OUR SOURCE OF TRUTH: PROSUMER SOFTWARE

FORERUNNER

Fall 2025

Software has long moved

beyond the workplace

Consumers crave software in personal & work life

01
Digitize routine tasks
Calendly, docusign

02
Real-time document collaboration
Notion, G Suite

03
Power building
Lovable, WiX

04
Facilitate communication
slack, zoom

05
Power creativity
Canva, Midjourney

And are increasingly driving product direction

So much so that a category now has staying power:

Prosumer

Building in Prosumer today

Solving for AI-Native Needs

AI creates entirely new workflows to solve previously unaddressable challenges. Building in the path of what was not possible before creates an edge.

Vertical Differentiation

Gen AI is a powerful general purpose technology. Prosumer companies may find success building for the most engaged users even if that means going vertical.

Platform Over 'Best of' Approach

Consumers are fatigued from an increasingly fragmented software ecosystem. This poses a risk for companies that occupy a spot in a "best of" approach. Prosumer platforms will have an advantage.

Low Switching Costs

Consumers have minimal lock in today as models improve, new products launch (espcially from LLMs), and pricing changes are rolled out.

Margin Compression

While model costs, infrastructure stack, and pricing models are changing in real-time, companies may have to give up margin in order to compete.

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Prosumer software exists within a *large & growing* market

Source: Microsoft filings; Grandview Research

What makes a company Prosumer today?

01

Powers personal and work use cases, starting in either and crossing over to the other

02

Built for a general user base with no specific skill or job requirement

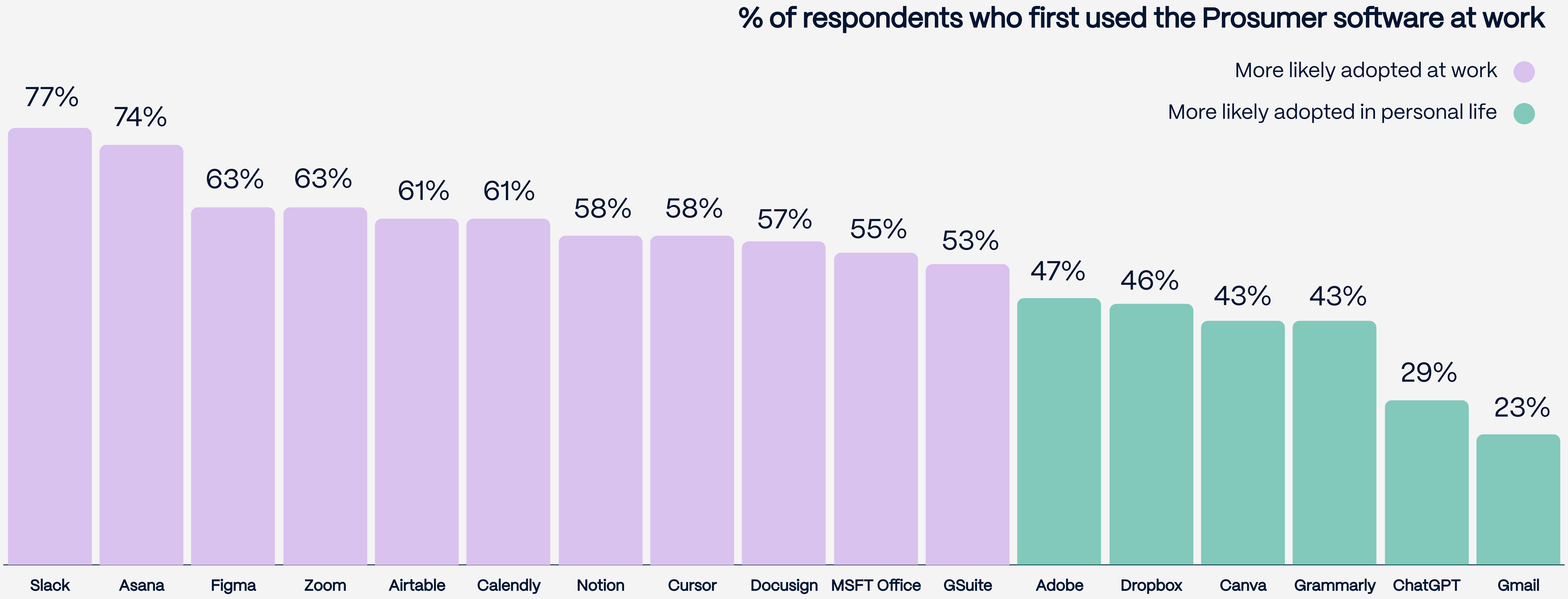
03

Product-led growth is a requirement, though not a unique characteristic

04

Creates a **powerful brand and engaging community**

Forerunner's survey shows consumers typically first adopt Prosumer software at work

