Solen Software Group

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Amplify Your Legacy

We Build, Operate, and Invest In Enduring Software Businesses

We Elevate Leaders, Teams, and Organizations to Reach Their Full Potential

OUR AIM IS TO AMPLIFY WHAT HAS MADE YOUR COMPANY GREAT

A Note From Solen's CEO

We build, operate, and invest in enduring businesses.

We elevate leaders, teams, and organizations to reach their full potential.

We commit to simplicity, stewardship, and speed—amplifying what has made your company great.

We ask questions like:

1. Are you deeply committed to your team and culture?
2. Do you consistently put your customers first?
3. Do you want your business and customer satisfaction to grow for decades to come?

"

At Solen, our mission is to elevate leaders, teams, and organizations to reach their full potential. We build, operate, and invest in enduring businesses. We follow one simple equation:
Personal Growth + Business Growth = Team Elevation

We are long-term business builders and investors. We aim to run each business as if it were our family's only asset for the next century. Our aim is to amplify what has made your company great. We provide a forever home for your business: nurturing your business, team, and customers towards continued growth. We aim to make your transition smooth by keeping the process simple and direct.

Our team loves small software businesses. I am an Electrical & Software Engineer. Our team is mostly technologists and sales leaders who love developing leaders, leading high-performing teams, building and selling software. Solen commits to being the "forever home" that compounds your customers' happiness, preserves your legacy, and develops your people with career trajectory bending leadership experiences under Solen's ownership.

Solen is a investment partner. When we invest, we invest with no exit in mind. Unlike traditional financial buyers, we have no desire to "strip & flip" your business in the short term. We're positioned to grow and expand it over decades. Unlike a competitor that may acquire your business, we're not here to overhaul your culture or chase quick savings—we're here to steward what you've built and help it grow. We lead with authenticity, transparency, and humility, and hold our reputations dear.

Onward!

Alexander Spencer,
Solen's Founder & CEO

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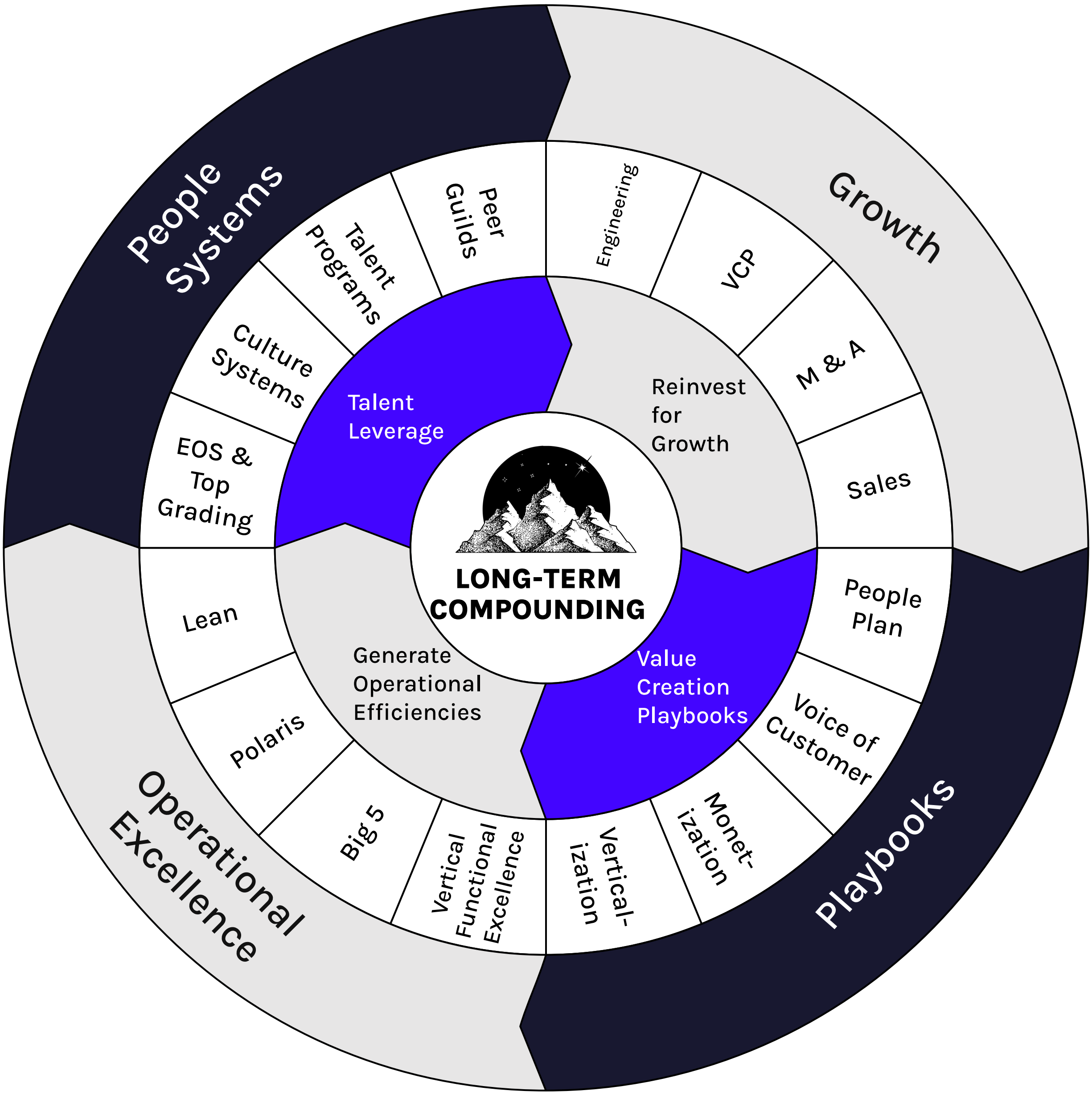
The Solen Business System



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Although the struggles and opportunities faced by small software businesses are peculiar, complex, and unique, we've found they often rhyme. The Solen Business System is a systems-based framework to address common growth challenges.

Alexander Spencer,
Founder and CEO at Solen

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TRACK STAR

Acquisition Case Study

THE SOLEN BUSINESS SYSTEM IN ACTION

COMPANY
Track Star International

FOUNDER
Mike Hughes

FOUNDED/ACQUIRED
2000 / 2022

SECTOR
Fleet Management

ABOUT THE COMPANY

Fleet Visibility & Accountability at Scale

Track Star is an industrial technology software company specializing in critical asset tracking, telematics, and fleet management. The Track Star platform provides government, utility, and police fleets with visibility into and accountability over their critical asset operations.

