a> Director of Promotions at Disney	2 degrees from you
<a href="#">Lena Phillips</a> Marketing VP at Disney	2 degrees from you
<a href="#">Jack Levant</a> Animations Manager at Disney	2 degrees from you

[View all 29](#)

[Add more past positions](#) | [Search for candidate by Name](#)

## 2. Reputation-Based Prioritization of Candidates Saves Time and Money

**“I used LinkedIn to search for a Marketing VP and saved \$30,000 I would have otherwise paid a headhunter.”**

**-- Anonymous CEO  
(quoted in Forrester report,  
July 2004)**

**“LinkedIn helped me to easily find and contact 10 product managers, one of whom I ended up hiring. LinkedIn saved me a significant amount of time and effort.”**

**-- Jeremy Liew, GM, Netscape  
(hire placed in Columbus, OH)**

**“Through LinkedIn I was able to find the perfect match for a sales manager opening, and it saved us over \$20,000 in search costs.”**

**-- Adam Honig, CEO, Akiba  
(New York, NY)**

## 2. Market for Opportunities: Existing Online Job Markets Are Large But Inefficient

	Revenue (2004E, \$M)	Average Unique Monthly Visitors (M)
<b>Monster</b>	515	18.2
<b>Careerbuilder</b>	175	14.5 (across Careerbuilder network)
<b>Yahoo! HotJobs</b>	94	12.6
<b>LinkedIn</b>	n/a	0.3 (up from 0.1 6 months ago)
<b>Total Market</b>	827	>20

- Online job market is already large
- LinkedIn is not only about jobs: enables **lifetime user relationship** and better results for users

*20K+ contact requests per month*

**“Employers will increasingly tap LinkedIn’s rich profiles to find passive job candidates rather than pay Monster to access its resume database.”**

FORRESTER

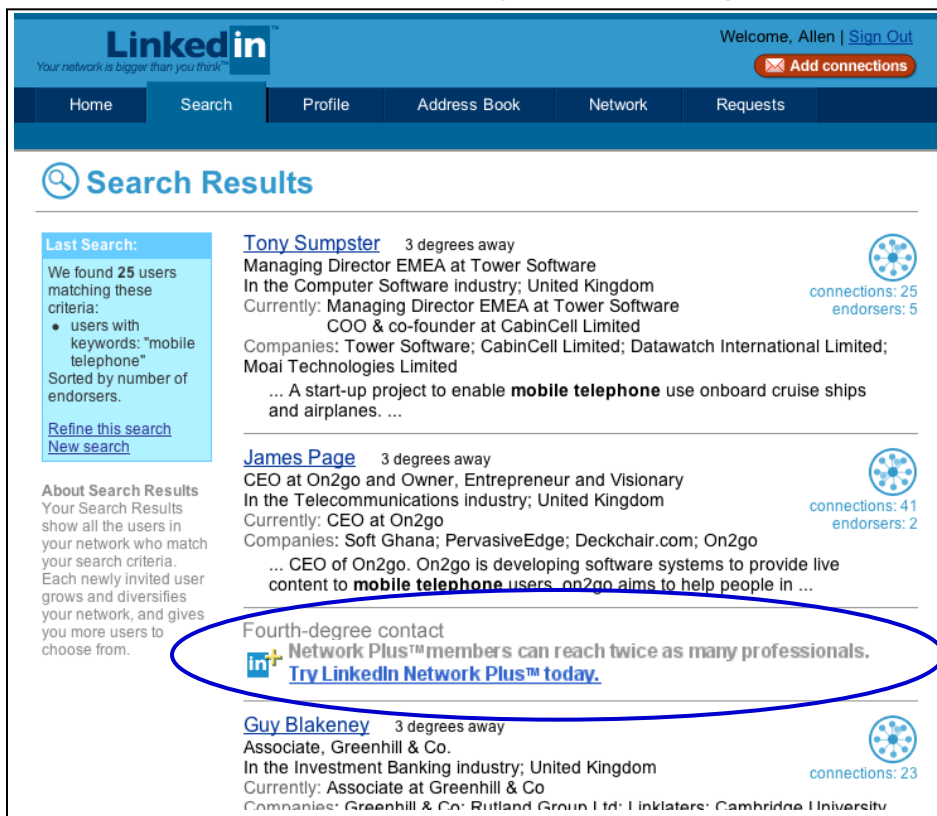
July 2004

Sources: Goldman Sachs, Forrester

August 2004  
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# 3. LinkedIn Network Plus Gives Power Users Extended Reach

## User without Network Plus: Visibility limited to 3 degrees



**Search Results**

**Last Search:**  
We found 25 users matching these criteria:  
• users with keywords: "mobile telephone"  
Sorted by number of endorser.

