

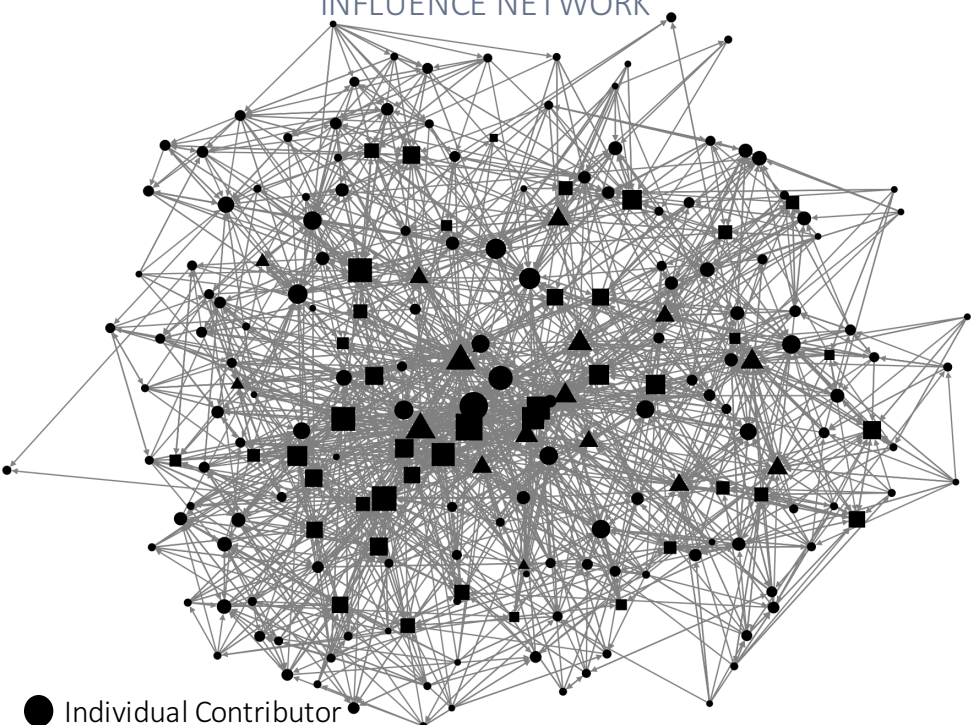


eShares Inc

NETWORK MAPPING

POWERED BY INNOVISOR – 2017

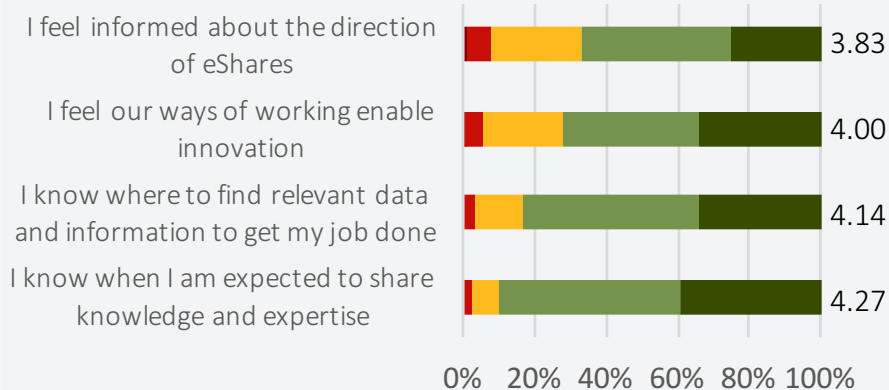
HIGH LEVEL SURVEY RESULTS



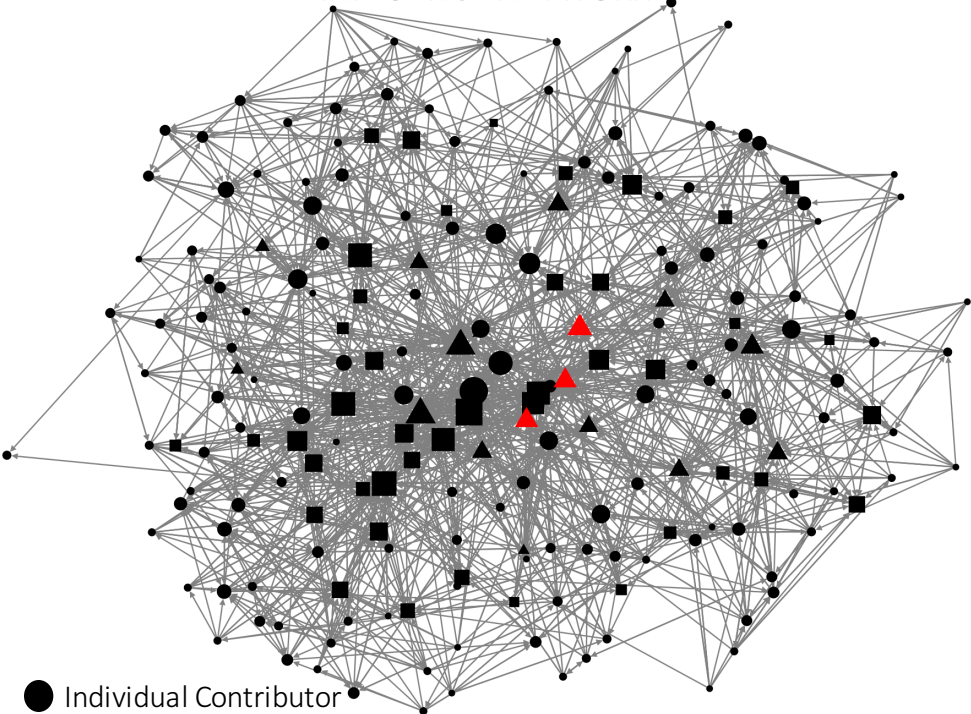
■ Manager

▲ Trifecta

Note: The size of each node reflects the number of nominations

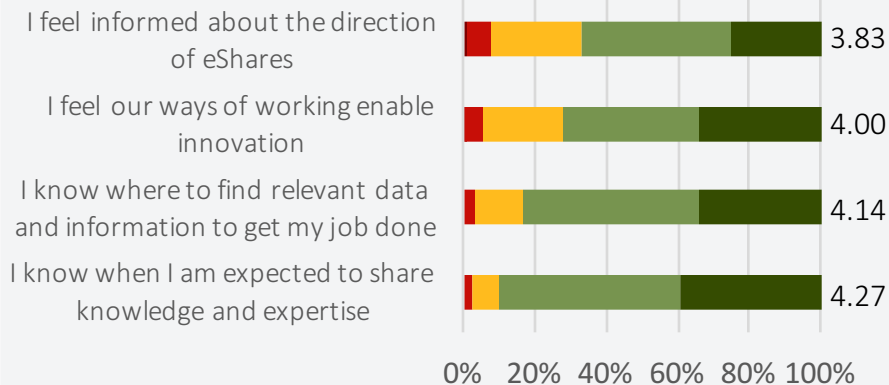


HIGH LEVEL SURVEY RESULTS



- Individual Contributor
- Manager
- ▲ Trifecta

Note: The size of each node reflects the number of nominations







OUR RECOMMENDATIONS

"WE BELIEVE RECOMMENDATIONS HAVE TO BE SIMPLE TO GET EXECUTED – ALSO WHEN THE PROBLEMS ARE COMPLICATED"

INNOVISOR

HIGH LEVEL RECOMMENDATIONS

| IMMEDIATE ACTIONS | HOW | WHY |
|--|---|--|
|  <p>1. COMMUNICATE GENERIC MESSAGE TO THE RESPONDENTS</p> | <p>Communicate the following to everyone in eShares Inc:</p> <ul style="list-style-type: none"> • thank you for participating • quick insight (e.g., what does the network look like across locations?) • how will the data be used? | <p>It is important to show the employees that the data is being used now that you have asked them to spend time completing the survey. Also, it can be quite sensitive to ask people to point out their colleagues, which makes transparency around its use important.</p> |
|  <p>2. ENGAGE WITH THE KEY INFLUENCER GROUP</p> | <p>Establish contact to the key influencer group and let them know that they are important in the network. Talk to them regularly and listen to their input on what is moving in the organization.</p> | <p>The key influencer group consists of individual contributors that are trusted and well-liked by peers. They cover 70% of the network in the 1st tier and 100% in the 2nd tier.</p> |
| FOLLOW-UP ACTIONS | HOW | WHY |
|  <p>3. ESTABLISH A SET OF BEST PRACTICES FOR FASTER ONBOARDING</p> | <p>Learn from the case of the 14 individual contributors who have quickly established influential network positions. Did they build their network quick due to being assigned a mentor? Because they already knew people in eShares Inc? Because they were assigned certain roles and responsibilities? Or are they naturally good at networking?</p> | <p>50% of the employees at eShares Inc have been with the company for less than six months, and the rapid growth is expected to continue. This makes onboarding a discipline that must be prioritized highly in order to realize the full potential of incoming employees.</p> |
|  <p>4. EMPOWER DECISION MAKING THROUGH MANDATES AND GUIDELINES TO INCREASE AGILITY</p> | <p>Determine what changes can be made to establish a more decentralized decision making process. Use the network data to decide who to include in the implementation.</p> | <p>Decision making is highly centralized around trifectas and the two California locations. As eShares Inc continues to grow, this may become problematic if the trifectas are bottlenecks that slow down the decision making process.</p> |



ENGAGE WITH THE KEY INFLUENCER GROUP

HOW DO WE IDENTIFY THE KEY INFLUENCERS

The key influencers are both perceived competent and energetic.