POST-ACQUISITION RESULTS

12 Key Year One Outcomes: At A Glance

01
Founder's Transition
Enabled founder retirement and smooth transition to advisory and sales-focused role areas using their expertise and industry connections.

02
Streamlined Back Office Tasks
Delegated finance, accounting, and admin to professionals, freeing leadership for strategy.

03
Leadership Support
Brought in an experienced operating partner and operating VP to ensure a seamless handover.

04
40%
Revenue Growth
Increased revenue by 40% through a strategic acquisition that expanded the company's offerings and market reach.

05
Team Expansion
Hired top-tier developers, improving the software development process and accelerating product innovation.

06
Goal-Setting
Introduced modern goal-setting frameworks, invested in professional development, and fostered a culture of continuous improvement.

07
UI/UX Investment
Dedicated team to rebrand and upgrade the legacy product for a modern user experience.

08
Personnel Investment
To reduce development time and increase efficiency.

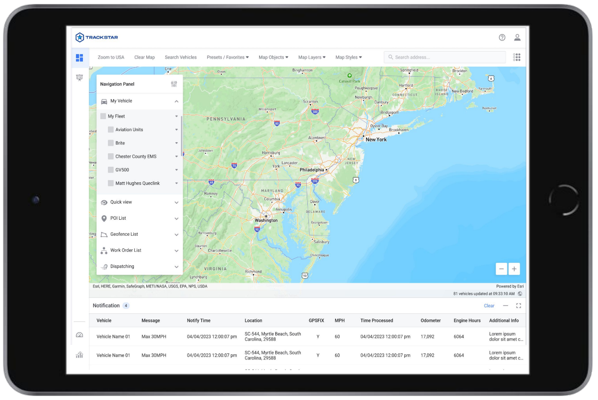
09
Product Reinvestment
Deep dive into customer needs, aligning the product roadmap with market demands.

10
Customer Focus
Implemented Voice of Customer and verticalization playbooks to improve satisfaction and address pain points. Maintained strong customer relationships aligned with user feedback.

11
Mobile App Launch
Launched Track Star's first mobile app, identified gaps between functionality and user needs, and addressed them to deliver a comprehensive and user-friendly solution.

12
M&A Acquisition
Continually evaluate complementary investment opportunities within niche complementary industrial technology sectors to position the company for sustained growth and expansion.

Platform Transformation: Pre vs. Post Investment



Pre Investment Platform	**Post Investment Platform**
trackStar	TRACK STAR
• Limited Cloud Offering	• Acquired Fully Cloud-First Product
• Legacy User Experience Design	• Modern “Slick” Reskinned Design
• Cumbersome “Feature Soup” Implementation	• Analytics Dashboard and Mobile Apps
• Technically Complex	• Simple Product Modularization Tiers

“

Mike Hughes
Founder, Track Star

Solen has infused the organization with the resources needed to further the company's growth while providing a stable and secure future for the team. From day one, their focus has been on building something lasting.

They came in with a genuine commitment to understanding the business, investing in its future, and ensuring the team had what they needed to succeed. That long-term orientation shows up in the decisions they make, the support they provide, and the way they think about what this company can become.

ViaPeople: Implementing AI For Long-term Growth

ACQUISITION CASE STUDY

CASE STUDY

Company

ViaPeople is a talent and human capital management software company founded in 2002, specifically tailored to high AUM firms in the financial sector.

Pre-acquisition

ViaPeople has high customer retention and satisfaction. The product is known as a high-performing and tailored solution for HR leaders in the financial services sector. Prior to our acquisition, ViaPeople had significant opportunities for product reinvestment.

Post-acquisition

Working with founders, Solen quickly invested resources into developing a new AI feature, solidifying the company's position as an industry leader and expanding its product development capabilities. In addition, Solen invested heavily in a sales and marketing team to promote this new product, greatly increasing qualified leads.

> *ViaPeople was excited to launch a new set of powerful AI tools this year, supported and sponsored by Solen. Our clients are thrilled to partner with a vendor offering cutting-edge, best-practice solutions.*

Jerry Dunne
ViaPeople CEO

Our Operating Bench

We've run and scaled small software teams and businesses. Some of us have owned them for decades.

Talent

Alexander Spencer
Solen Founder and CEO

Alexander is the entrepreneurial spark and connective tissue for all things Solen. At a young age, he bootstrapped and sold a software company. Alexander is an electrical engineer, software entrepreneur, philanthropist, and father. He loves working with software founders to amplify what makes their company great.

Operations

Rafael Mazzeo
Solen Operating Partner

Rafael helped build a $100M revenue portfolio across 15 software companies in five verticals. With an MBA and cross-functional experience in development, operations, and sales, he brings a global perspective shaped by time in Brazil, Canada, the UK, and Mexico.

M&A

Will Nouse
Director M&A

Will leads Solen's M&A engine, partnering with founders through acquisitions and supporting portfolio companies post-close. With investment banking and corporate development experience, he's closed 25+ software acquisitions across insurance, education, legal, government contracting, media & entertainment, healthcare, utilities, and transportation.

M&A

Sam Clayton
Investment Partner

Sam Clayton leads founder conversations at Solen from first interaction through close. He focuses on building trust, understanding each business, and structuring partnerships that align with Solen's long-term ownership model. His founder first, transparent approach is inspired by his experience across finance, enterprise SaaS software and cyber security industries

Amplify Cross Pollination Via Peer Guilds

Solen is in the leadership and people development business. One way we develop our people is through Solen's Peer Guilds

We foster a culture of cross-pollination and continuous improvement in our businesses

The team of operating VPs, board members, and advisors in the Solen Software Group network generates valuable business insights for specific challenges. I have gained tremendous value working within this ecosystem as I navigate the current challenges and opportunities my business is facing.

Mike Oliver,
COO / OVP at Track Star

Prior to joining Solen and Track Star, Mike worked with Goldman Sachs and as a Software Engineer at Ancestry and Pupford.

Sales Guild

A dedicated space where Solen sales team members can thrive, learn, and share best practices. We use the 99-point sales checklist and host focused sessions to learn from our best-in-class sales leaders who have scaled small software businesses from $2M to over $100M in ARR.