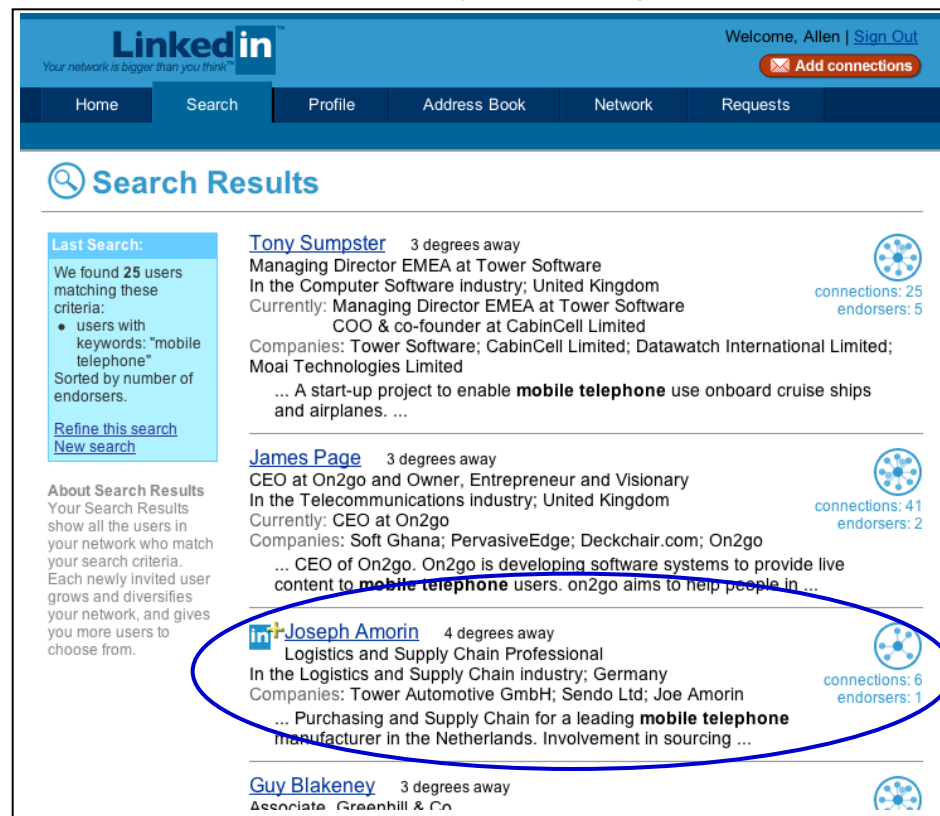
**Tony Sumpster** 3 degrees away  
Managing Director EMEA at Tower Software  
In the Computer Software industry; United Kingdom  
Currently: Managing Director EMEA at Tower Software  
COO & co-founder at CabinCell Limited  
Companies: Tower Software; CabinCell Limited; Datawatch International Limited; Moai Technologies Limited  
... A start-up project to enable **mobile telephone** use onboard cruise ships and airplanes. ...  
connections: 25 endorser: 5

**James Page** 3 degrees away  
CEO at On2go and Owner, Entrepreneur and Visionary  
In the Telecommunications industry; United Kingdom  
Currently: CEO at On2go  
Companies: Soft Ghana; PervasiveEdge; Deckchair.com; On2go  
... CEO of On2go. On2go is developing software systems to provide live content to **mobile telephone** users. on2go aims to help people in ...  
connections: 41 endorser: 2

**Fourth-degree contact**  
**Network Plus™ members can reach twice as many professionals.**  
**Try LinkedIn Network Plus™ today.**

**Guy Blakeney** 3 degrees away  
Associate, Greenhill & Co.  
In the Investment Banking industry; United Kingdom  
Currently: Associate at Greenhill & Co  
Companies: Greenhill & Co; Rutland Group Ltd; Linklaters; Cambridge University  
connections: 23

## User with Network Plus: Visibility out to 4 degrees



**Search Results**

**Last Search:**  
We found 25 users matching these criteria:  
• users with keywords: "mobile telephone"  
Sorted by number of endorser.