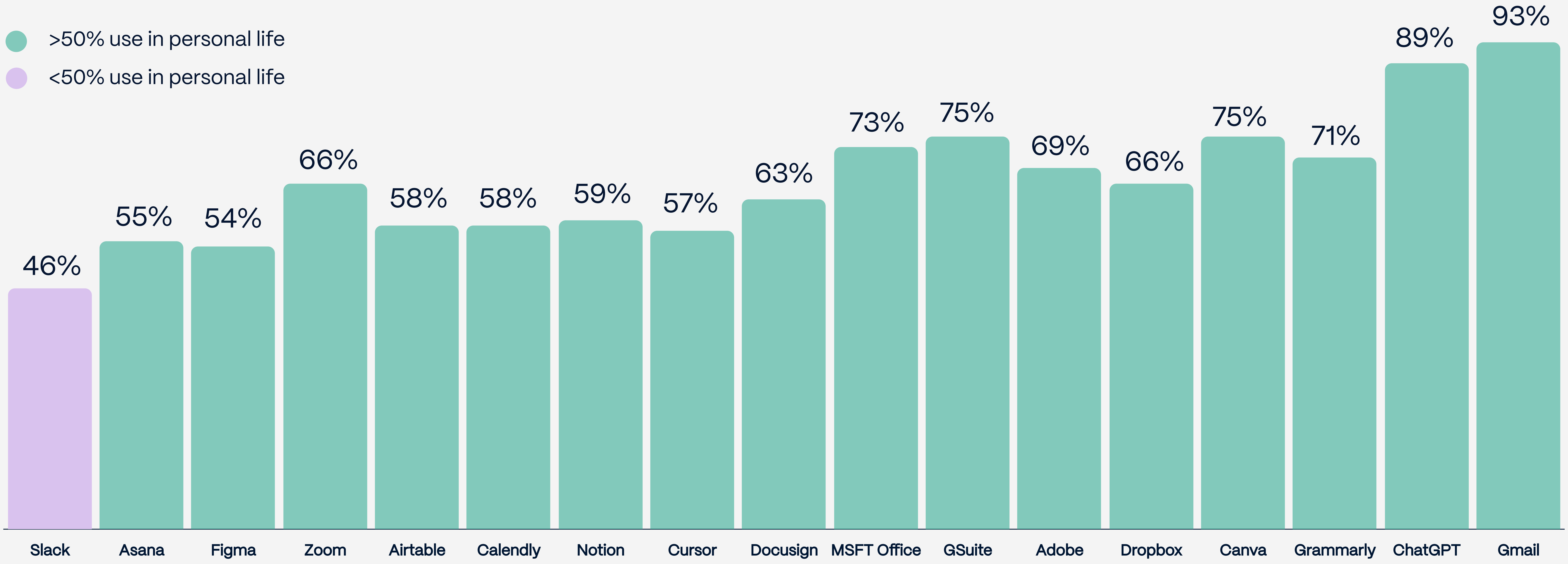


N = 2,511 US Consumers Age 25–45

Source: Forerunner Consumer Survey, 2025

Over half of consumers eventually use Prosumer software in personal life

% of respondents who currently use the Prosumer software in personal life



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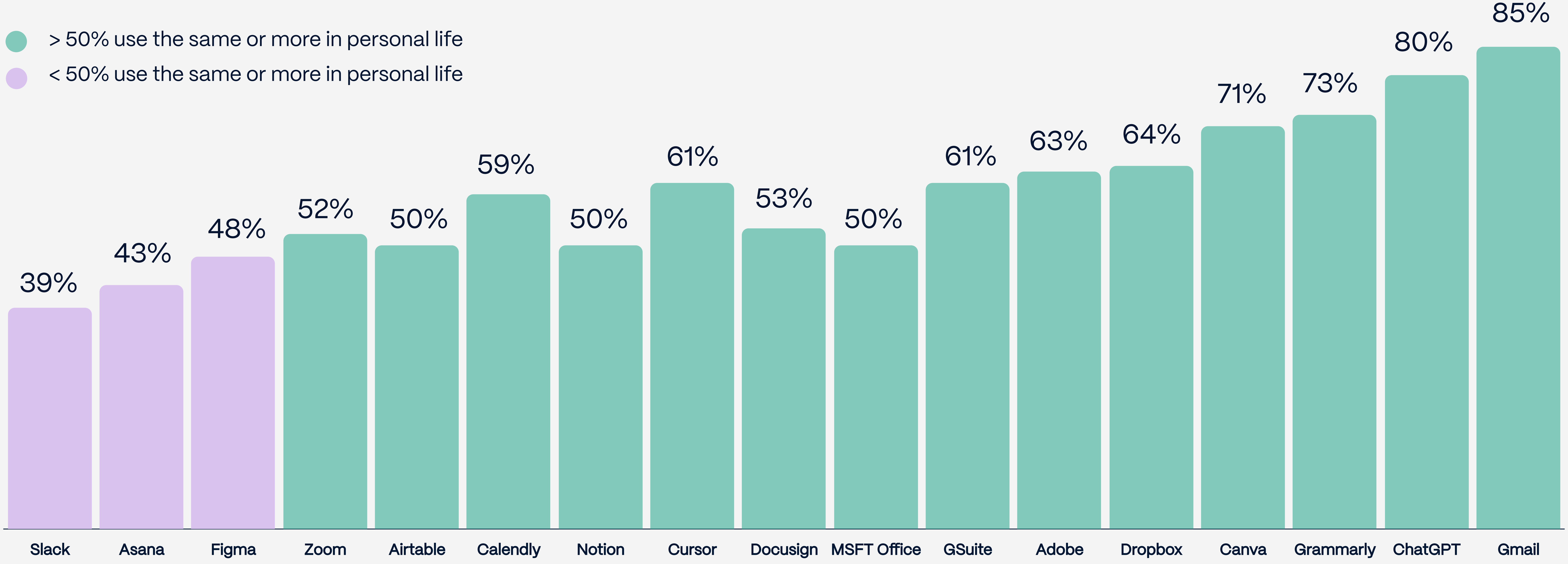
Source: Forerunner Consumer Survey, 2025

Ongoing, over half use Prosumer software at least the same in personal and work life

% of respondents who currently use the Prosumer software the same or more in personal life



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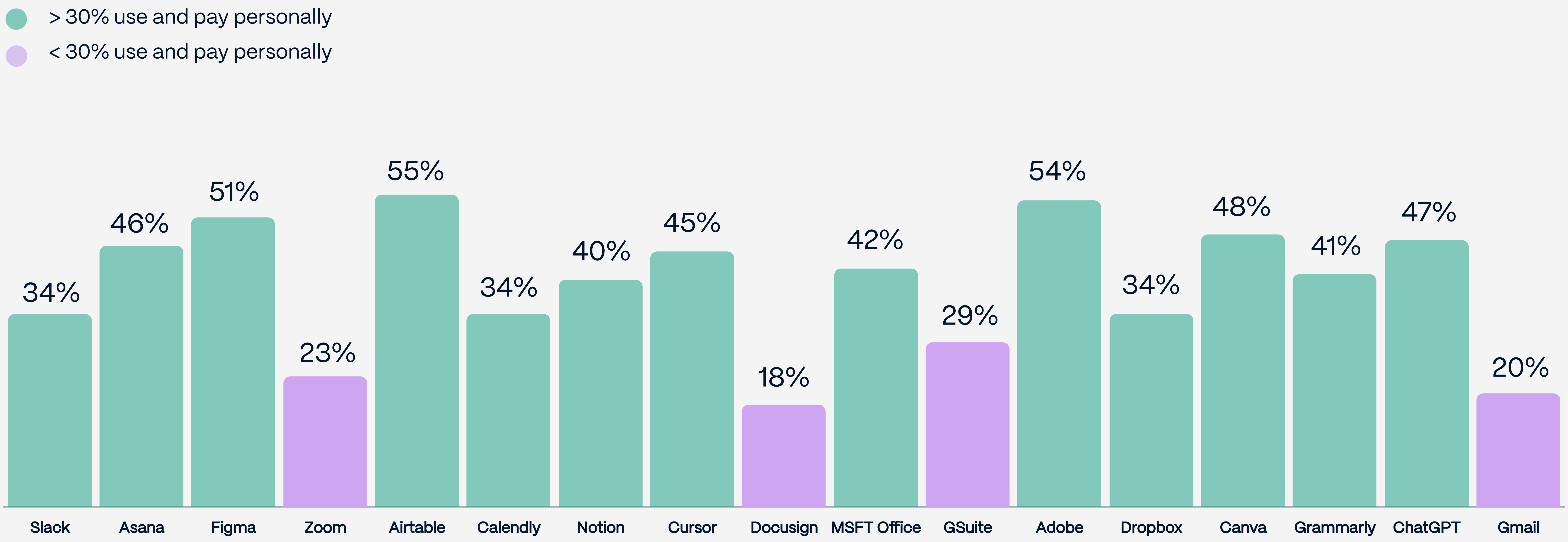
Source: Forerunner Consumer Survey, 2025