Marketing Guild

Our Marketing Guild is a collective where our marketers share successful playbooks and tactics. Everyone has access to our comprehensive marketing guide, and we support their growth through training, workshops, and mentoring.

Product Guild

The Product Guild at Solen Software Group provides training, mentoring, and workshops for professional advancement, along with guidance on prudent R&D, product, and engineering investment strategies across our portfolio of software product and engineering leaders.

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Amplify Your Operations And Talent Leverage Via Solen's Talent Programs

We follow a "tools, not rules" framework to amplify your operations

Our team of operating partners has grown their own businesses profitably, in some cases by 10x to 50x

Operating Partners

Operating partners are former software CEOs with deep tactical experience in growing and building software businesses. They actively support our P&L leaders in building teams that flourish.

Operating Vice Presidents

Our operating vice presidents support our CEOs and operating partners to drive key initiatives, working on the business, not just in the business. They often bring strong generalist capabilities.

Fractional CROs

Solen employs a fractional CRO model to bring energetic, tactical operational expertise and further professionalize the GTM and sales motion within our businesses.

> *Solen has created an environment where operating companies can thrive while continuing to focus on their core business. With Solen's decentralized approach, business owners will have autonomy and: a) in house dedicated M&A expertise to support inorganic growth through acquisitions; b) cross selling opportunities and international reach through our global customer base; c) peer support through our leadership forums, where you can both contribute to and benefit from shared knowledge and lessons learned; and d) a set of shared services including HR, Finance, Legal, and Cybersecurity that free up business owners' time to concentrate on growing their businesses.*

Rafael Mazzeo,
Solen Operating Partner

Amplify Simplicity

Candor and Simplicity Are in Our Veins

Building Trust

Our partnership process is built on trust, transparency, and shared goals. We move quickly and thoughtfully to minimize disruption for you, your team, and your customers.

Rapid Decisiveness

We decide quickly. We recognize the importance of your time, commit to responding to all inquiries within 24 hours, and can make prompt decisions when there is strong alignment.

Collaborative Structure

We approach every conversation with a partnership mindset. We are adaptable in the terms we offer and will collaborate with you to establish a structure and future role that aligns with your needs and goals.

Fair Valuation

We partner with thriving software businesses and bring a deep understanding of market valuations. While alignment is critical, we also recognize the importance of getting the valuation right.

I had several companies express interest in buying Track Star. My concern with the transaction was that many of the people who approached me were really just looking to flip the business. I wanted the product to continue and the team to be taken care of.

Of all the people I talked to, Solen was the one that met those expectations. Alexander and the Solen team are committed to the long-term ownership of Track Star and their other companies, with a focus on growing and holding them, not bundling them up for a quick profit.

Mike Hughes,
Founder of Track Star

The decision to sell your business is always bittersweet and we had many interested parties. We partnered with Solen because we aligned on our core values, focus on the customer, our culture, desire to innovate and invest in the industry we served. We have been very happy with our choice.

Susanne Moore,
CEO at smrtr

3 Ways We Amplify

You won't find the suit-and-tie "buy it, strip it, and flip it" mindset at Solen. We care about keeping you, your employees, and your customers happy.

Lifelong Partnership

As a holding company with an indefinite time horizon, we have no intention of selling your business. When we invest in a company, we go all in for the long haul, building deep roots with the people who define it.

Decentralized Operations

Your business represents a lifetime of effort, and we are committed to preserving the values that made it special in the first place. We offer continuity and stability to your employees and customers while building on your legacy.

Value Preservation

We aim to protect and cultivate entrepreneurship by keeping decision-making closest to your customers and team. Accordingly, we operate with a decentralized model that empowers your team with autonomy and authority over day-to-day operations.

Amplify Your Legacy: Life With Solen

Product

We maintain exceptionally high standards for customer service and prioritize retention. We lead with authenticity, transparency, and humility, and we hold our reputations dear.

Talent

We are a small team of experienced entrepreneurs and investors focused on the long-term. We know what it's like to run and grow a business because we've done it. We offer hands-on support to attract, develop, and retain the best talent.

Sales & Marketing

We collaborate with management on sales and go-to-market strategy for outbound sales through the "Solen Sales Mastermind" and 99-point checklist post-acquisition.

Operations

We partner with companies that have strong management and industry expertise. We trust our leaders and empower each to take ownership of their domain. We invest in your existing team and are committed to fostering a remarkable workplace.

Finance & Back Office

We centralize all the boring finance and HR tasks, allowing you to spend less time chasing down accounts receivable and more time working on your magic. We take the tedious but necessary responsibilities off your plate so you can focus on high-impact activities.