**Tony Sumpster** 3 degrees away  
Managing Director EMEA at Tower Software  
In the Computer Software industry; United Kingdom  
Currently: Managing Director EMEA at Tower Software  
COO & co-founder at CabinCell Limited  
Companies: Tower Software; CabinCell Limited; Datawatch International Limited; Moai Technologies Limited  
... A start-up project to enable **mobile telephone** use onboard cruise ships and airplanes. ...  
connections: 25 endorser: 5

**James Page** 3 degrees away  
CEO at On2go and Owner, Entrepreneur and Visionary  
In the Telecommunications industry; United Kingdom  
Currently: CEO at On2go  
Companies: Soft Ghana; PervasiveEdge; Deckchair.com; On2go  
... CEO of On2go. On2go is developing software systems to provide live content to **mobile telephone** users. on2go aims to help people in ...  
connections: 41 endorser: 2

**Joseph Amorin** 4 degrees away  
Logistics and Supply Chain Professional  
In the Logistics and Supply Chain industry; Germany  
Companies: Tower Automotive GmbH; Sendo Ltd; Joe Amorin  
... Purchasing and Supply Chain for a leading **mobile telephone** manufacturer in the Netherlands. Involvement in sourcing ...  
connections: 6 endorser: 1

**Guy Blakeney** 3 degrees away  
Associate, Greenhill & Co.  
connections: 23

**"I was contacted by a CNET executive who referred me to a hiring manager in his group. I was offered a position. LinkedIn has been an invaluable career tool."**  
-- Don Marzetta, Director of Vendor Integration, CNET

**"I closed business with the CEO of a major software company."**  
-- Raj Sardesh, Principal, ProductMilestones

**"We used LinkedIn contact requests to engage and secure two great conference speakers."**  
-- Jeff Clavier, Managing Partner, SoftTech VC

### 3. Market for Network Plus: Large Online Personals Market Provides Comp

	2002	2003	2004E	2005E	2006E	2007E
<b>Total Personals Industry Revenue</b>	<b>917</b>	<b>1,080</b>	<b>1,166</b>	<b>1,260</b>	<b>1,348</b>	<b>1,442</b>
Year-over-year-growth	13%	18%	8%	8%	7%	7%
<b>Online Personals</b>	<b>304</b>	<b>480</b>	<b>550</b>	<b>645</b>	<b>732</b>	<b>810</b>
Year-over-year-growth	-	58%	15%	17%	14%	11%
% of total personals industry	33%	44%	47%	51%	54%	56%
<b>Singles 18+ US</b>	<b>87</b>	<b>87</b>	<b>87</b>	<b>87</b>	<b>87</b>	<b>87</b>
Year-over-year-growth	-	0%	0%	0%	0%	0%
<b>Personals Spend per 18+ US Single</b>	<b>10.5</b>	<b>12.4</b>	<b>13.4</b>	<b>14.5</b>	<b>15.5</b>	<b>16.6</b>
Year-over-year-growth	-	18%	8%	8%	7%	7%
<b>Online Personals Spend per 18+ US Single</b>	<b>3.5</b>	<b>5.5</b>	<b>6.3</b>	<b>7.4</b>	<b>8.4</b>	<b>9.3</b>

**33K+ Beta Subscribers**

**“LinkedIn has taken referral-based job hunting to the next level.”**



**March 2004**

Sources: Goldman Sachs, Marketdata Enterprises

**August 2004**  
**CONFIDENTIAL**

## Pricing plan (preliminary)

## Launch timing

### LinkedIn Universal Service

- Remains free (large user base is key revenue-generating asset)

- Already live

### 1. InLeads (Search ads)

- CPC pricing set by free market auction
- CPM pricing \$3-\$10 depending on category
- EOI (lead generation) pricing \$25+

- 1/05

### 2. Opportunities (Listings)

- \$79 per listing (remains open for 30 days)
- Price levels increase post-2005

- 11/04

### 3. Network Plus (Subscriptions)

- \$5.95 per month or \$59.95 per year
- Price levels increase post-2005

- 1/05

# Internet 2.0 Business Model: High Revenue and High Margins

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- Great revenue potential for InLeads, Opportunities, and Network Plus  
*Law of large numbers ensures high revenue*
- Very high operating margins  
*Free customer acquisition, digital goods transactions with zero incremental cost*  
*Operating margins virtually breakeven even for universal free service*
- Execution difficulty decreases as LinkedIn grows user base  
*Hardest part is building large, high-quality user base*



# Series B Brings LinkedIn to Operating Profitability in 2005

## Key assumptions in LinkedIn model

### Macro assumptions

- Monthly user growth of 3%-13% (below current levels)
- Monthly usage growth rate of 5%-10% (below current levels)

### 1. InLeads (search ads) assumptions

- CPMs priced at \$3-\$5, CPCs priced at \$1 (both well below comps)
- Clickthrough and conversion rates of 0.5%-2.75%