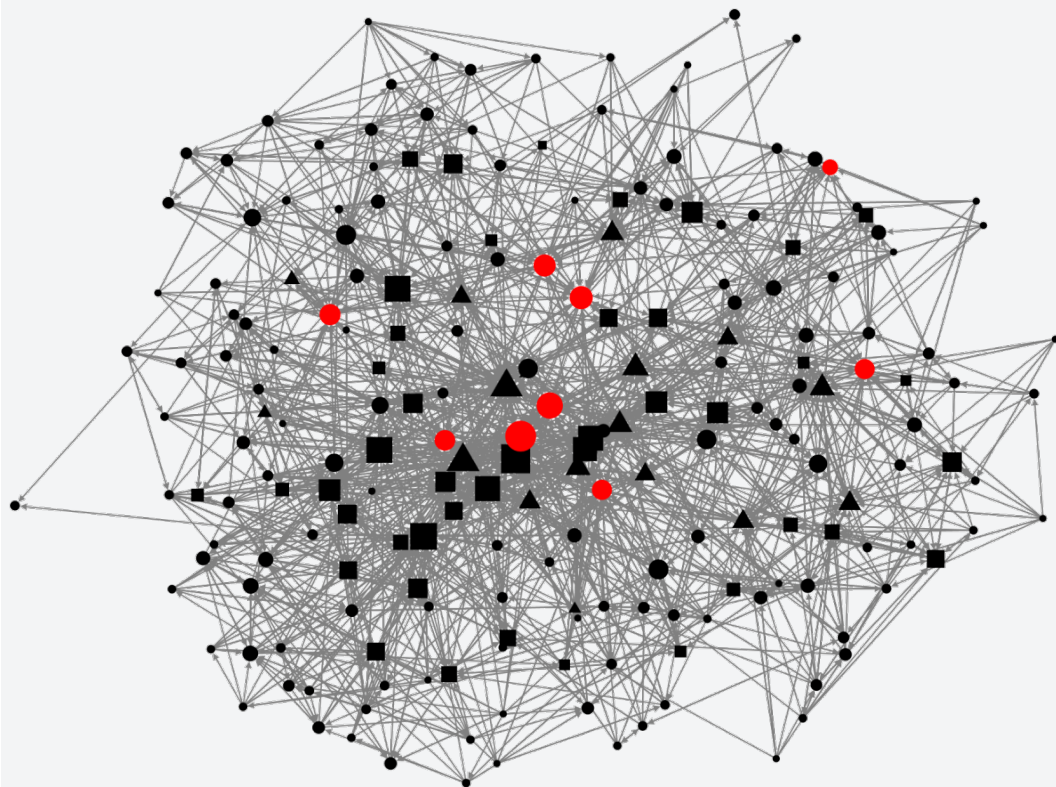
We know this because the key influencers are identified by combining data around who spreads energy and who is sought out for help and advice.



The key influencers are selected based on reaching the largest possible share of the network with the fewest number of employees.

This means that once the marginal increase in reach for every added influencer stagnates, no more employees will be included in the group of key influencers.

THE KEY INFLUENCER GROUP



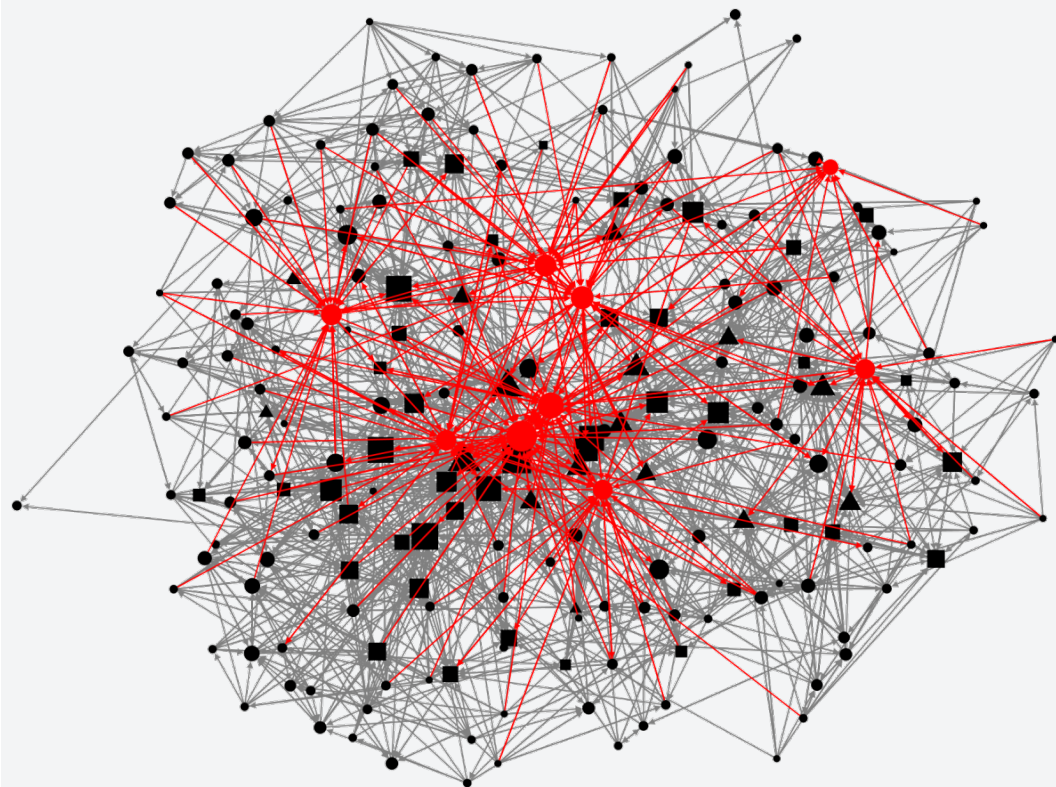
| NAME | LOCATION | BUSINESS UNIT |
|---------------------|----------------|-------------------|
| Amethyst Hills | Palo Alto | Platform |
| Edison Salmannazlou | Palo Alto | Valuations |
| Guizmo Bollmann | Rio de Janeiro | Investor Services |
| Jay Query | San Francisco | Valuations |
| Jordan Agnew | San Francisco | Valuations |
| Marcelo de Lima | Rio de Janeiro | Private Markets |
| Margana Suendermann | San Francisco | Platform |
| Max Estes | Seattle | Valuations |
| Michelle Williams | Palo Alto | Private Markets |

These 9 key influencers are identified because as a group they can reach or influence the largest possible share of the network with the fewest number of employees

This key influencer group cover individual contributors from all locations and business units at eShares Inc

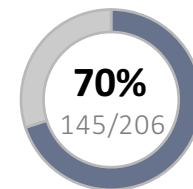
Note: The key influencers are found among individual contributors only

THE 9 KEY INFLUENCERS COVER 70% OF THE NETWORK



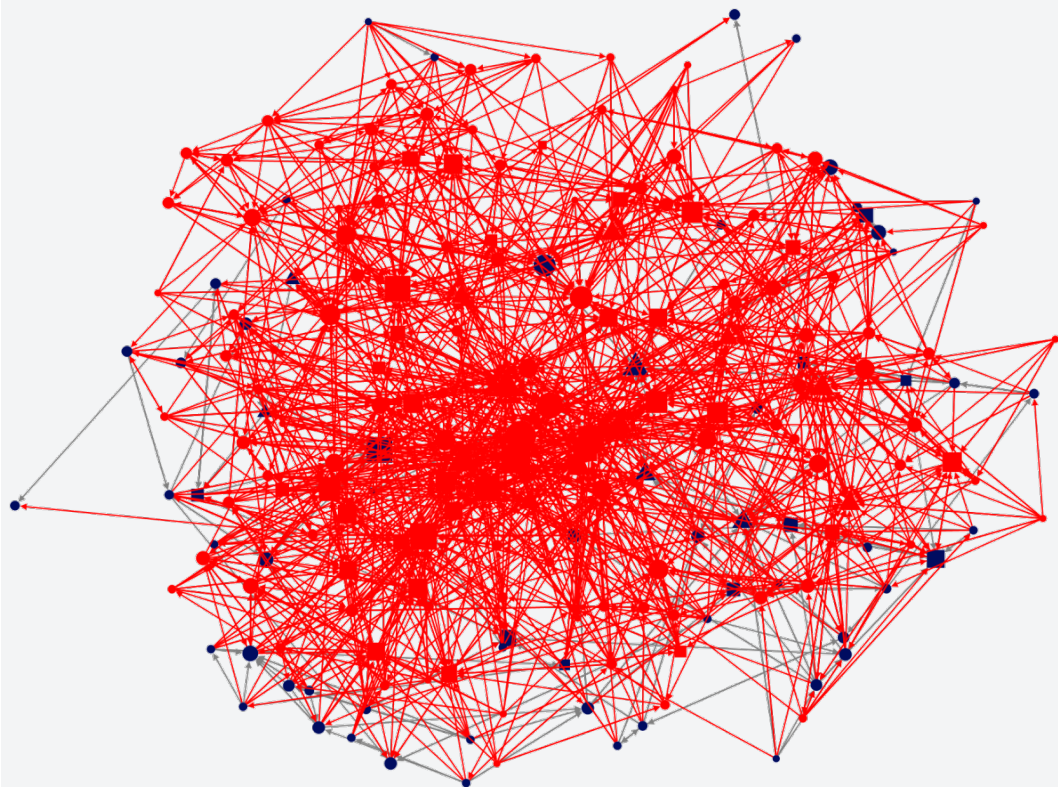
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These 9 key influencers mentioned in alphabetical order influence 145 out of 206 employees at eShares Inc.