And over a third who use the software personally pay for it personally

% of respondents who currently use and pay for the Prosumer software personally



N = 2,511 US Consumers Age 25–45

Source: Forerunner Consumer Survey, 2025

Noteworthy: A handful of companies we expected to lean professional surprisingly have high personal engagement

	Adobe	CURSOR	asana	
Core User	Designer	Engineer	Proj. Mgmt	Designer
Use Personally	69%	57%	55%	54%
Use Same or More Personally	63%	61%	43%	48%
Use & Pay Personally	54%	45%	46%	51%

The best Prosumer companies create

powerful brands, & engaging communities

Canva
- **220M+** monthly users
- **2.5M+** Create conference attendees
- **600K+** templates

Figma
- **1M+** active users
- **140K+** Config conference attendees
- **3.4K+** plugins

Notion
- **4M+** active users
- **150+** dedicated social media groups
- **200K+** templates

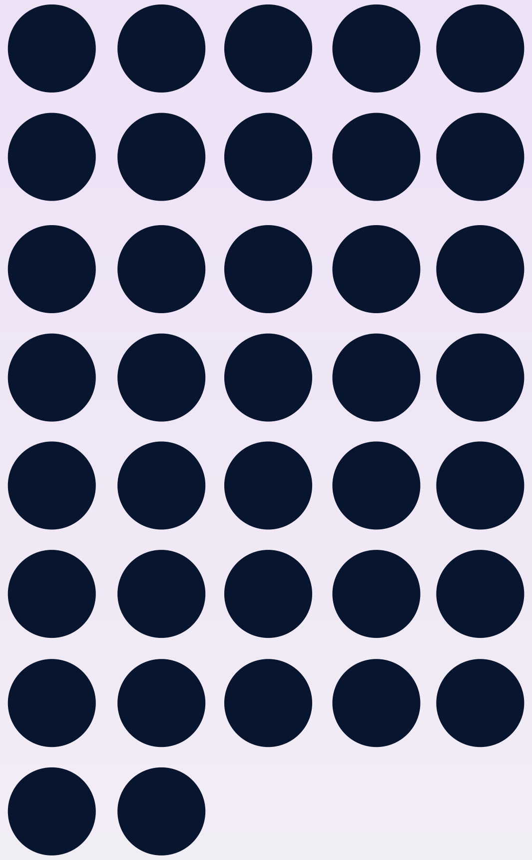
slack
- **38M+** daily active users
- **400+** dedicated social media groups
- **650K+** internal custom apps

Source: Sacra; Company Websites

A Quick History of Prosumer

We analyzed 36 public and private Prosumer software companies*

Forerunner analysis

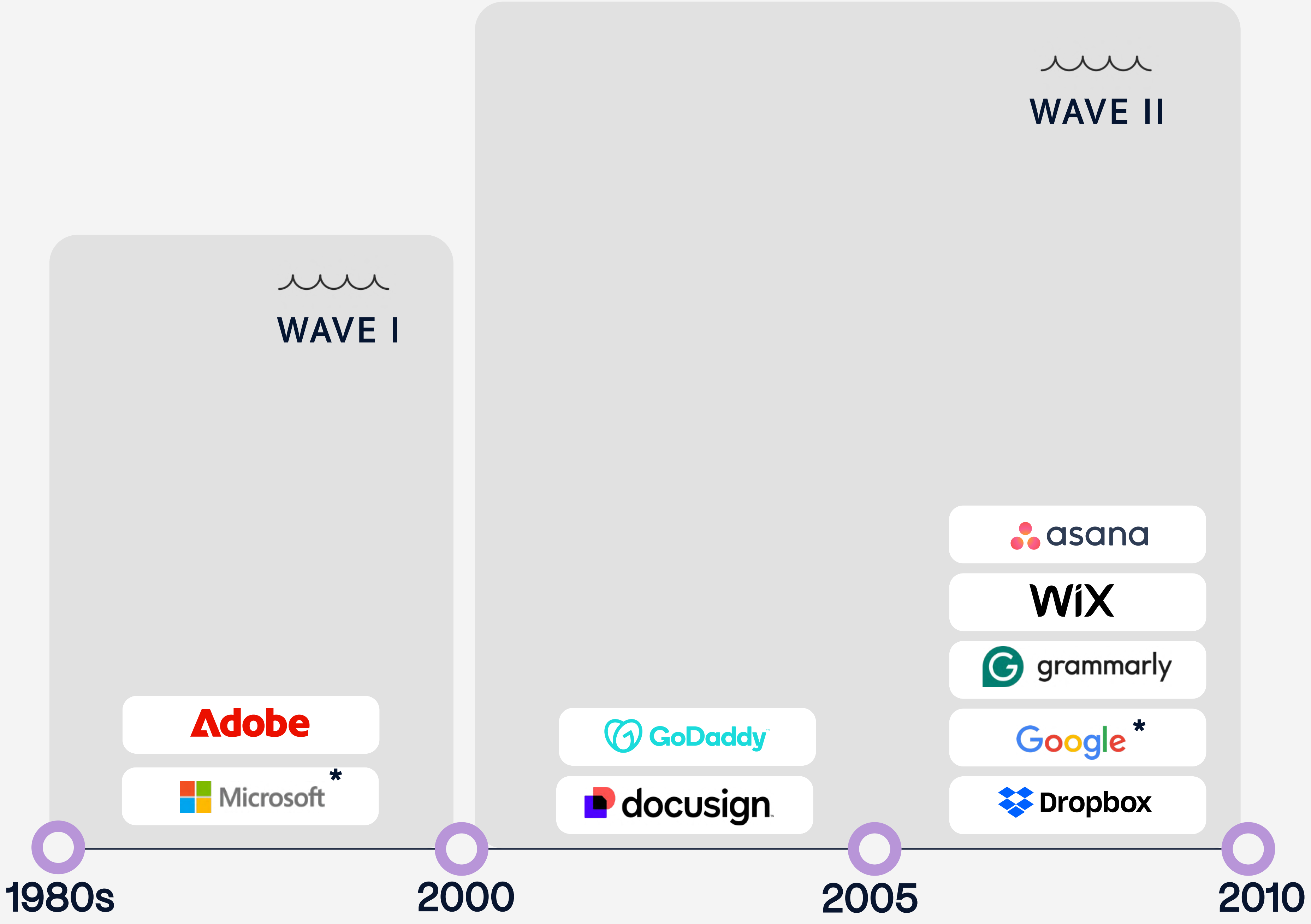


36 PUBLIC & PRIVATE COMPANIES

*Data analysis excludes:

1) Prosumer companies with multiple revenue models and business units (Microsoft, Google)
2) Vertical SaaS for a specific market rather than a function or workflow (Shopify, Service Titan, Autodesk)

The first waves of Prosumer software originated with the Internet & early days of cloud

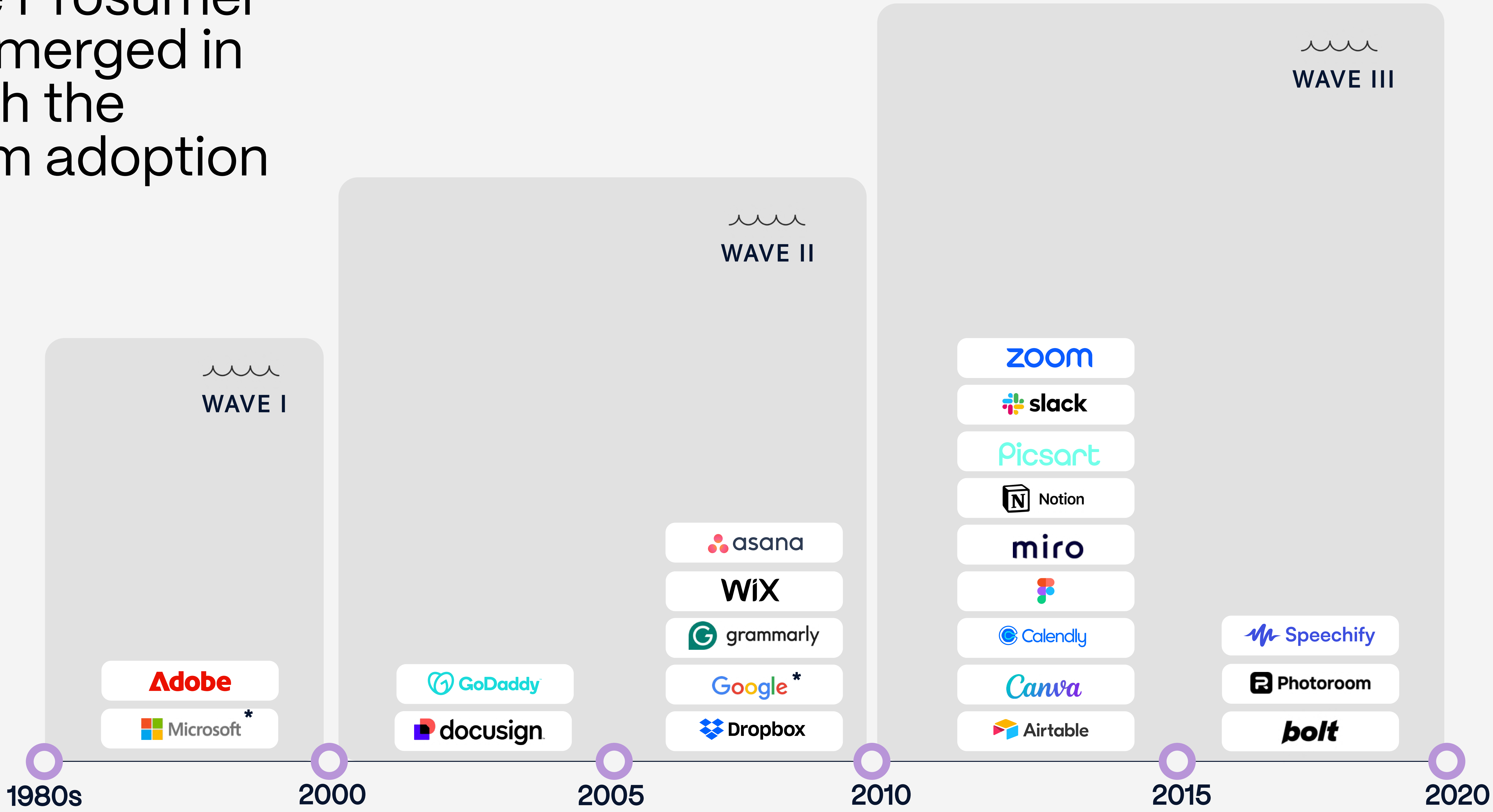


*Based on launch of Windows 95, Microsoft Excel, Gmail, Google Docs

Second-wave Prosumer software introduced subscription and asynchronous products

WAVE I →	WAVE II →
Bundled	Bundled
License	Subscription
Local	Local & Cloud
Offline	Asynchronous

Third wave Prosumer software emerged in parallel with the mainstream adoption of cloud