### 2. Opportunities (listings) assumptions

- Listings pricing at \$79

### 3. Network Plus (subscription) assumptions

- Subscription rate of 0.5%-3.0% (high end of range not until 2007)

# Series B Brings LinkedIn to Operating Profitability in 2005

## 5-Year Financials \$ Thousands

5-YEAR FINANCIALS	Historical	Conservative projections			
	2003	2004	2005	2006	2007
Total active users (EOY)	81,801	1,594,188	3,889,445	6,195,065	9,317,487
Revenues	\$ -	\$ 261	\$ 7,292	\$ 22,697	\$ 54,088
Expenses	\$ (1,271)	\$ (3,997)	\$ (6,973)	\$ (10,644)	\$ (14,119)
Cashflow from Operations	\$ (1,271)	\$ (3,736)	\$ 319	\$ 12,053	\$ 39,969
Cashflow from Financing	\$ 4,679	\$ 9,750	\$ -	\$ -	\$ -
Net Cash Position (EOY)	\$ 3,408	\$ 9,422	\$ 9,741	\$ 21,794	\$ 61,763
Headcount	11	36	69	93	112
Operating Margin	N/A	N/A	4.4%	53.1%	73.9%

# Business and Tech Team Has Strong Track-Record

## **Reid Hoffman, CEO**

- Former EVP and Founding Board Member, PayPal
- Investor in Friendster, Ironport, Six Apart, Vendio et al

## **Sarah Imbach, Chief of Staff and VP**

- Former SVP Operations, PayPal

## **Allen Blue, VP of Product**

- Former Director of Product Design, SocialNet.com

## **Jean-Luc Vaillant, VP of Engineering**

- Former Director of Engineering and Software Development, Logitech, Spotlife

## **Konstantin Guericke, VP of Marketing**

- Former VP of Marketing, Presenter, Blaxxun

## **Eric Ly, CTO**

- Founder and former CTO, Netmosphere (sold to Critical Path)

## **Matt Cohler, Director of Corporate Development**

- Former top-ranked analyst at McKinsey, marketing at AsiaInfo, published in HBR

**Technical team with experience at Apple, Cisco, Hotwire, Citigroup, Sprint, TIBCO, VERITAS, et al**

# Board and Other Investors Are Sequoia and Top-Tier Angels

## Reid Hoffman

- CEO of LinkedIn
- Former EVP and Founding Board Member, PayPal; leading angel investor

## Mark Kvamme

- Partner, Sequoia Capital
- Former CEO and Chairman, CKS Group

## Rob DeSantis

- Former CMO and Co-Founder, Ariba

## Additional angel investors (not on Board of Directors)

- Peter Thiel, Co-Founder and Former CEO, PayPal
- Marc Andreessen, Co-Founder and Former CTO, Netscape
- Joe Kraus, Co-Founder and Former SVP Marketing, Excite
- Andrew Anker, Former CTO, Wired and Former Partner, August Capital
- Gil Penchina, VP International, eBay



# LinkedIn is Well-Positioned in an Essential Market

---

- High-margin billion-dollar opportunity
- Clear market leader in a defensible space
- Strong team and strong execution on less than \$4M spent



# Find and Contact the People You Need Through the People You Already Trust

# APPENDIX



**Direct Employers** LinkedIn  
Employment Search Engine Your network is bigger than you think

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**Honeywell** 

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**Principal Engineer - CP Controls – 00024843**

**Job Description** [Apply Online](#)

**Description**  
Responsible to lead the Control System development team on a new derivative turbine engine program. This role will include span of control over 3-5 Controls Engineers and multiple sister divisions and other suppliers. A close working relationship with Engine Project and the OEM Customer will be required. All budget, schedule, and program management aspects of the Controls portion of a new derivative turbine engine program will be the responsibility of this individual. Proven ability to plan and coordinate team activities is required. This will be a fast paced, closely monitored project. The technical/program top level plan exists ? the ability to take this plan to the next level of detail and execute will determine success. In addition to Controls specific support this team will be responsible to provide support to engine test, Honeywell flight test, and OEM flight test activities ? including some on site customer integration/validation work. A direct link to leadership will be provided ? this individual must know how to effectively use it.