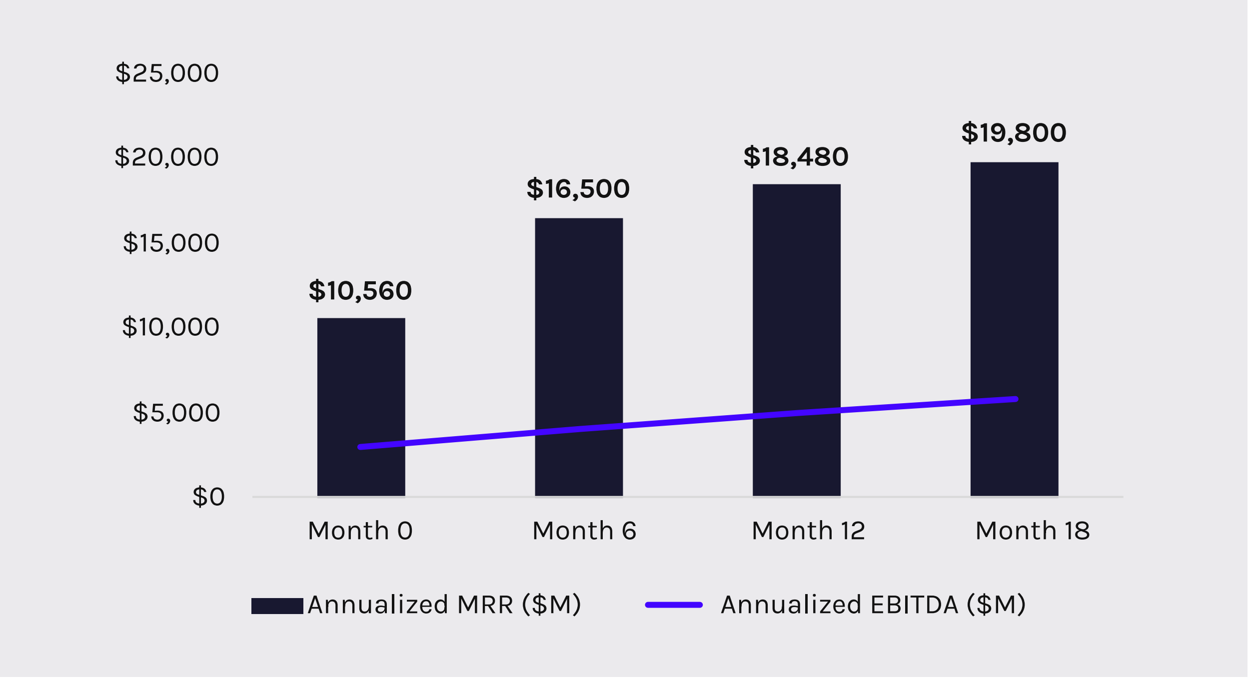
OUR OPERATING HISTORY

Our Operating History

We share your entrepreneurial roots. We are operators at heart who relish the work and enjoy the journey of building and running small software businesses.

OPERATING CASE STUDY

Strong growth



Company

A niche SaaS software business with a founder-led sales motion. The founder felt he needed a partner to take it to the next level, and all parties agreed there was significant opportunity to improve sales and product positioning given the company's strong market position.

Post Acquisition Results:

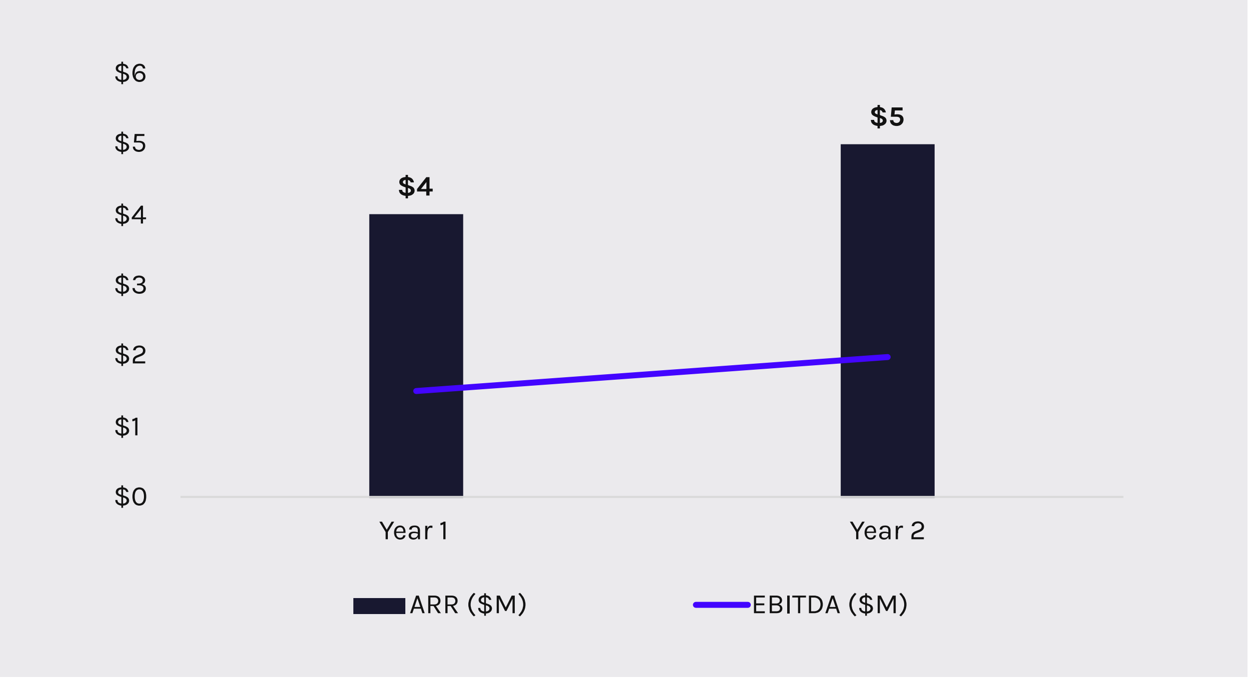
80% growth in MRR in under 18 months
30% EBITDA margin
Grew team from 20 to 75

Our Operating History

We share your entrepreneurial roots. We are operators at heart who relish the work and enjoy the journey of building and running small software businesses.

OPERATING CASE STUDY

Modest growth



Company

A niche SaaS software business with strong customer relationships in a difficult-to-enter industry with favorable competitive dynamics. Provided a succession plan for a complex stakeholder and shareholder situation, along with key operational support in sales, marketing, and engineering from day one post-acquisition.

Post Acquisition Results:

40% revenue growth in one year to $5M in ARR
40% EBITDA margin
New leadership experiences for the existing team
Modest team growth

PRINCIPLES OF TRANSFORMATION

Principles of Transformation

Create Purpose for Existence

Create constancy of purpose toward improvement of products and services with the aim to become competitive, to stay in business, and to provide jobs.

Institute Agency

Institute self-governance by adherence to standards and principles of transformation and quality, thereby enhancing agency and mastery.

Focus with Intent

Institute intentional time stewardship that prioritizes activities that drive transformation and fight diseases that inhibit transformation. Institute instrumentation that uses data to drive decisions. We trust our instruments.

Institute Leadership

Institute a leadership environment wherein everyone is a leader in their sphere of influence. Leaders organize people, resources, and machines to do a better job. Leaders value seeing others achieve their full potential.

Eliminate Fear

Drive out fear, embrace feedback, and work as a team to create constancy of purpose and mutual elevation.

Remove Barriers to Pride and Joy at Work

Remove barriers that rob people of their right to pride and joy of workmanship.

Principles of Transformation

Institute a Vigorous Program of Education & Self-Improvement

Institute systematic learning programs that foster continuous learning, mutual elevation, and personal growth. Ensure every team member has a mentor.

Transformation Is Everyone's Job

Remove obstacles that stand in the way of transformation. Identify and remove bottlenecks, triage, and embrace continuous improvement. Put everybody in the company to work to accomplish the transformation.