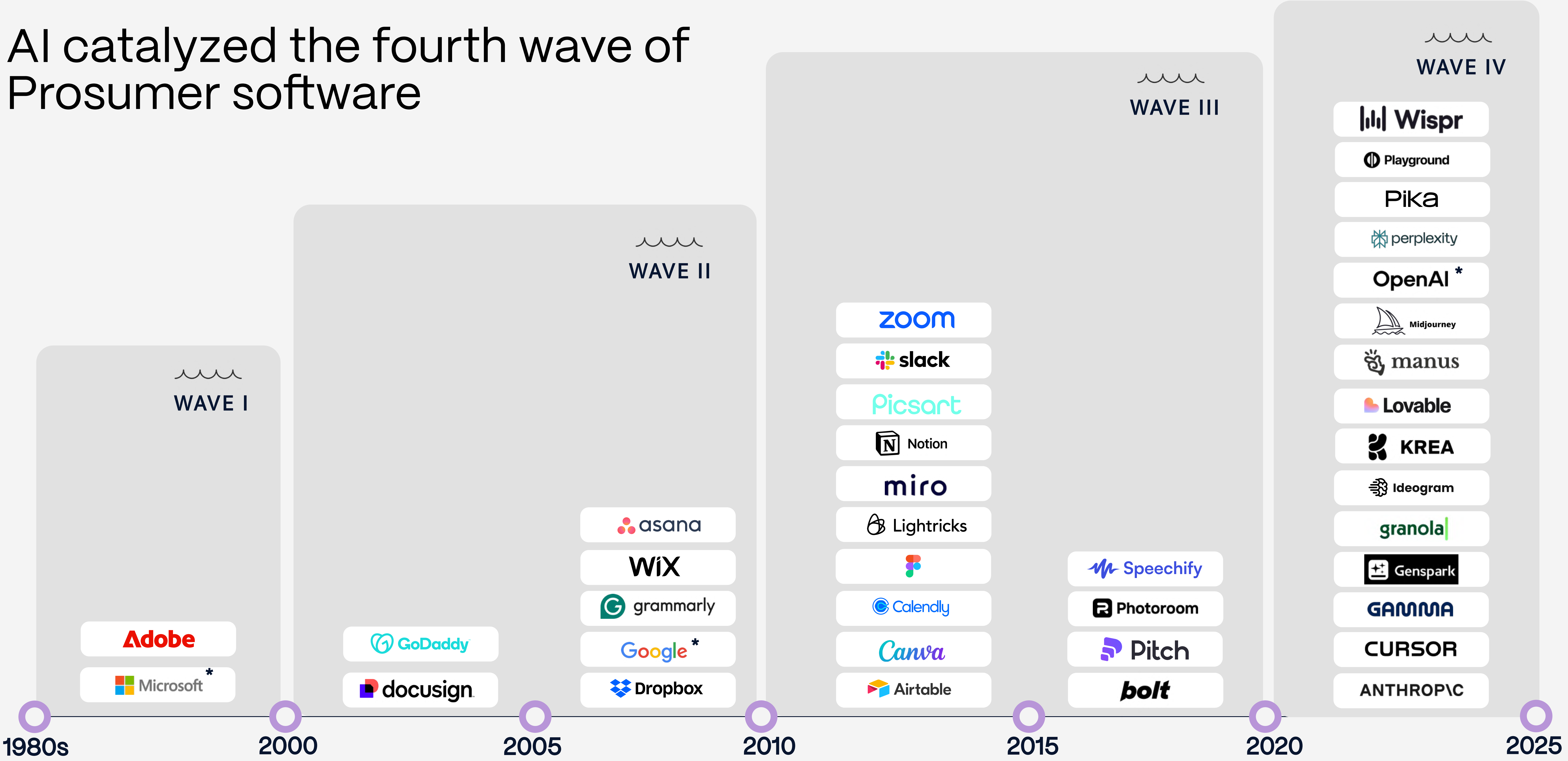


*Based on launch of Adobe Acrobat, Microsoft Excel, Gmail, Google Docs

Third-wave Prosumer software introduced the "best of" software movement, PLG strategies, and synchronous and edge products

WAVE I	WAVE II	WAVE III
Bundled	Bundled	"Best of" silo
License	Subscription	Subscription
Local	Local & Cloud	Cloud & Edge
Offline	Asynchronous	Synchronous
		PLG

AI catalyzed the fourth wave of Prosumer software



*Based on launch of Adobe Acrobat, Microsoft Excel, Gmail, Google Docs, ChatGPT

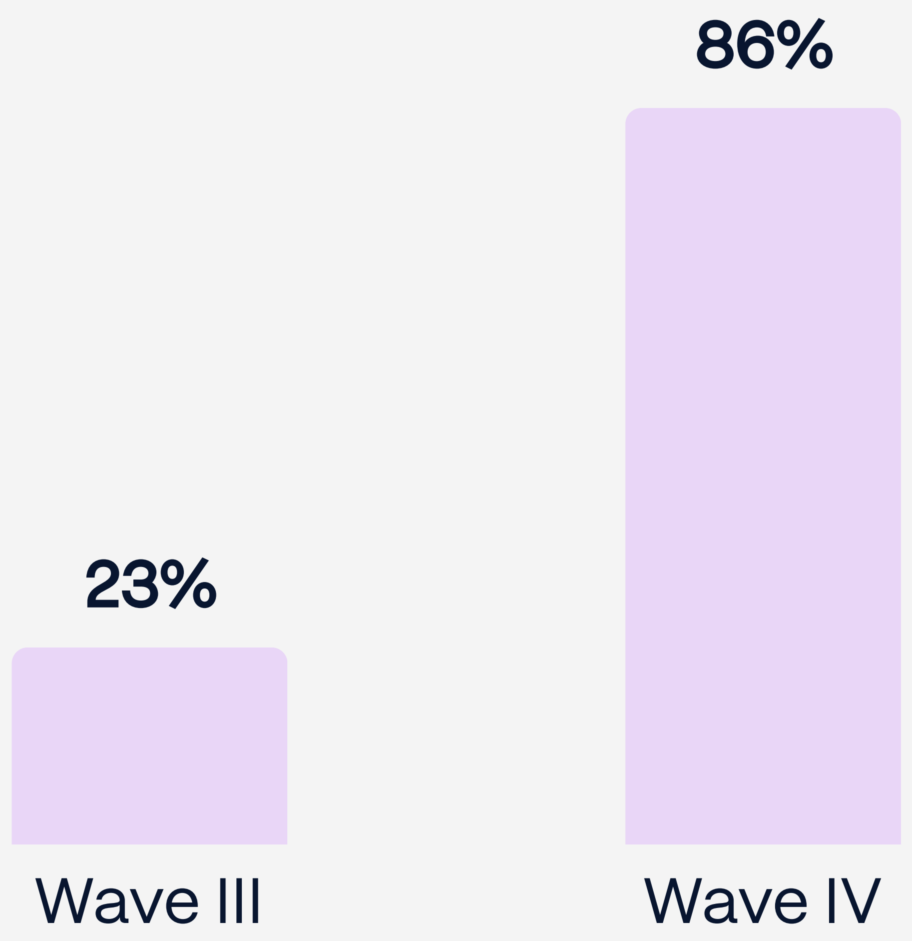
Fourth-wave Prosumer software prioritizes integration and introduces usage-based pricing and human & AI collaboration

WAVE I →	WAVE I →	WAVE II →	WAVE IV
Bundled	Bundled	"Best of" silo	Integrated
License	Subscription	Subscription	Usage
Local	Local & Cloud	Cloud & Edge	Cloud & Edge
Offline	Asynchronous	Synchronous	Human & AI
		PLG	PLG

Wave IV Prosumer software already demonstrates consumers are willing to spend more & are open to usage-based pricing