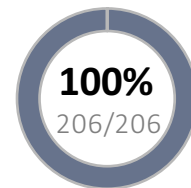
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AND 100% WITH 2ND TIER CONNECTIONS



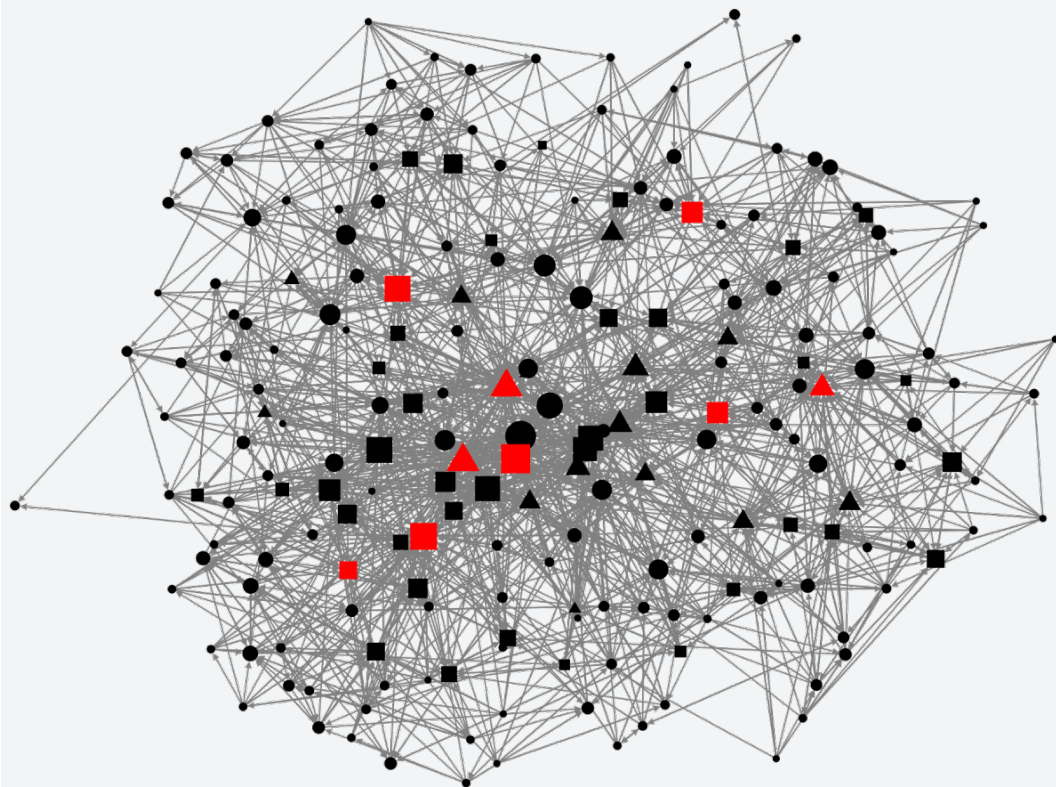
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Through the connections' connections of the 9 key influencers, also know as 2nd tier connections, they can influence all employees at eShares Inc.



Note: The key influencers are found among individual contributors only

THE KEY INFLUENCERS AMONG MANAGERS AND TRIFECTAS ONLY



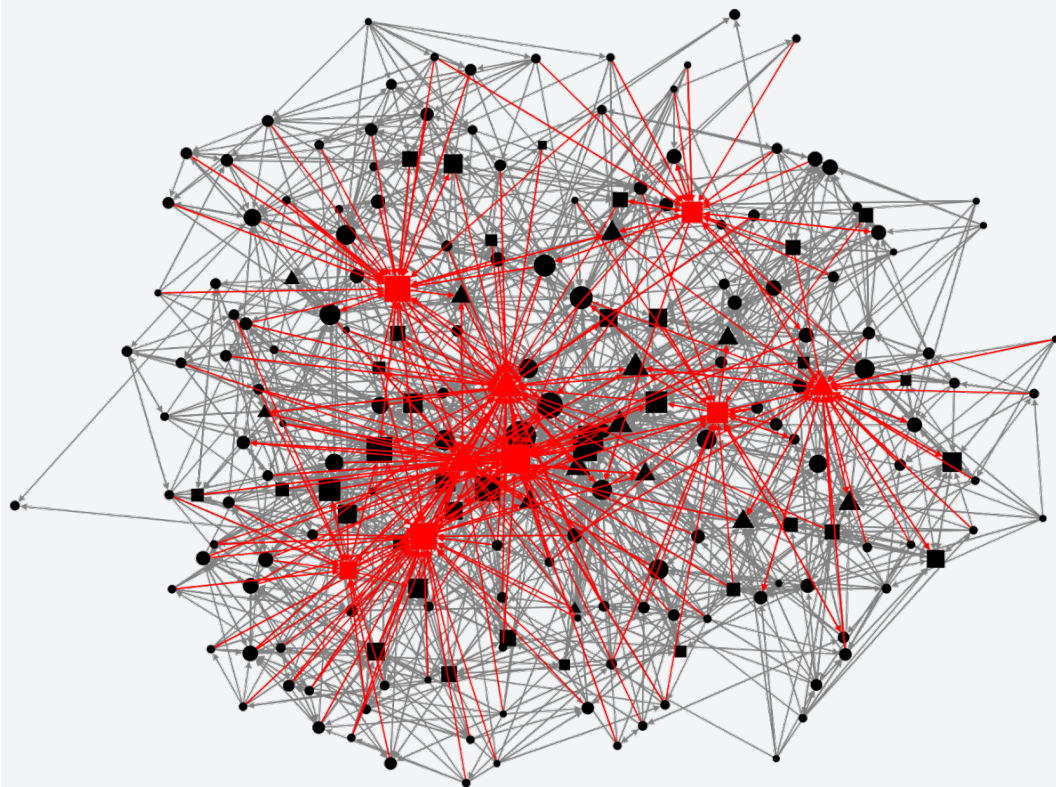
| NAME | LOCATION | BUSINESS UNIT |
|--------------------|----------------|-------------------|
| Alessandro Chesser | San Francisco | Private Markets |
| Alexandre Laplante | Palo Alto | Investor Services |
| Allie Leiser | San Francisco | Private Markets |
| Christine Ngo | San Francisco | Valuations |
| Connor Bathen | San Francisco | Private Markets |
| Mike Wu | Palo Alto | Platform |
| Rodrigo Deodoro | Rio de Janeiro | Valuations |
| Tom Matta | San Francisco | Private Markets |
| Vince Wang | San Francisco | Private Markets |

These 9 key influencers are identified because as a group they can reach or influence the largest possible share of the network with the fewest number of managers and trifecta

This key influencer group cover managers and trifecta from 3 out of 4 locations and all business units at eShares Inc

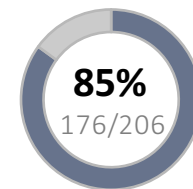
Note: The key influencers are found among managers and trifecta only

9 MANAGERS AND TRIFECTAS COVER 85% OF THE NETWORK



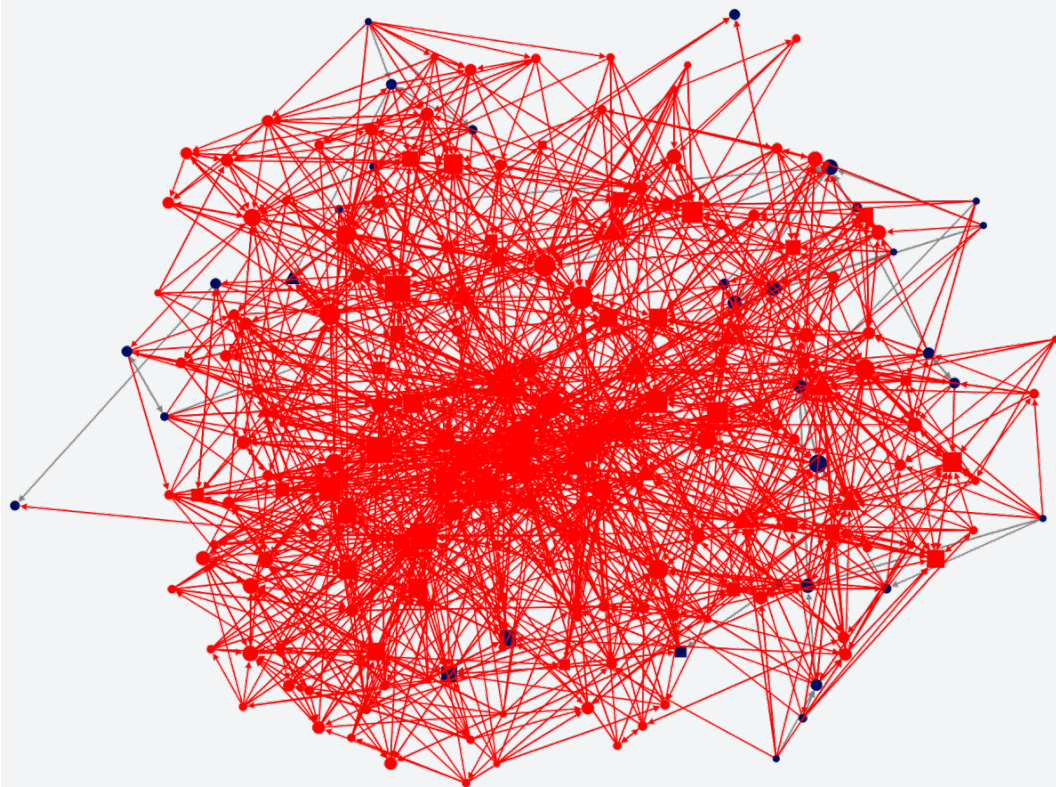
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These 9 key influencers mentioned in alphabetical order influence 145 out of 206 employees at eShares Inc.