Governed By Opportunity

Be unimpeded by institutional impediments stemming from precedent, convention, tradition, imperative or structure (rules are a poor substitute for rational decision-making).

Be entrepreneurial in your way of thinking, behave creatively, adaptively and again be governed by opportunity. Rely in primary, not secondary sources of information.

We embrace principles of transformation to avoid these diseases:

- ✗ Lack of constancy of purpose
- ✗ Lack of continuous improvement
- ✗ Lack of ownership mindset
- ✗ Short-term thinking over long-term thinking
- ✗ Lack of self-improving and self-replicating systems
- ✗ Lack of leadership mindset across all levels
- ✗ Lack of candor
- ✗ Lack of frugality
- ✗ Not viewing prioritization as an asset
- ✗ Lack of alignment
- ✗ Lack of effective communication
- ✗ Lack of pride and joy at work
- ✗ Lack of constant learning
- ✗ Fear of unfriendly takeover
- ✗ Activity that does not drive meaningful progress
- ✗ Dependence on inspection to achieve quality

OUR VALUES & ETHOS

Solen Leadership Principles

Solen-isms

Solen - "Sólskin úti"

(Icelandic: "The sun shines outside") expresses gratitude for both the hardships our ancestors endured and the light, warmth, and energy the sun brings as it shines through the clouds.

Will to Win

Leaders pursue full potential and refuse mediocrity. They care deeply, keep score, and raise standards because what you tolerate is what you get.

Candor

We communicate with integrity, transparency, and respect in all conversations.

Kaizen

Kaizen is continuous improvement as a way of life. Leaders make hundreds of small upgrades that compound, turning lessons into standards and standards into durable systems.

Frugality

Achieving more with less, focusing on quality, long-term value, and company-wide responsibility.

Pioneering

Leaders chase opportunity, not precedent. They think from first principles, challenge convention, and act without waiting for permission or perfect conditions

Mutual Elevation

Committed to growth, elevating teams, developing future leaders, and removing barriers to mastery and joy.

Learn-It-Alls

Learn-it-alls, not know-it-alls, embracing failure as part of growth and progress.

Figure-It-Out-iveness

Embracing challenges, fostering growth, and taking initiative, leaders thrive on hard work and high failure tolerance.

Openly Self-Critical

“Rub your nose in your own mistakes.” – Charlie Munger. Leaders go first: they surface their misses early, ask for direct feedback, and turn “game film” into better decisions and better systems.

Ownership Mindset

We own the mission. We don't wait to be told. We lead, fix, and build as if it were ours. When problems arise, we run toward them, not away.

Disagree & Commit

Leaders disagree openly and constructively, regardless of title or tenure, because truth is how we avoid bureaucracy and benchmark to best.

Benchmark to Best

We seek out excellence. We measure ourselves against the best and adapt quickly, always looking for the edge that moves us forward.

Dialectical

We pursue truth through structured disagreement. We test ideas from multiple angles, integrate the strongest points, and leave with clearer decisions.

We Think Long-term & Aerate The Lawn

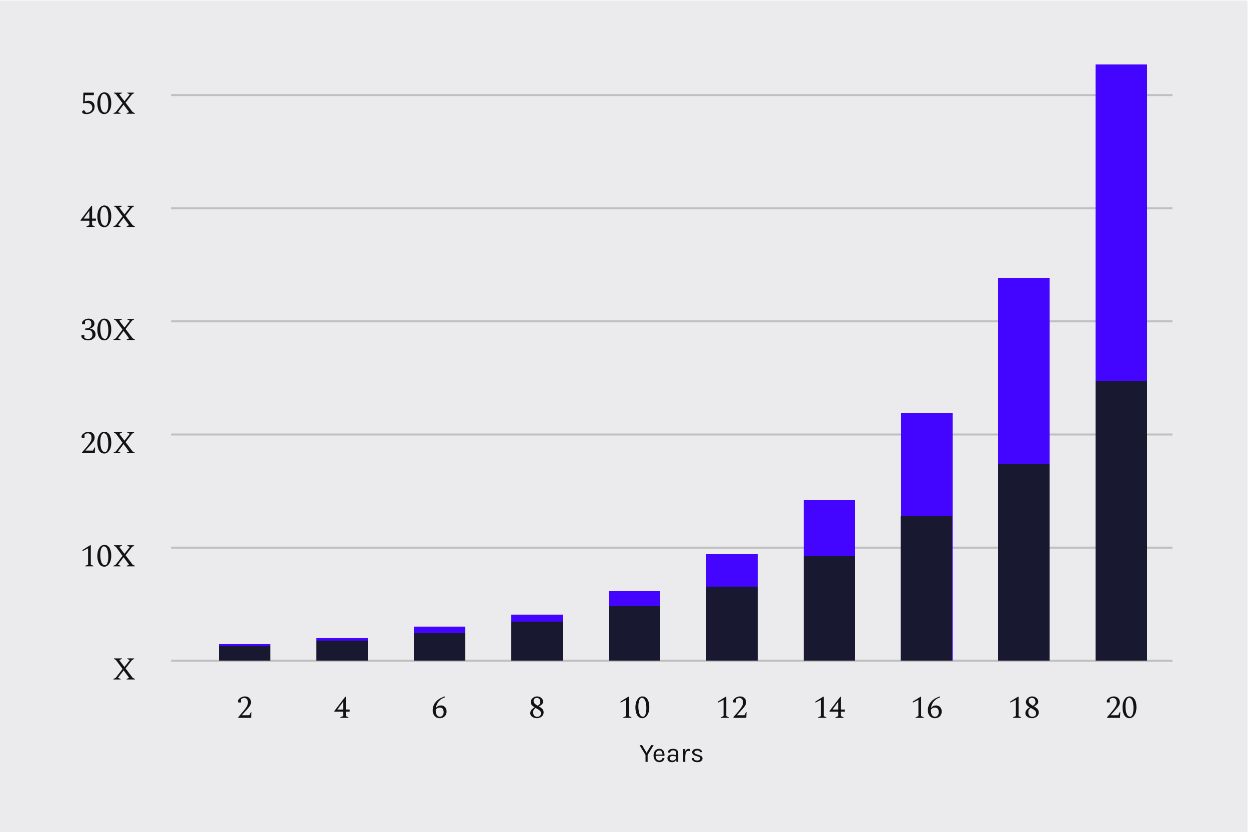
"Renters don't aerate the lawn" - Jeff Bezos