Usage-Based Pricing

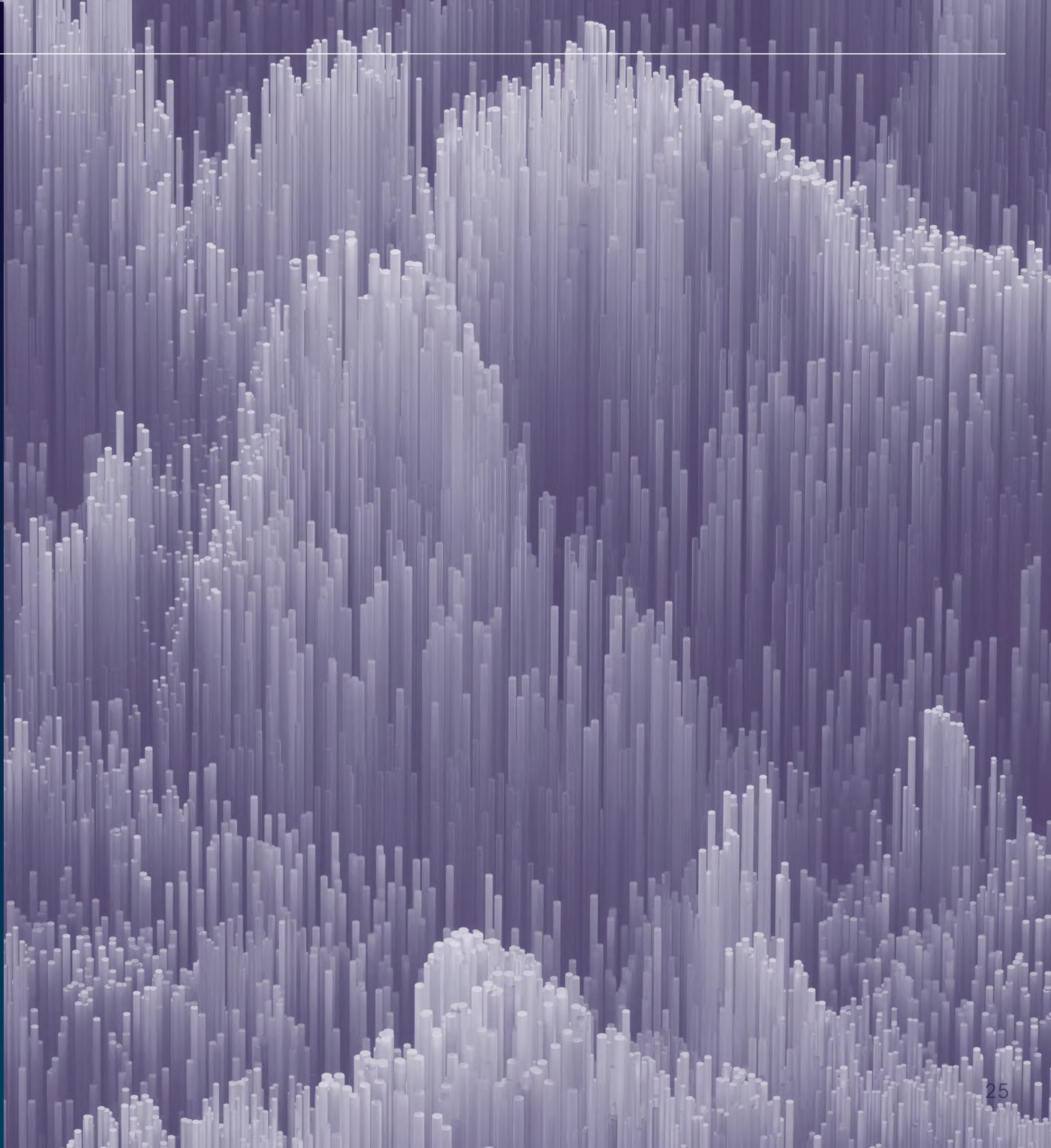
Percentage of companies



Median Highest Listed Price Point

Source: Company websites

Let's dig into the data



Prosumer KPIs

TTM data shows Prosumer software performs in line with other Consumer Tech segments

	Valuation MC ($B)	Revenue ($M)	Revenue Growth	Gross margin	EBITDA margin	Rule of 40	EV / Revenue	Companies
Prosumer Software	$17	$2,814	9%	80%	16%	23%	4.7x	Dropbox, zoom, WiX, docusign, GoDaddy, asana, Adobe
Consumer Subscription	$8	$2.490	15%	64%	8%	24%	6.0x	Spotify, NETFLIX, hims, Bumble, duolingo, CLEAR, HELLO FRESH, match, PELOTON
Marketplace	$5	$3,192	10%	74%	14%	22%	2.9x	GoodRx, Opendoor, udemy, airbnb, fiverr., upwork, DOORDASH, Uber, Etsy, instacart

Source: Pitchbook

Prosumer valuations

There's a broad and deep range of outcomes in public and private markets

PROSUMER VALUATIONS Q3 2025

- Public
- Private

$500B+

Microsoft	Google	OpenAI
$3.7T	$2.1T	$500B

$50–500B

ANTHROPIC	Adobe
$183B	$183B

$10–50B

GoDaddy	Canva		zoom	perplexity	miro	docusign	grammarly
$26B	$26B	$25B	$24B	$20B	$18B	$16B	$13B

Airtable	Notion	Midjourney	CURSOR
$12B	$10B	$10B	$10B

$3–9B

WiX	Dropbox	asana	Calendly
$9B	$8B	$3B	$3B

$500M–2B

Lightricks	Speechify	Picsart	Ideogram	bolt	Photoroom	Genspark	Pitch
$2B	$2B	$1B	$1B	$700M	$546M	$530M	$528M