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Through the connections' connections of the 9 key influencers, also know as 2nd tier connections, they can influence all employees at eShares Inc.



Note: The key influencers are found among managers and trifecta only



ESTABLISH A SET OF BEST PRACTICES FOR FASTER ONBOARDING

INFLUENCE INCREASES WITH TENURE

HELP & ADVICE

| ↩ TO FROM | 0 to 3 months | 3 to 6 months | 6 to 12 months | 12 to 18 months | 18 to 24 months | 2 to 4 years |
|--------------------|------------------|------------------|-------------------|--------------------|--------------------|-----------------|
| 0 to 3 months | 12% | 25% | 16% | 14% | 10% | 22% |
| 3 to 6 months | 4% | 20% | 22% | 20% | 12% | 23% |
| 6 to 12 months | 3% | 10% | 18% | 24% | 16% | 29% |
| 12 to 18 months | 3% | 8% | 10% | 23% | 13% | 43% |
| 18 to 24 months | 1% | 11% | 6% | 24% | 11% | 47% |
| 2 to 4 years | 1% | 7% | 4% | 14% | 12% | 61% |
| | | | | | | |
| Factor | 0.20 | 0.63 | 0.69 | 2.02 | 2.01 | 2.61 |
| Size | 25% | 25% | 22% | 10% | 6% | 12% |

ENERGY

| ↩ TO FROM | 0 to 3 months | 3 to 6 months | 6 to 12 months | 12 to 18 months | 18 to 24 months | 2 to 4 years |
|--------------------|------------------|------------------|-------------------|--------------------|--------------------|-----------------|
| 0 to 3 months | 17% | 22% | 16% | 13% | 9% | 23% |
| 3 to 6 months | 6% | 20% | 26% | 18% | 9% | 22% |
| 6 to 12 months | 4% | 15% | 22% | 21% | 13% | 25% |
| 12 to 18 months | 3% | 8% | 17% | 18% | 13% | 41% |
| 18 to 24 months | 4% | 13% | 3% | 19% | 14% | 47% |
| 2 to 4 years | 3% | 11% | 4% | 17% | 12% | 52% |
| | | | | | | |
| Factor | 0.30 | 0.67 | 0.81 | 1.83 | 1.74 | 2.41 |
| Size | 25% | 25% | 22% | 10% | 6% | 12% |

HOW TO READ THE INTERACTION MATRIX

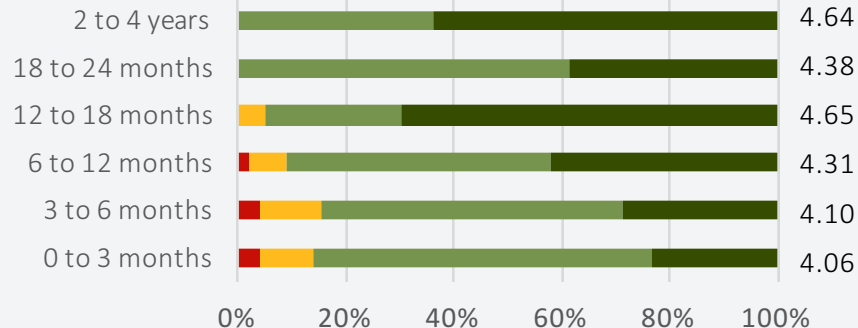
| <div> <div>TO</div> <div>FROM</div> </div> | Marketing | Sales |
|--|-----------|-------|
| Marketing | 93% | 7% |
| Sales | 47% | 53% |
| | | |
| Factor | 1.01 | 0.95 |
| Size | 86% | 14% |

Factor: We use it to determine whether the people in the group have many or few connections. It is calculated as the number of connections with this group, as a share of all connections in the network, divided by the relative size of the group.
 E.g. 86.3% of all connections is with a coworker in Marketing and 85.7% of all employees are in Marketing – therefore the factor is $86.3\% / 85.7\% = 1.01$

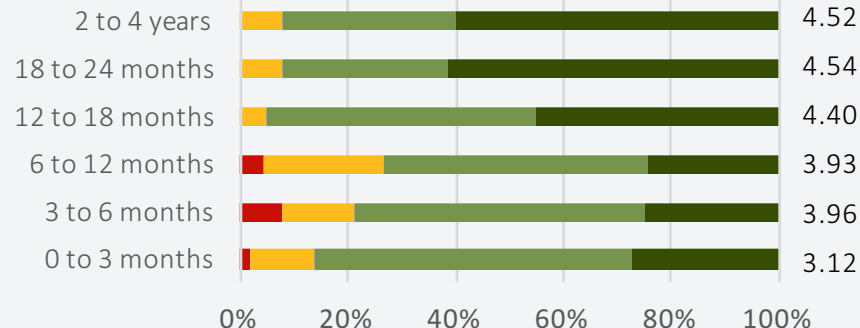
Questions: Please indicate how strongly you agree or disagree with each statement

SEATTLE IS THE MOST POSITIVE LOCATION

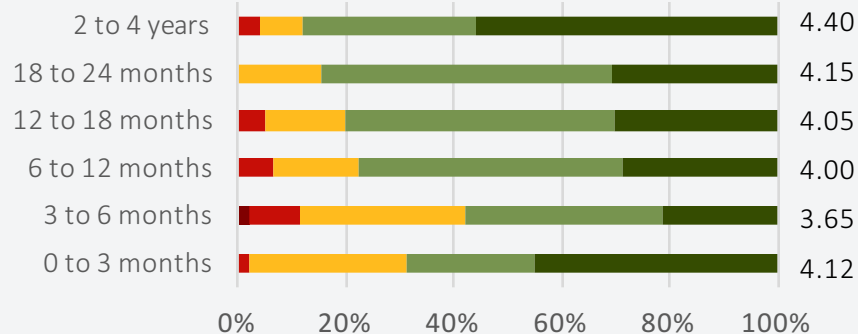
I KNOW WHEN I AM EXPECTED TO SHARE KNOWLEDGE AND EXPERTISE



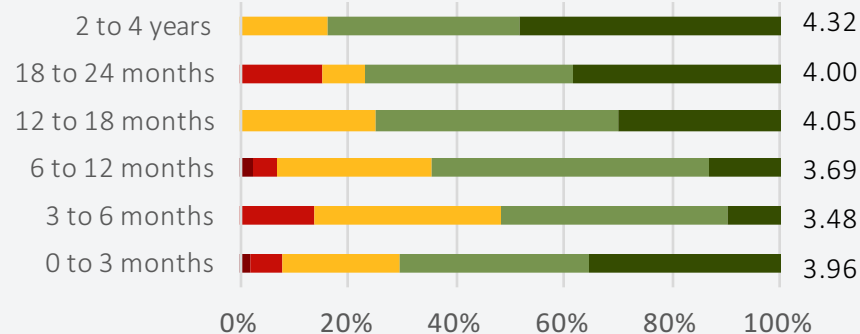
I KNOW WHERE TO FIND RELEVANT DATA AND INFORMATION TO GET MY JOB DONE



I FEEL OUR WAYS OF WORKING ENABLE INNOVATION



I FEEL INFORMED ABOUT THE DIRECTION OF eShares Inc



Strongly disagree Disagree Neutral Agree Strongly agree

THESE NEWCOMERS KNOW HOW TO BUILD INFLUENCE

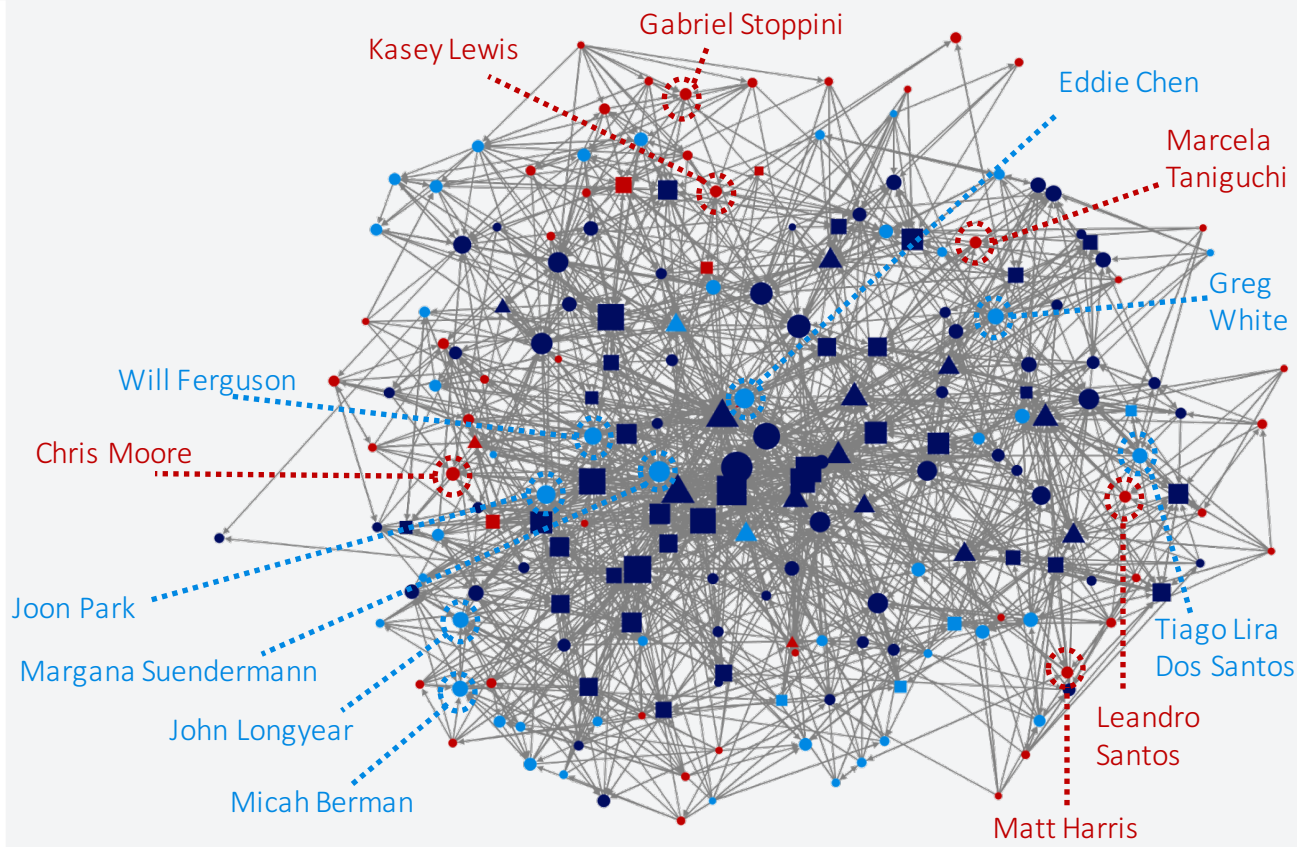
The network picture shows the influential individual contributors with short tenure – less than six months.