LONG-TERM ORIENTATION	VS	SHORT-TERM ORIENTATION
Characteristics (Inputs/Causes)		
Principals (Reinforcing, Virtuous Spirals)	vs	Agents (One-off Event Oriented)
Win-Win (Gives)	vs	Win-Lose (Takes)
Focused On How Things Are	vs	Focused On How Things Look
Effects (Outputs/Effects)		
Plants	vs	Harvests
Whispers	vs	Shouts
Compound Interest	vs	1 + 1 = 2
Examples (Who?)		
Long-term Shareholders (Share-owners)	vs	Short-term Shareholders (share-renters)
Founders, Good Employees/Board Members	vs	Brokers, Analysts, Reporters, Advisors, Consultants.
Costco, Berkshire Hathaway, Amazon	vs	Enron, Fannie Mae, AIG

Special credit to Nick Sleep of Nomad Investment Partnership on the above

It's All About The Long-term

We Strive For Long-term Orientation



Long-term thinking is responsible for compounding greatness in all aspects of life: financial, team dynamics, customer trust, to name a few.We seek to partner with those who practice delayed gratification and have planted long-term roots in every area of their lives.

Alexander Spencer
Founder and CEO at Solen

OUR INVESTMENT CRITERIA & PROCESS

Solen Software Group History And Investment Criteria

Solen thinks in decades, making permanent capital majority acquisitions in hyper-niche, mission-critical software companies.

100+ Our team has invested in more than 100 acquisitions

60 Our average close time has been sixty days between agreed valuation and closing

50+ Our team has over 50 years of collective SaaS building and operating experience

Structure

70-100% Buyout

Check Size

$2-$100M

10-50% Growth	**90%+** Annual Retention	**10-40%** Profit Margin Preferred
70% + Recurring Software Revenue	**$2-$30M** ARR	**Location Agnostic**

The businesses in our portfolio tend to share 4 characteristics:

1. Hyper-niche, mission-critical software
2. Durable market leadership in respective niche or geography
3. Exceptional customer relationships characterized by high retention
4. Engaged and committed teams with unwavering character

Here are a few examples of the many industries we're interested in:

- ✔ Industrial Software
- ✔ Supply Chain Software
- ✔ Compliance Software
- ✔ Public Safety Software
- ✔ Construction Software
- ✔ Transportation Software
- ✔ Healthcare Software
- ✔ Government Tech Software
- ✔ ERP Software
- ✔ Human Capital Management Software
- ✔ Education Software
- ✔ Energy Software

Contact Us:

Alexander Spencer,
aspencer@solensoftwaregroup.com

4 Steps To A Valuation

Since Solen's decision-makers are actively engaged throughout the process, a partnership can be finalized in as little as 30 days. Once the initial data request is fulfilled, we can often provide an offer quickly.

STEP 01

Intro Call

A quick call to get acquainted and evaluate initial fit. We'll use this call to determine whether your company falls within our strike zone and invite you to learn more about our process, company, and culture.

STEP 02

Information Request

After the call, we'll send an information request for customer revenue data and P&L statements from the last three years to understand your recurring revenue, various revenue types, profit trends, churn, and future business forecasts.

STEP 03

Solen Evaluation

We take the data and information you've sent us and perform a quantitative and qualitative analysis to produce a valuation. Our valuation includes dimensions such as market comps, revenue quality, profitability, cash flows, and SaaS revenue benchmarking. We may have clarifying questions regarding the numbers to complete our analysis.

STEP 04

Offer Submission

Once we've completed our analysis, we send you a written offer with a proposed valuation and structure. We'll start with an initial offer letter, which becomes a formal agreement once both sides are aligned. From there, we move through a short verification period before finalizing the partnership.

7 point checklist:

- [x] Company website and information memorandum
- [x] Historic P&L statements for last 3 years
- [x] Any additional information on revenue mix
- [x] Any details on recurring revenue retention rates
- [x] Customer count, size, and churn
- [x] Summary of financial obligations
- [x] Cap table (if applicable)

Messy Books?
We Understand

We are professionals at finding the right signal in noisy software books, and we are happy to assist you.

5 Questions We Are Trying To Answer:

- What % of revenue is recurring SaaS?
- What are the different revenue types?
- How profitable has the business been in the last three years?
- What has churn been like for the last three years?
  What are the main reasons for churn?
- What does the business look like going forward?

It's not uncommon for us to build relationships for years before partnering, so **wherever you are on your journey, we'd love to hear from you!**

We care deeply about what we do, who we do it with, and are committed to providing value to business owners through our interactions.

Frequently Asked Questions

Why should I work with a partner like Solen?

We can provide you with liquidity for the business you′ve built through a painless process that won′t waste your time. We are a team of experienced operators who will use our expertise and funding to scale and sustain your business over the long-term while you take some chips off the table. Most importantly, our priority is to keep your customers happy.

What happens to me and my team after we partner?

We don't have a one-size-fits-all approach to founder involvement after an investment. Stay on and help take the business to new heights, or step back once the transition is complete. Either way, we're here to preserve and build on what you've built, and that means doing right by your team.

What if I don't have extensive financials and documentation for a diligence process?

We're here to make the process of a full or partial cash-out of your business as painless as possible. We will work collaboratively to build a P&L and answer any questions we need to check off before closing.

Do I need to be located in a particular geography?

Great entrepreneurs and businesses can be found in every corner of the world. We will never force you or your team to relocate to work with us.

How long does the process usually take?

We pride ourselves on moving fast, going from the first meeting to funding payouts in an average of 60 days. Our committed capital structure allows us to make all decisions in-house without waiting for approvals or rubber-stamping.

We Share Your Entrepreneurial Roots: Solen At A Glance

We've been there before so we know how important it is to take care of your customers, your employees, and your legacy.

We share your entrepreneurial roots and know that it takes time to build something meaningful.

Solen Software Group is a group of long-term-oriented software operators and investors whose primary aim is to acquire and grow software businesses in niche markets. Our group thinks in decades, and our capital is permanent in nature.

We partner alongside founders in building resilient software businesses in enterprise B2B software markets with happy customers and great teams.