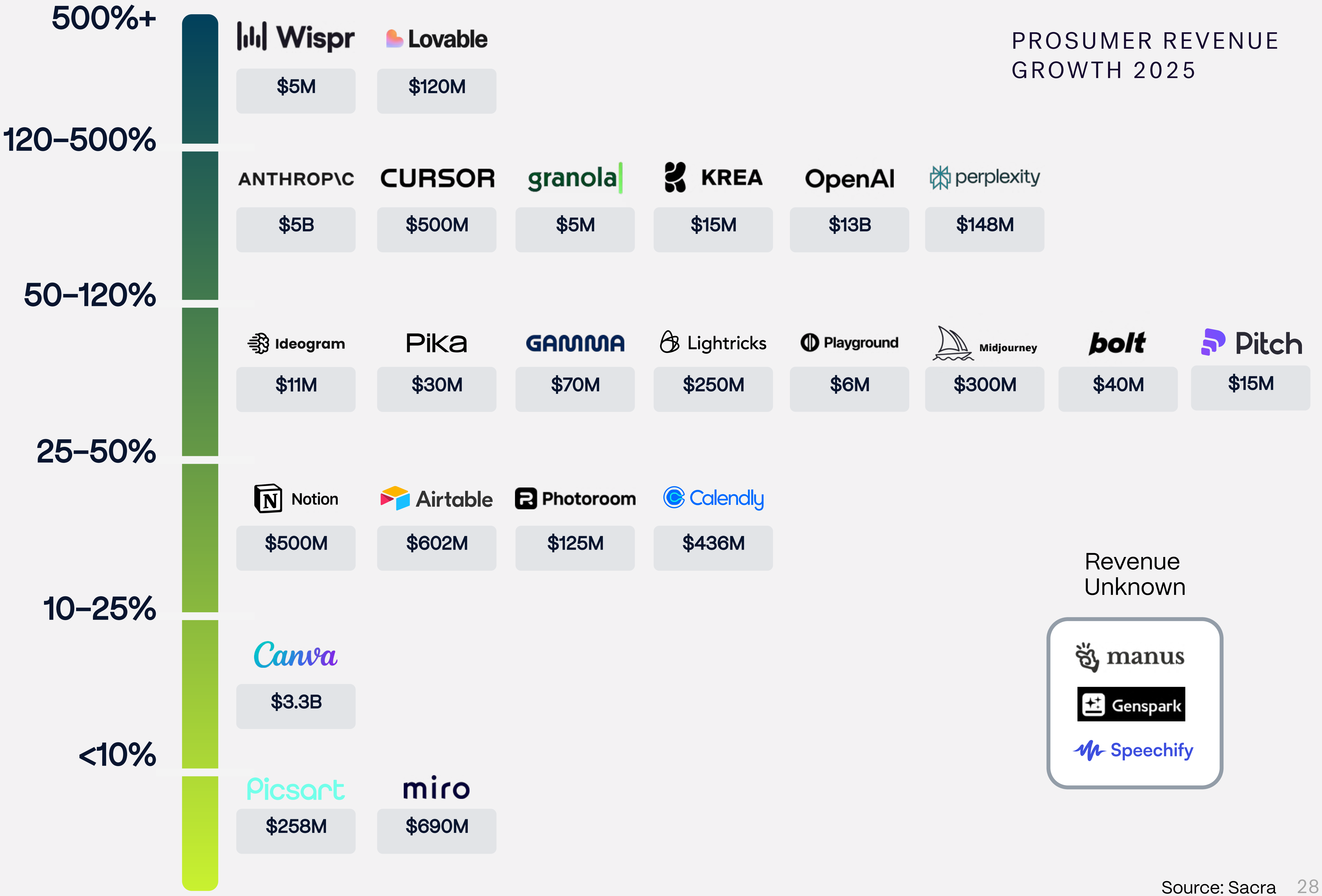
>$100M

KREA	manus	Pika	Wispr	granola	GAMMA	Playground
$500M	$500M	$470M	$292M	$250M	$112M	$110M

Source: Pitchbook

Prosumer growth rate

Wave IV Prosumer companies are setting new records for revenue scale and growth rates



Source: Sacra

Consistent with Consumer Tech, Prosumer companies typically IPO after reaching several hundred million in revenue

Company	IPO Year	IPO Revenue	YoY Revenue
GoDaddy	2015	$1.6B	16%
Dropbox	2018	$1.4B	26%
	2025	$749M	48%
docusign	2019	$519M	35%
zoom	2019	$331M	118%
asana	2020	$143M	86%
WiX	2013	$80M	84%
Median		$519M	48%

*Excludes Adobe IPO in 1980s

Source: Pitchbook

This holds true for private Prosumer companies nearest to IPO potential

Company	Founding Year	2025E Revenue	YoY Revenue
Canva	2012	$3.3B	18%
Airtable	2011	$602M	26%
grammarly	2009	$700M	8%
Notion	2013	$500M	45%

Source: Sacra

With greater scale, Prosumer companies also IPO with positive free cash flow even when the market did not require profitability

Company	IPO Year	FCF / Rev
Dropbox	2018	28%
GoDaddy	2015	13%
zoom	2019	7%
docusign	2019	7%
WiX	2013	1%
	2025	-9%
asana	2020	-33%
Median		**7%**

*Excludes Adobe IPO in 1980s

Source: Pitchbook

Again, this holds true for private Prosumer companies nearest to IPO potential

Company	Founding Year	Profitable
Canva	2012	Yes
Airtable	2011	Yes
grammarly	2009	Yes
Notion	2013	Yes
[redacted]		[redacted]

At IPO, Prosumer companies are on par with other Consumer Tech segments in revenue growth with slight out performance in free cash flow

	Revenue ($M)	Revenue Growth	FCF / Revenue	SG&A / Revenue	Companies
Prosumer Software	$519	48%	7%	70%	Dropbox, zoom, WiX, docusign, GoDaddy, asana
Consumer Subscription	$761	55%	6%	58%	Spotify, NETFLIX, hims, Bumble, duolingo, CLEAR, HELLO FRESH, match, PELOTON
Marketplace	$1,567	32%	4%	57%	GoodRx, Opendoor, udemy, airbnb, fiverr., upwork, DOORDASH, Uber, Etsy, instacart

*Excludes Adobe IPO in 1980s

Source: Pitchbook

In the 5 years post-IPO, Prosumer companies continued to grow in line with other Consumer Tech segments and slight outperformance on free cash flow

	Revenue CAGR	Avg FCF / Revenue	Companies
Prosumer Productivity	38%	15%	Dropbox, zoom, WiX, docusign, GoDaddy, asana
Consumer Subscription	44%	10%	Spotify, NETFLIX, hims, Bumble, duolingo, CLEAR, HELLO FRESH, match, PELOTON
Marketplace	25%	9%	GoodRx, Opendoor, udemy, airbnb, fiverr., Upwork, DOORDASH, Uber, Etsy, instacart

*Excludes Adobe IPO in 1980s and Figma in 2025

Source: Pitchbook

But it's not all good news...

To date, Prosumer companies have often remained point solutions and plateaued at low single digit billions in revenue

Company	TTM Revenue Growth	TTM Revenue
	46%	$893M
WiX	13%	$1.9B
Adobe	11%	$23.2B
asana	10%	$756M
docusign	8%	$3.1B
zoom	4%	$4.8B
GoDaddy	3%	$4.8B
Dropbox	0%	$2.5B

Source: Pitchbook

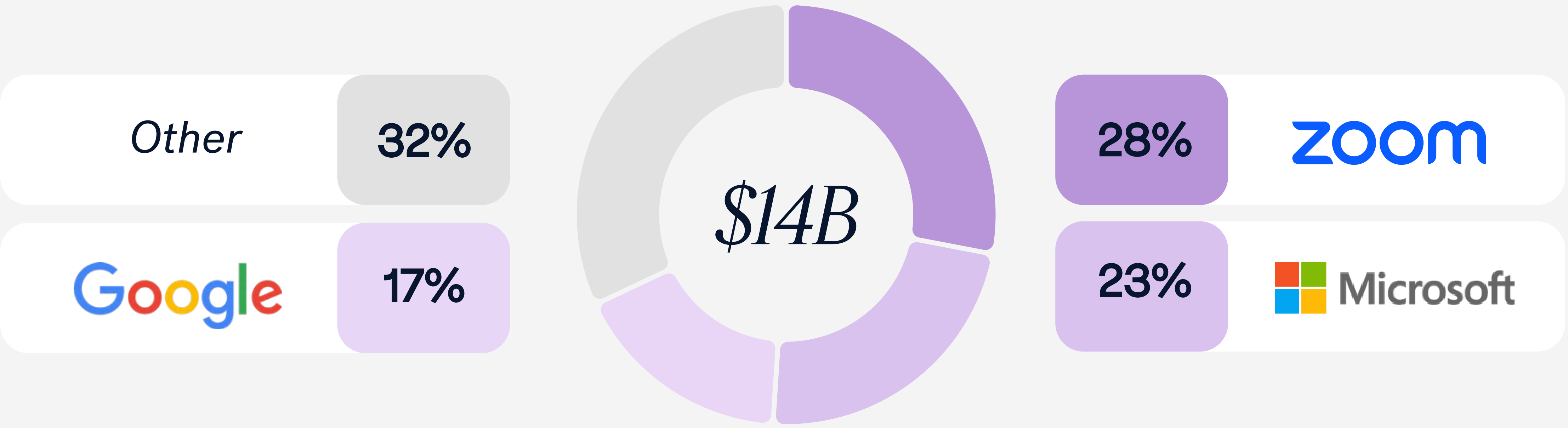
As expected with point solutions, net dollar retention typically declines below 100% post-IPO