The individuals highlighted in **red** influence at least **four** colleagues and the ones in **blue** influence **eight** colleagues or more.

This is much more than the overall average for individual contributors with the same tenure (see table

below):

| Tenure (months) | Average # of nominations | |
|-----------------|--------------------------|-----------------------|
| | Mgr. and trifectas | Individual contribut. |
| 0-3 | 5.7 | 1.5 |
| 3-6 | 9.0 | 4.7 |
| +6 | 17.9 | 7.4 |



COLOR LEGEND

● 0-3 months

● 3-6 months

● +6 months

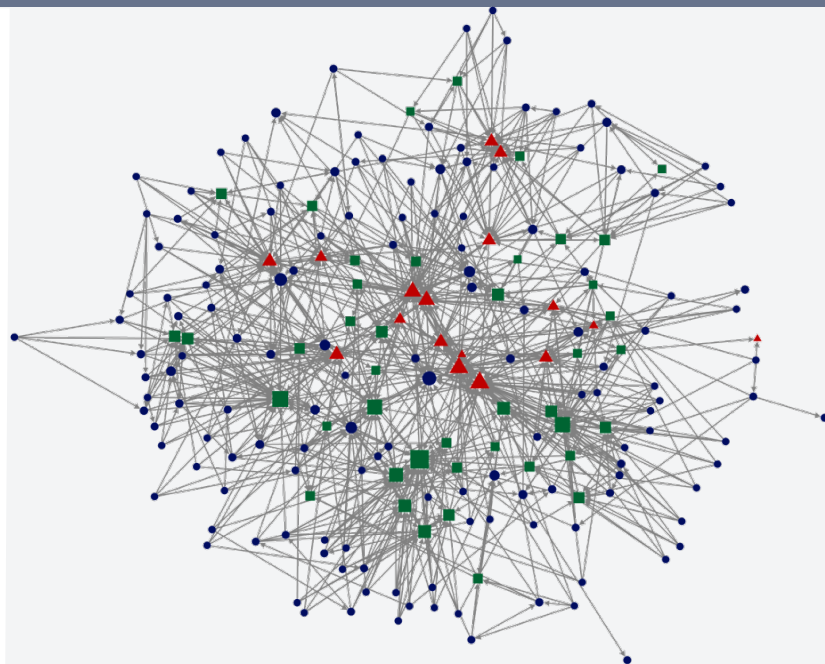
© innovisor



EMPOWER DECISION MAKING THROUGH MANDATES AND GUIDELINES TO INCREASE AGILITY

DECISIONS ARE MADE BY TRIFECTA

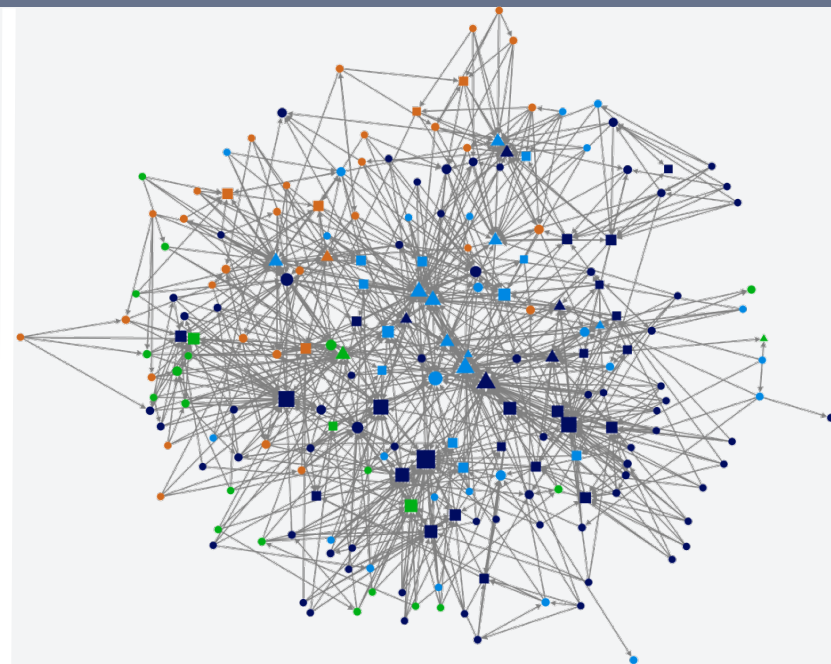
| | TO FROM | Individual Contributor | Manager | Trifecta |
|--------------------------|------------|------------------------|---------|----------|
| ● Individual Contributor | | 25% | 46% | 30% |
| ● Manager | | 19% | 31% | 51% |
| ● Trifecta | | 7% | 19% | 74% |
| | | | | |
| | Factor | 0.31 | 1.95 | 4.68 |
| | Size | 71% | 21% | 8% |



The table to the left shows that individual contributors go to managers, managers go to trifectas and trifectas go to other trifectas when decisions need to be made. The image shows that trifectas are in the center of the decision network.

DECISIONS ARE MADE IN CALIFORNIA

| TO FROM | | Palo Alto | Rio de Janeiro | San Francisco | Seattle |
|------------|----------------|-----------|----------------|---------------|---------|
| ● | Palo Alto | 54% | 4% | 40% | 2% |
| ● | Rio de Janeiro | 32% | 33% | 27% | 9% |
| ● | San Francisco | 27% | 2% | 64% | 6% |
| ● | Seattle | 20% | 4% | 47% | 30% |
| | | | | | |
| Factor | | 1.45 | 0.47 | 1.05 | 0.73 |
| Size | | 23% | 18% | 48% | 11% |



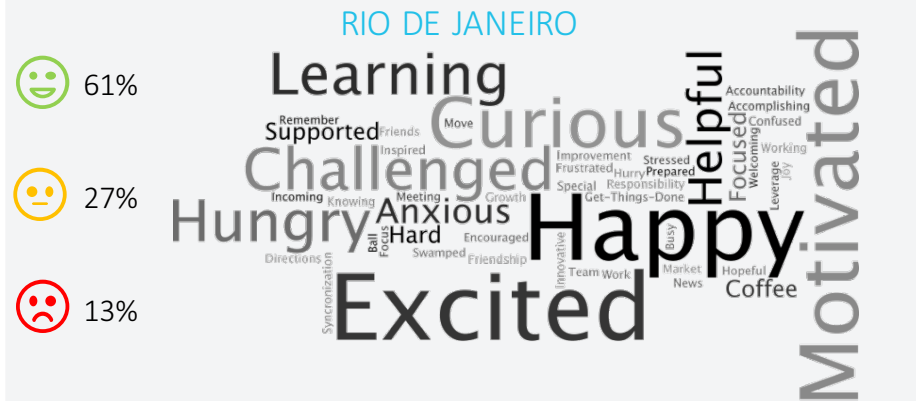
The table to the left shows that all locations often go to colleagues based in Palo Alto or San Francisco when decisions need to be made. The image shows that Palo Alto is in the center of the decision network.

LET'S LOOK AT LOCATIONS

A LOOK INSIDE eShares Inc

Questions: What three words would you use to describe your feelings when you arrive at work each morning?