100+

Our team has invested in more than 100 acquisitions

60

Our average close time has been sixty days between LOI and close

50+

Our team has over 50 years of collective SaaS building and operating experience

Alexander Spencer,

Founder & CEO

As a software engineer, I sold the company I built and experienced the pain and frustration that business owners go through when selling. With Solen, I addressed the challenges I encountered and created an elite "forever home" for great software businesses and their people. Solen is where happy customers remain satisfied and teams flourish.

We are software engineers and entrepreneurs at heart. We have experience acquiring more than 20 software companies, building and selling enterprise software, implementing large-scale software projects, and managing teams across multiple countries.

Our Mission

We Build, Operate, and Invest In Enduring Software Businesses

We Elevate Leaders, Teams, and Organizations to Reach Their Full Potential

WE AIM TO RUN EACH BUSINESS AS IF IT WERE OUR FAMILY'S ONLY ASSET FOR THE NEXT CENTURY

OUR AIM IS TO AMPLIFY WHAT HAS MADE YOUR COMPANY GREAT

Ready to Amplify? Let's Talk.

Email us at **contact@solensoftwaregroup.com**, and we'll set up a quick, confidential conversation to get started.

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APPENDIX

LEARN IT ALLS: OUR BOOK LISTS

Top Business Books

Books We Collectively Read And Discuss As A Team

INVESTMENT AND FINANCE

- **Intelligent Investor** – Benjamin Graham
- **Margin Of Safety** – Seth Klarman
- **Inside The Investments Of Warren Buffett: Twenty Cases** – Yefei Lu
- **Common Stocks and Uncommon Profits** – Philip Fisher
- **Billion Dollar Lessons** – Paul B. Carroll and Chunka Mui
- **The Little Book That Builds Wealth: The Knockout Formula -** Pat Dorsey
- **Value Investing** – Bruce C. N. Greenwald
- **Quality Investing** – Torkell T. Eide, Lawrence A. Cunningham, and Patrick Hargreaves
- **The Most Important Thing** – Howard Marks
- **Why Moats Matter** – Elizabeth Collins and Bradley T. Brilliant
- **7 Powers** – Hamilton Helmer
- **Berkshire Hathaway Shareholder Letters** – Warren Buffett

MANAGEMENT AND LEADERSHIP

- **High Output Management** – Andrew S. Grove
- **Time, Talent, and Energy** – Michael C. Mankins and Eric Garton
- **Managing To Learn** – John Shook
- **The Lean Startup** – Eric Ries
- **Working Backwards** – Colin Bryar
- **Principles** – Ray Dalio
- **The Outsiders** – William N. Thorndike
- **Competition Demystified** – Bruce C. N. Greenwald and Judd Kahn
- **The Toyota Way** – Jeffrey K. Liker
- **Radical Candor** – Kim Scott
- **What Got You Here Won't Get You There** – Marshall Goldsmith
- **The One Minute Manager** – Ken Blanchard
- **Tribal Leadership** – Dave Logan
- **Start With Why** – Simon Sinek
- **Multipliers** – Liz Wiseman
- **The Case For Servant Leadership** – Greenleaf
- **The Advantage** – Pat Lencioni
- **Rocket Fuel** – Gino Wickman and Mark C. Winters

Top Business Books

Books We Collectively Read And Discuss As A Team

BUSINESS STRATEGY AND EXECUTION

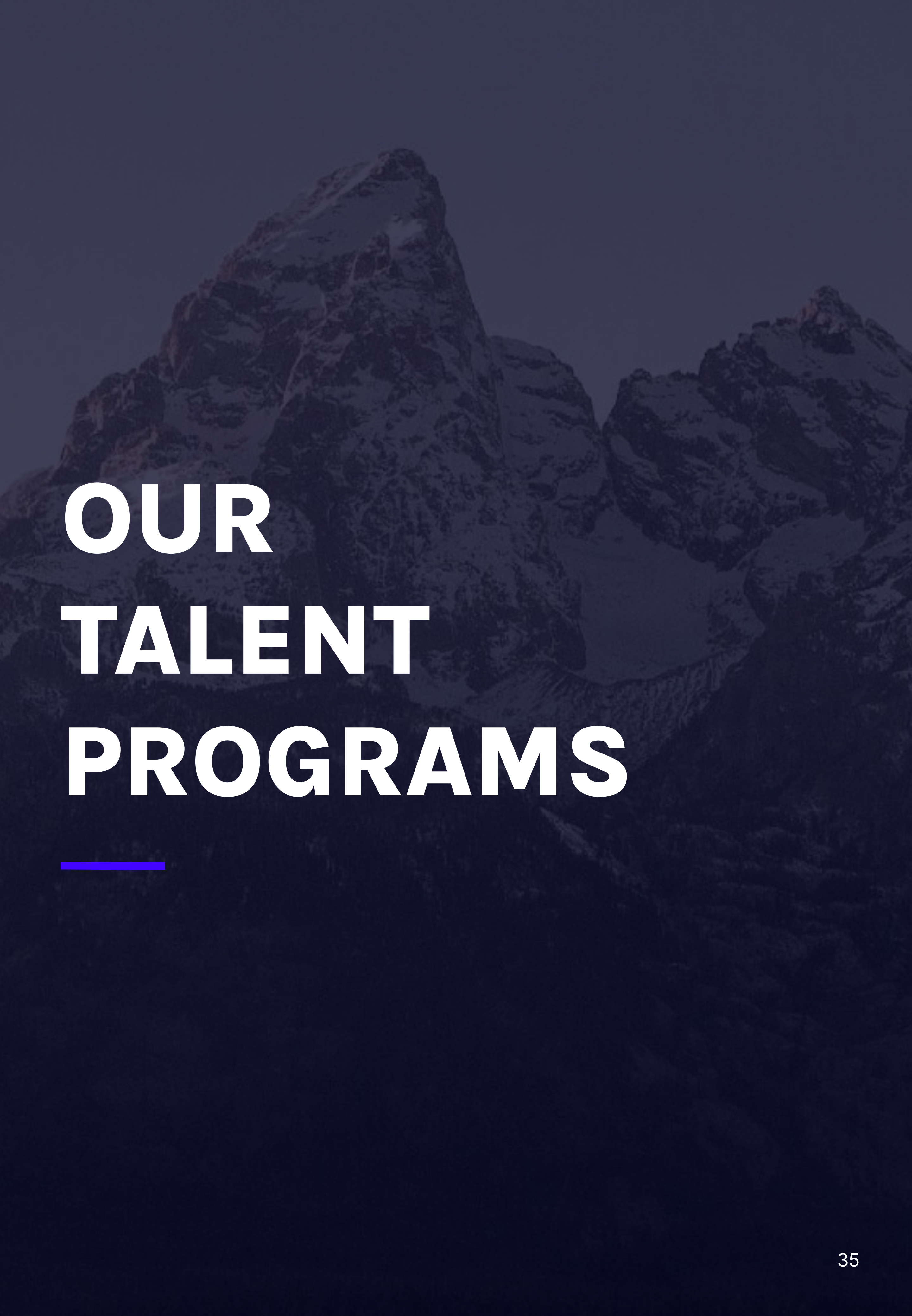
- **Great By Choice** – Jim Collins
- **3HAG Way** – Shannon Susko
- **EOS** (**Entrepreneurial Operating System**) – Gino Wickman
- **Rockefeller Habits** – Verne Harnish
- **Scaling Up** – Verne Harnish
- **Good To Great** – Jim Collins
- **Execution** – Ram Charan
- **Built To Last** – Jim Collins
- **The Great Game Of Business** – Jack Stack
- **BE 2.0** – Jim Collins and Jim Lazier
- **Lessons From The Titans** – Scott David
- **Playing To Win** – A.G. Lafley