**Research this job through your LinkedIn network!**  
There are **133 contacts** in your network currently at **Honeywell**, and 22 of them are in the **Phoenix, Arizona Area**.  
[Click here to see these contacts.](#)

**Internet 2.0 leverages the network**



# LinkedIn: Professional Networking, Not Social Networking

## User demographics

## Use cases

## Referral/reputation features



- White-collar professionals
- Most users 30-50 years old

- Find employees and jobs
- Find service providers and clients
- Find business partners

- Contact with strangers is via referrals
- Professional reputation system



- Singles and socializers
- Most users 18-30 years old

- Find a date
- Socialize

- Contact with strangers is direct, not via referral
- Weak social reputation system



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a place for friends

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MySpace is FREE, and it only takes a second to join!

Already a member? [Click Here to Log In.](#)

**JOIN MYSPACE HERE!**

Email Address:

First Name:

Last Name:

Password:  (max 10 characters)

Confirm Password:

Country:

Zip Code:  (United States only)

Gender:  Female  Male

Date of Birth:  /  /

By clicking "Join!" you agree to our [terms](#)

Default user  
age on  
MySpace:  
18

# Key Assumptions Behind Financials are Very Conservative

## Macro Assumptions

- 25% global risk discount on all revenue (in addition to other discounts below)
- Monthly user growth of 3%-13% (below current 15-20% growth rate)
- Annual headcount growth slows to 20% by 2007

## InLeads (Search Ads) Assumptions

- Pricing discounted 25%-75% during first six months of rollout
- CPM pricing at \$3-\$5 (comps are \$30+) through 2007
- CPC pricing at \$1 (comps are \$20+) through 2007
- EOI (lead) pricing at \$25 (comps are \$50-\$100+) through 2007
- Clickthrough and conversion rates of 0.5%-2.75%
- Monthly search and page view growth rates of 5%-9% (below current 15%-20% monthly growth rate)

## Opportunities (Listings) Assumptions

- Listings priced at \$79-\$89 per listing (comps are \$75-\$350+)
- Job/service provider transaction monthly growth rate of 8%-10% (below current 15% monthly Requests growth rate)
- Opportunities listings volume is 7% of Requests volume (makes LinkedIn's 2005 annual Opportunities volume equivalent to Craigslist's current monthly jobs volume)

## Network Plus (Subscription) Assumptions

- Subscription rate of 0.5%-3.0% (high end of range not until 2007)
- Monthly subscription renewal rate of 50%
- No more than 2.2% of user base subscribes at any point in time (subscription rate below 1.5% until 2006)
- Subscription pricing at \$6.95/month-\$7.95/month

## Google AdWords

## LinkedIn InLeads

### Searcher Information

- No info on the searcher
- Info only on what is being searched for

- Info on the searcher: industry, location, title, et al
- Info on what is being searched for

### Searcher Demographic

- General Internet user base
- Google/Overture AdWord price across general user base is ~\$0.35 CPC

- Focused white-collar professional user base
- Google/Overture AdWord price for white-collar professional terms is ~\$2-\$50 CPC

### Revenue Model

- Can monetize based on CPM and CPC only
- After searcher leaves Google site, no/limited ability to monetize

- Can monetize based on CPM, CPC, and Expression Of Interest (leads)
- Searcher does not leave LinkedIn site, so LinkedIn can capture value on the lead

Sources: Wall Street Journal, Overture, Internal Competitor Documents

August 2004

CONFIDENTIAL

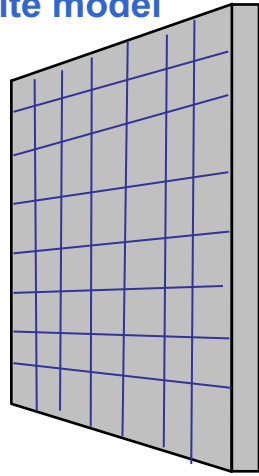
# Reputation-Based Prioritization of Candidates

## Traditional job site model

Place listings

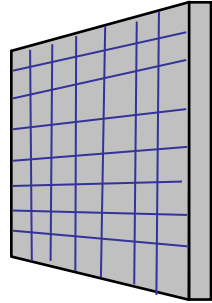
Hire recruiters

Ask colleagues



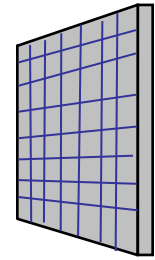
Pre-screen candidates

Pre-interview candidates



Interview final candidates

Reference check



Make offer

Hire

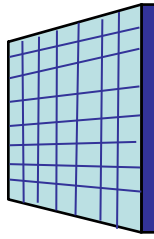
Pay recruiter



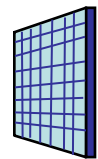
## LinkedIn Opportunities model

Place listing

Automatically filter candidates via backdoor reference checks



Interview final candidates



Make offer

Hire