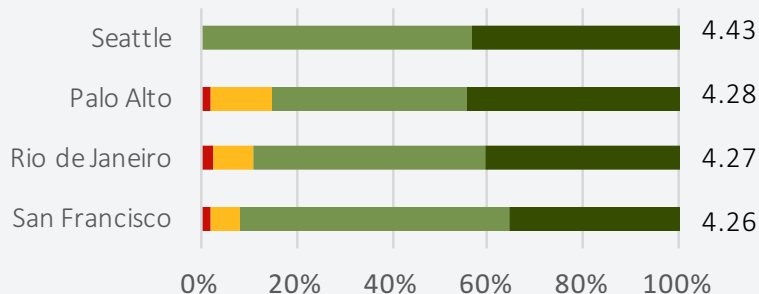
PERCEPTION ACROSS LOCATIONS



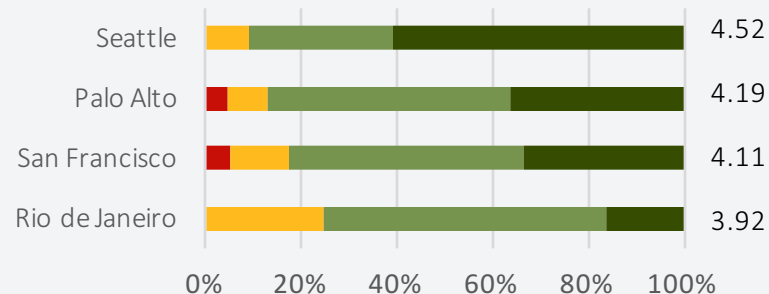
Questions: Please indicate how strongly you agree or disagree with each statement

SEATTLE IS THE MOST POSITIVE LOCATION

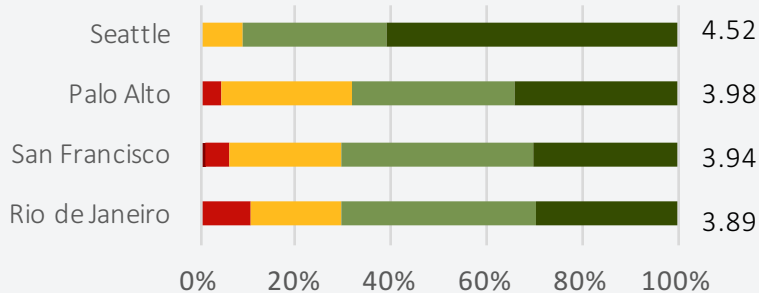
I KNOW WHEN I AM EXPECTED TO SHARE KNOWLEDGE AND EXPERTISE



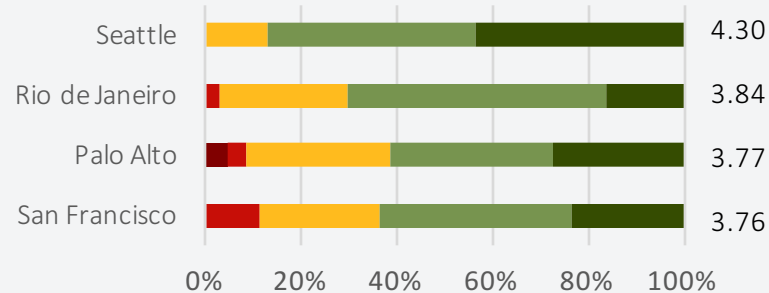
I KNOW WHERE TO FIND RELEVANT DATA AND INFORMATION TO GET MY JOB DONE



I FEEL OUR WAYS OF WORKING ENABLE INNOVATION

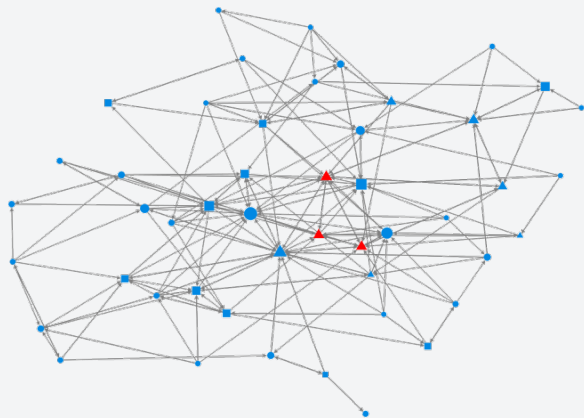


I FEEL INFORMED ABOUT THE DIRECTION OF eShares Inc

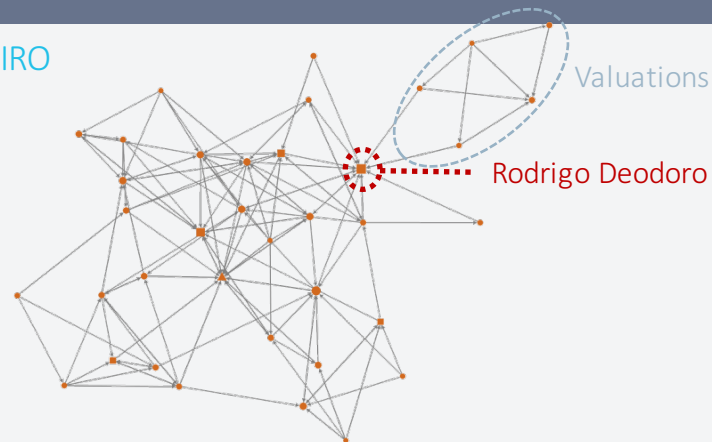


Strongly disagree Disagree Neutral Agree Strongly agree

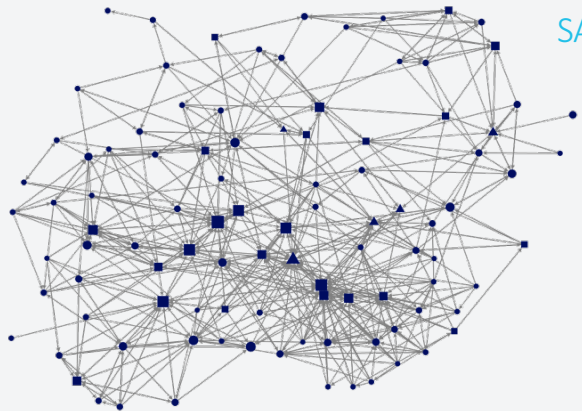
INFLUENCE NETWORK IN EACH LOCATION



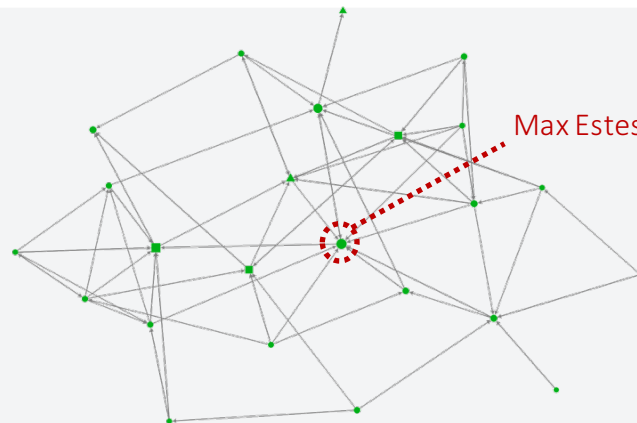
PALO ALTO



RIO DE JANEIRO



SAN FRANCISCO



SEATTLE

LET'S LOOK AT DEPARTMENTS

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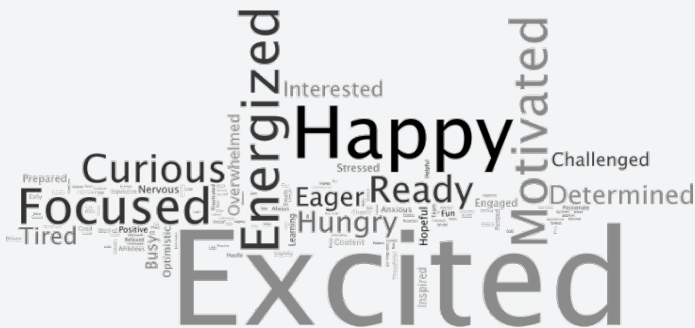
PERCEPTION ACROSS DEPARTMENTS

BUSINESS

😊 75%

😐 13%

😞 12%



ENGINEERING

😊 62%

😐 28%

😞 9%



PRODUCT

😊 74%

😐 10%

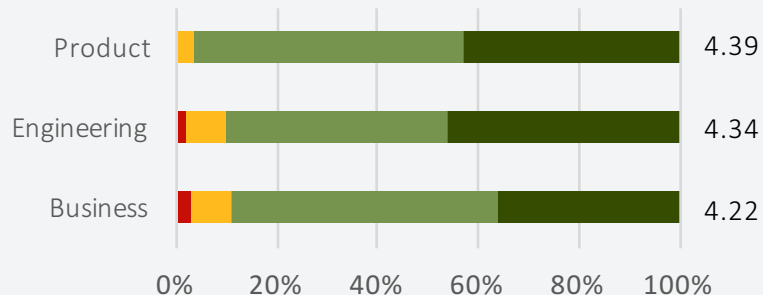
😞 16%



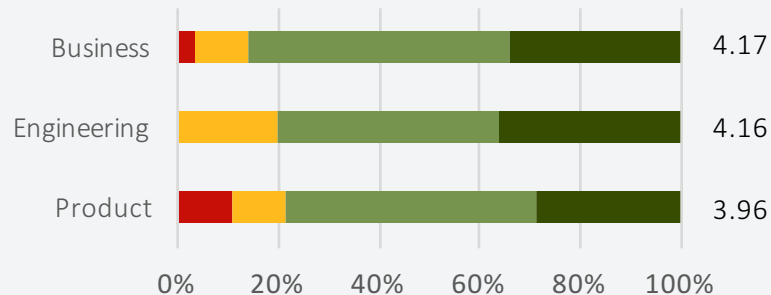
Questions: Please indicate how strongly you agree or disagree with each statement