PERSONAL DEVELOPMENT

- **The Hard Thing About Hard Things** – Ben Horowitz
- **Also What You Do Is Who You Are** – Ben Horowitz
- **The Obstacle Is The Way** – Ryan Holiday
- **The Only Way To Win** – Jim Loehr
- **Now Discover Your Strengths** – Marcus Buckingham
- **Seven Habits Of Highly Effective People** – Stephen Covey
- **Dream Big** – Cristiane Correa

CULTURE:

- **Work Rules** – Laszlo Bock
- **7 Hidden Reasons Employees Leave** – Leigh Branham
- **Five Dysfunctions Of A Team** – Patrick Lencioni
- **Who** – Geoff Smart and Randy Street
- **Drive** – Daniel H. Pink
- **Topgrading -** Bradford D. Smart
- **Poor Charlie's Almanack** – Peter D. Kaufman
- **Oz Principles** – Roger Connors
- **Turn The Ship Around** – David Marquet



OUR TALENT PROGRAMS

Our Talent Programs

Personal Growth + Business Growth = Team Elevation

Fractional CRO Program:

A fractional Chief Revenue Officer (CRO) plays a pivotal role in driving revenue growth and optimizing sales strategies for portfolio companies by professionalizing and implementing an elite go-to-market and sales motion that enables the product to fully capture its potential.

We have found the sales function to be an area ripe for material investment opportunities in a post-acquisition context, further expanding our ability to enhance customer centricity and retention, product positioning and monetization, and our go-to-market motion and effectiveness.

Operating Vice President Program:

The Operating Vice President role at Solen involves tackling a mix of challenges related to sales, operations, HR, finance, M&A, and technology. Operating Vice Presidents will have more autonomy and responsibility than ever before, and will be paired with a seasoned Operating Partner or portfolio CEO. Successful candidates will be committed to long-term value creation and capable of making decisions despite incomplete information. This is a management track position for candidates with an MBA degree or equivalent work experience. Successful Operating Vice Presidents can expect to spend 12 to 24 months in a consultative role before moving on to a senior operating role at one of our businesses. This is a fast track to a COO, CXO, CIT, CFO, or CEO role within Solen.

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CFO In Training Program:

Solen's Chief Financial Officer (CFO) program is designed to identify and cultivate the next generation of finance leaders. Our program provides an exceptional opportunity for talented individuals to take on CFO positions across Solen's diverse portfolio of companies.

From day one, our CFOs focus on driving key financial metrics such as ARR/EBITDA expansion, financial standup, capital structure acumen, capital management, and M&A. We believe that by fostering a strong financial foundation, our CFOs can help their businesses achieve exceptional results.

At Solen, we are committed to supporting our CFOs' ongoing development and growth. We provide them with access to a robust community of executives and finance leaders, enabling them to leverage the collective knowledge and expertise of this network. This approach ensures that our CFOs are well equipped to tackle any challenge that comes their way and are set up for success from the very beginning.

Operating Partner:

As Operating Partner at Solen Software Group, your responsibilities include providing strategic leadership and operational guidance to our portfolio companies. We jokingly refer to our OPs as "Chief Excuse Removal Officers" and "Chief Cross-Pollination Officers." You will possess a laser focus on driving key financial metrics such as ARR/EBITDA expansion, human capital optimization and allocation, capital structure acumen, capital management, and M&A. Your KPIs include improving portfolio company performance, identifying operational inefficiencies, developing and implementing strategic plans, attracting and developing top-tier talent, monitoring industry trends, assessing and mitigating risks, and providing regular updates to the leadership team and stakeholders. Your experience as a former software CEO or CRO will be invaluable in driving success and profitability. Our program provides an exceptional opportunity for talented individuals to take on Operating Partner positions across Solen's diverse portfolio of companies.

Solen Annual Elevate Summit:

Personal Growth + Business Growth = Team Elevation

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Solen Annual Elevate Summit

Our annual Elevate Summit is a highly anticipated event that brings together leaders from Solen and our portfolio companies to connect, learn from one another, and celebrate the growth and success of individuals, teams, and companies.

At the Elevate Summit, we create a unique space for business leaders to expand their knowledge and connect with peers. Our expert speakers share the vicissitudes and victories, playbooks, and insights on innovative strategies for growth. Attendees will have the opportunity to network, exchange ideas, and build valuable relationships.

But the Elevate Summit is more than just a conference. It's an unforgettable experience that inspires and motivates attendees to reach new heights in their careers and businesses. From our interactive workshops to our engaging speakers, the Elevate Summit provides a dynamic and immersive environment for learning and growth.

Solen Operating Company CEOs and select members of their leadership teams join each year.

Solen Summit CEO Forum

An Interactive CEO Peer Group

The Solen Summit CEO Forum program is our CEO peer group initiative that combines a focus on people, purpose, and performance to drive long-term growth.

We provide our leaders with a forum where they can meet monthly to tackle significant challenges together.

Additionally, our CEOs gather in person once or twice a year at an offsite event, where they receive training, instruction, and networking opportunities with domain-specific experts in areas such as monetization, hiring, talent management, sales and go-to-market proficiency, and product positioning.

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