PRODUCT IS GENERALLY THE MOST POSITIVE DEPARTMENT

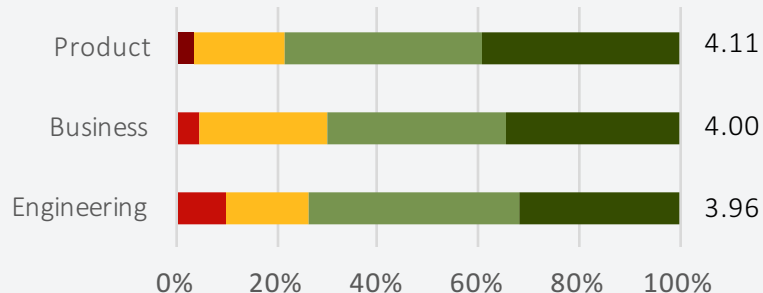
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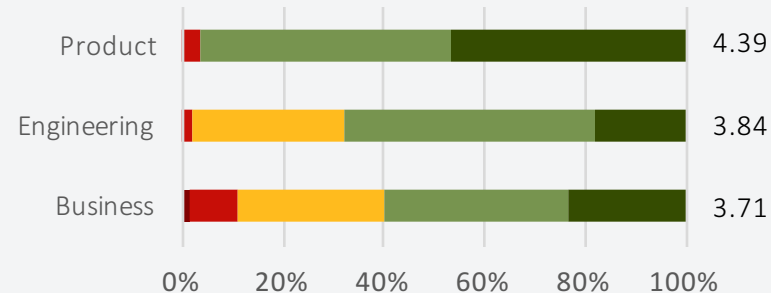
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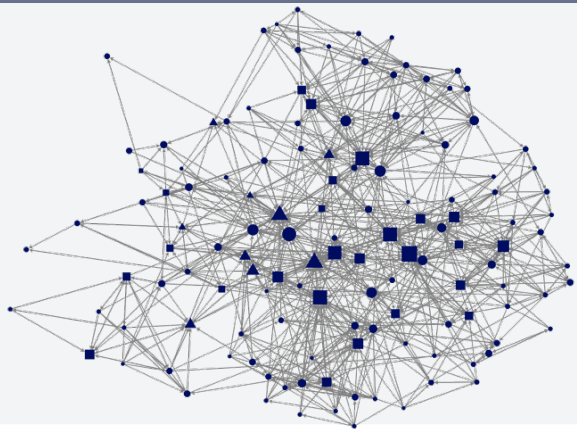
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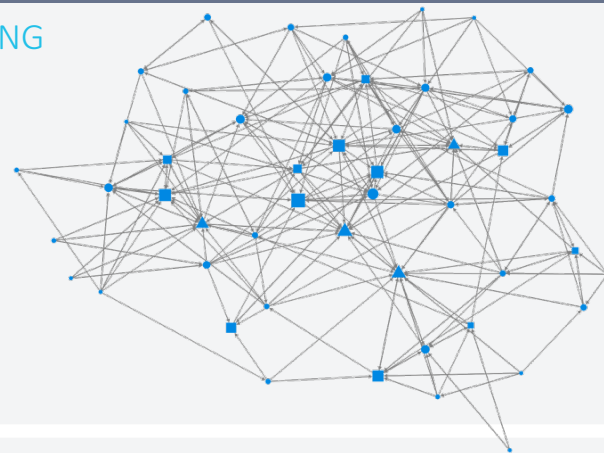
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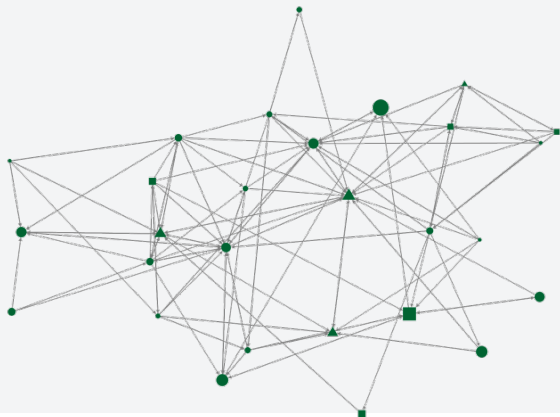
INFLUENCE NETWORK FOR EACH DEPARTMENT



BUSINESS



ENGINEERING



PRODUCT

LET'S LOOK AT BUSINESS UNITS

A LOOK INSIDE eShares Inc

Questions: What three words would you use to describe your feelings when you arrive at work each morning?

PERCEPTION ACROSS BUSINESS UNITS

CAPITAL MARKETS



INVESTOR SERVICES



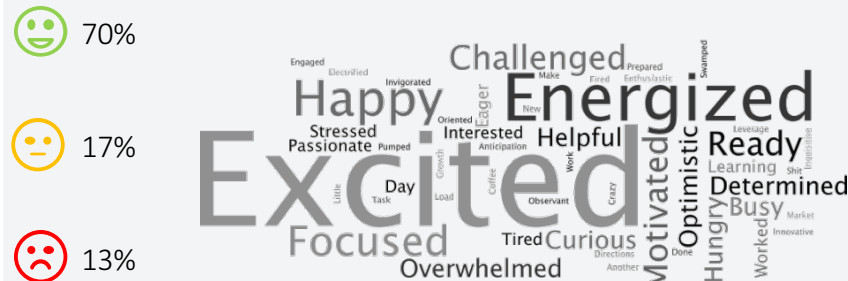
PLATFORM



PRIVATE MARKETS



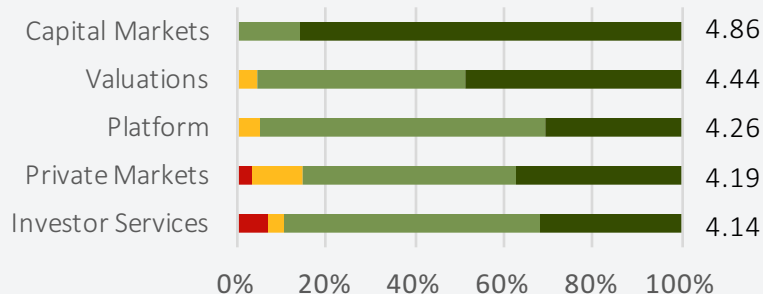
VALUATIONS



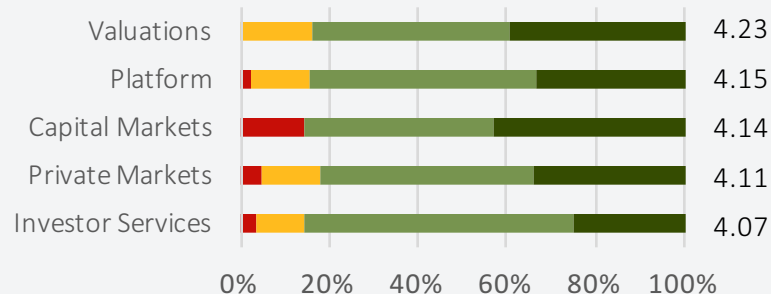
Questions: Please indicate how strongly you agree or disagree with each statement

CAPITAL MARKETS IS GENERALLY THE MOST POSITIVE BUSINESS UNIT

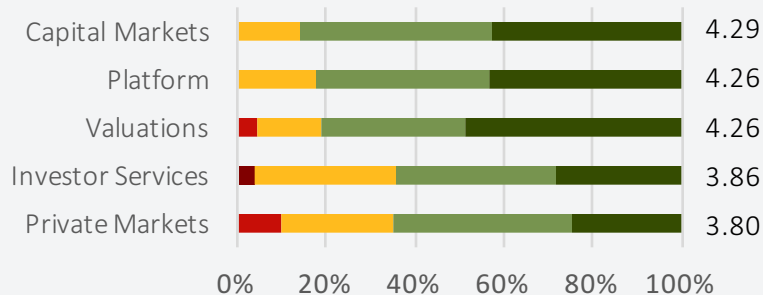
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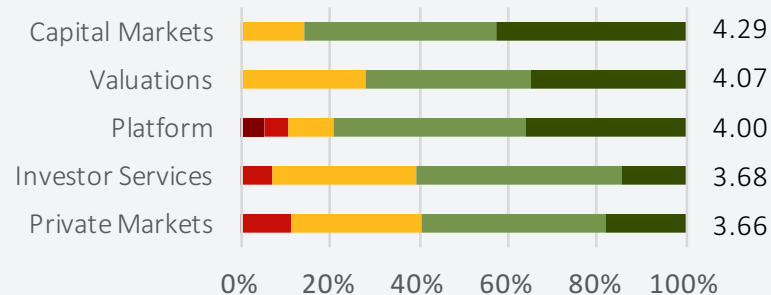
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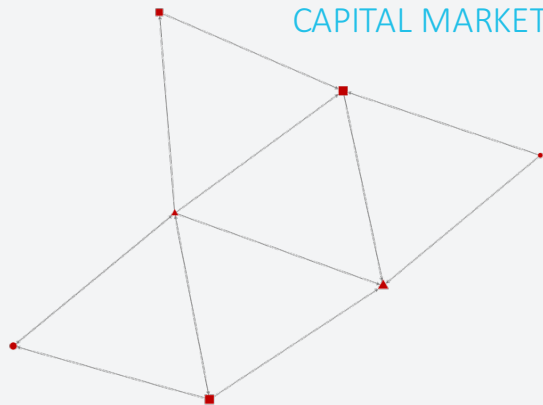


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INFLUENCE NETWORK FOR EACH BUSINESS UNIT

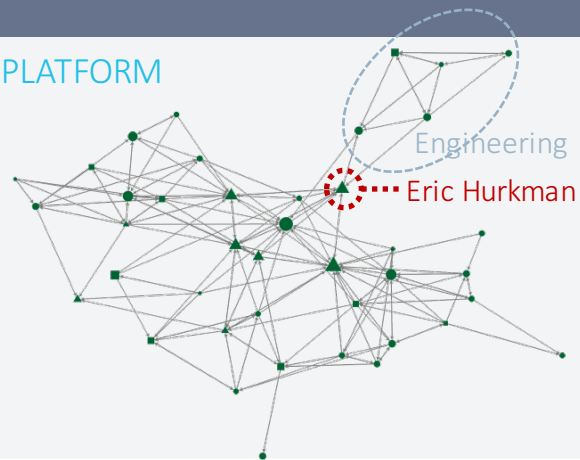
CAPITAL MARKETS



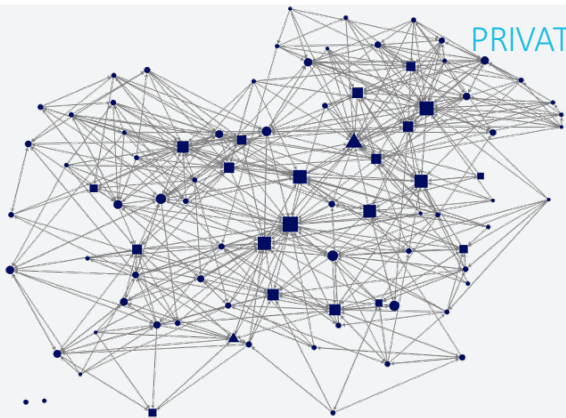
INVESTOR SERVICES



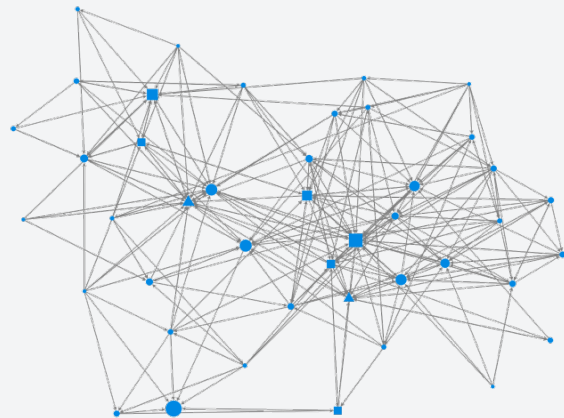
PLATFORM



PRIVATE MARKETS



VALUATIONS



LET'S LOOK AT THE MOST NOMINATED

A LOOK INSIDE eShares Inc

THE TOP 10 INFLUENCERS AMONG MANAGERS AND TRIFECTAS

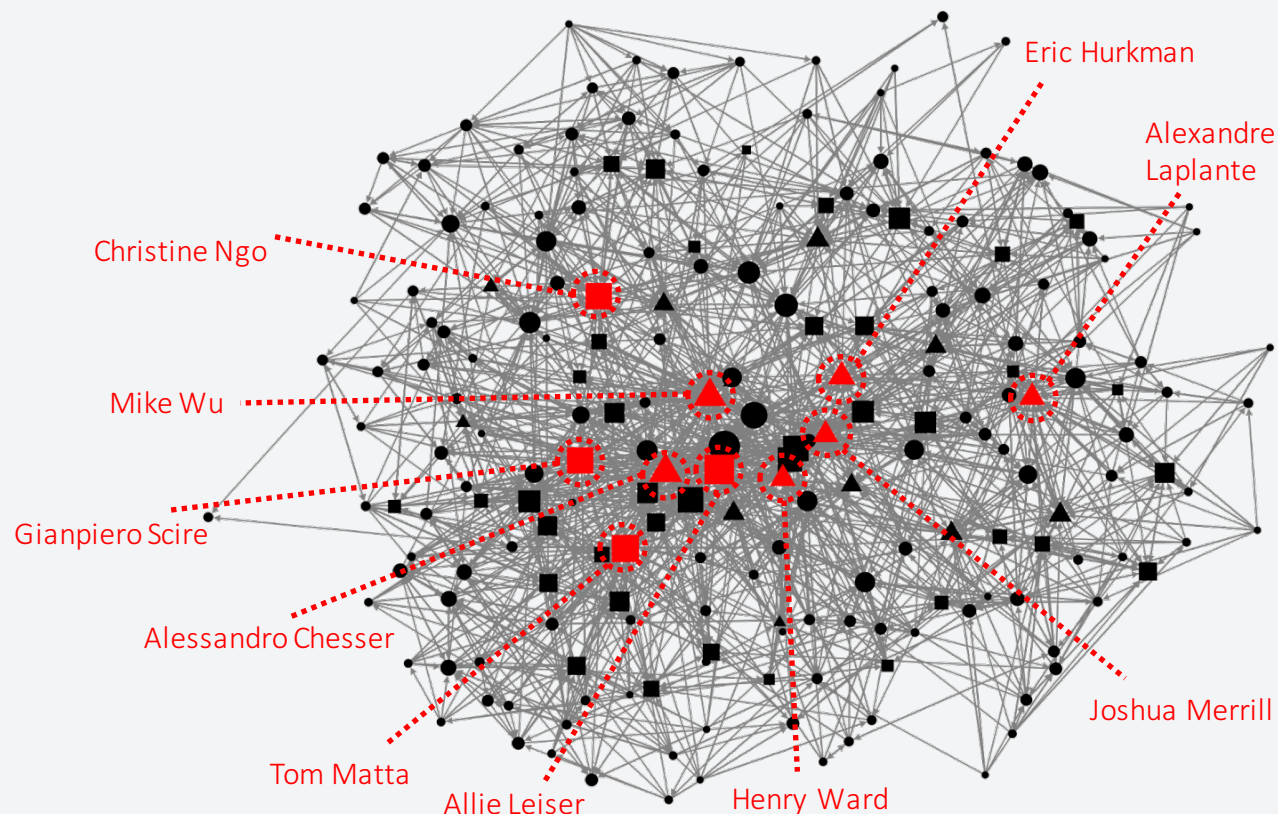
The network picture shows the most influential managers and trifectas.

The individuals highlighted in **red** are the top 10 influencers and they all influence at least 27 colleagues.

This is much more than the overall average for managers and trifectas (see table below).

Average # of nominations

| Mgr. and trifectas | Individual contribut. |
|--------------------|-----------------------|
| 15.6 | 4.8 |



COLOR LEGEND

● Top 10 influencers among managers and trifectas

THE TOP 10 INFLUENCERS AMONG INDIVIDUAL CONTRIBUTORS

The network picture shows the most influential individual contributors.

The individuals highlighted in **red** are the top 10 influencers and they all influence at least 16 colleagues.

This is much more than the overall average for individual contributors (see table below).

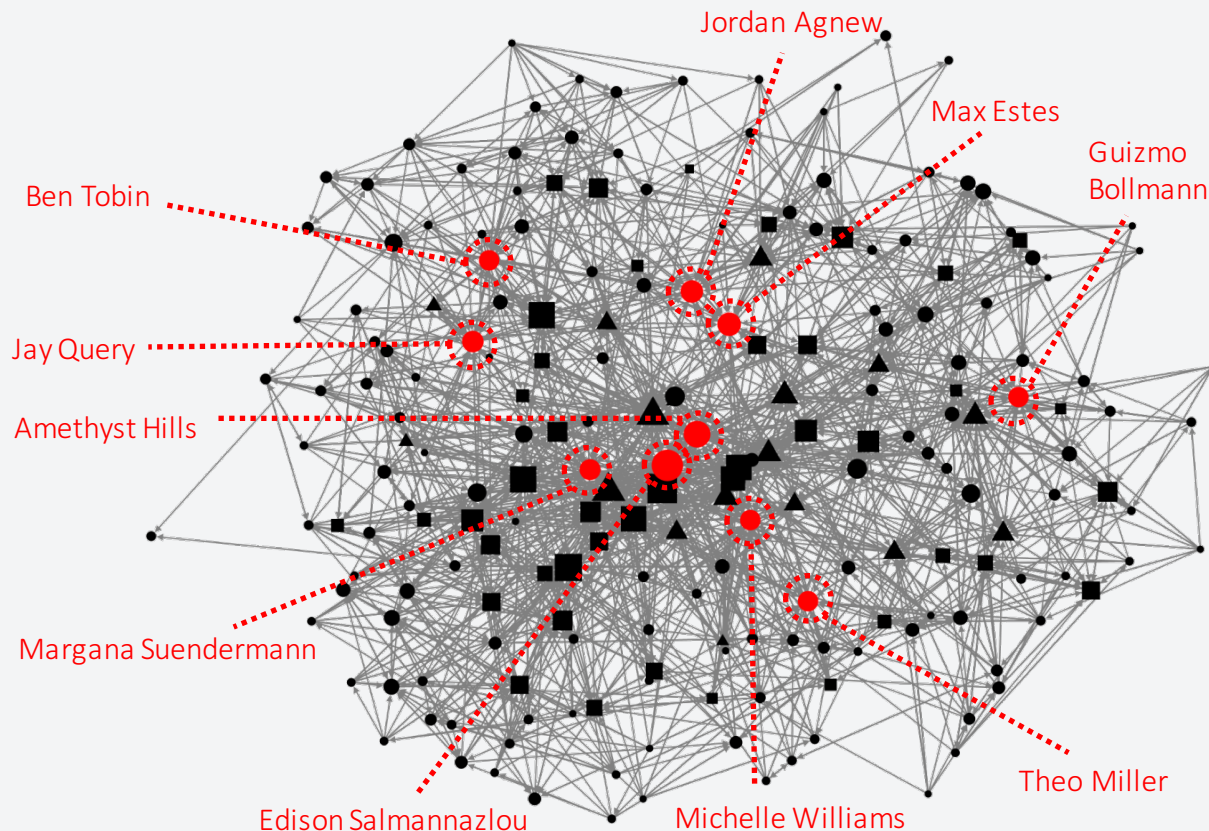
Average # of nominations

Mgr. and trifectas

Individual
contribut.

15.6

4.8



COLOR LEGEND

● Top 10 influencers among individual contributors



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ABOUT INNOVISOR

Innovisor is the recognized advisory within organizational network analysis. It delivers its organizational diagnostics products and services to clients across the world.

The clients include an increasing number of Standard & Poor 500, FTSE 100, and Stoxx Europe 600-companies, whom we serve directly or together with our highly esteemed partners across the world.

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