Company	IPO Year	NDR at IPO	2024 NDR
zoom	2019	140%	106%
asana	2020	120%	100%
docusign	2018	115%	98%
Dropbox	2015	90%	95%

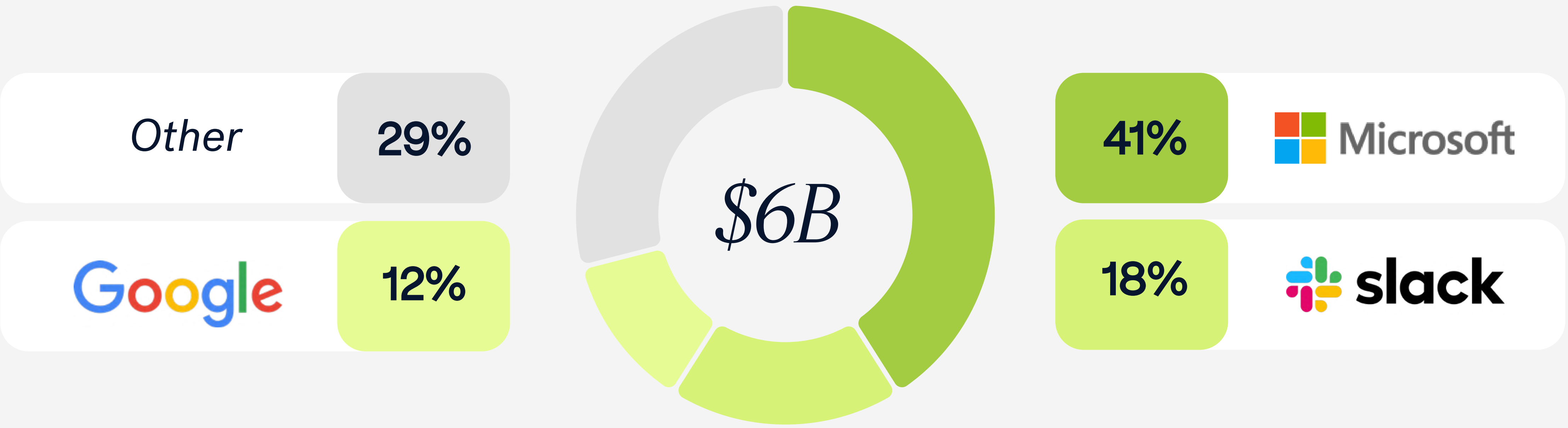
Source: Pitchbook, Company Filings

This dynamic is further compounded by feature commoditization — compelling point-solutions are copied, leaving Prosumer markets fragmented

Video Conferencing Software Market



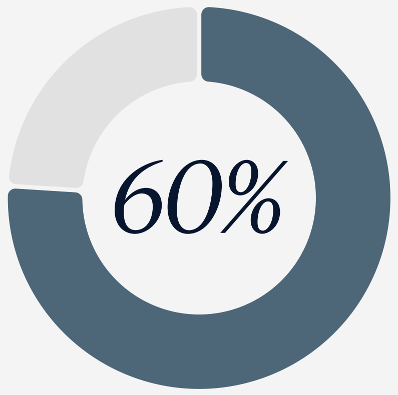
Messaging Software Market



Source: Demand Sage; ZebraCat

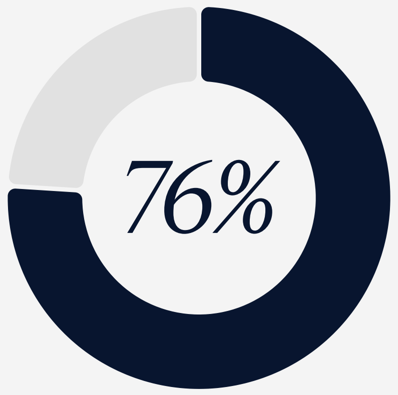
In contrast, Consumer Marketplace and Subscription segments are more likely to have network effects and be winner-take-most

Language learning



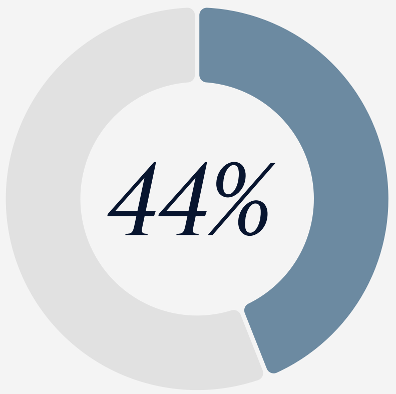
duolingo

Ride share



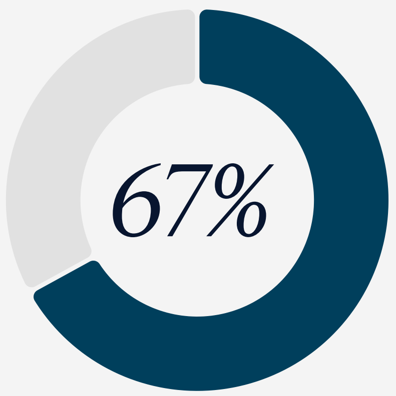
Uber

Short-term renteals



airbnb

Food delivery



DOORDASH

Source: Business of Apps; Nasdaq; Second Measure; Midia Researchl Yahoo! Finance

More prosumer companies should take a page out of Professional software playbooks: launch or acquire products along the way to reach platform status

Customer Platform

Sales Cloud

Service Cloud

Experience Cloud

ExactTarget

demandware

tableau

Agentforce

slack

MuleSoft

salesforce

$38B
LTM Revenue

Creative & Design Platform

Ps

Lr

Pr

Ai

Ae

SIGN

Dw

Xd

Adobe

$22B
LTM Revenue

Source: Company Filings

Platforms can be built post-IPO: Atlassian has leveraged M&A to build a Professional platform around Jira

ATLASSIAN

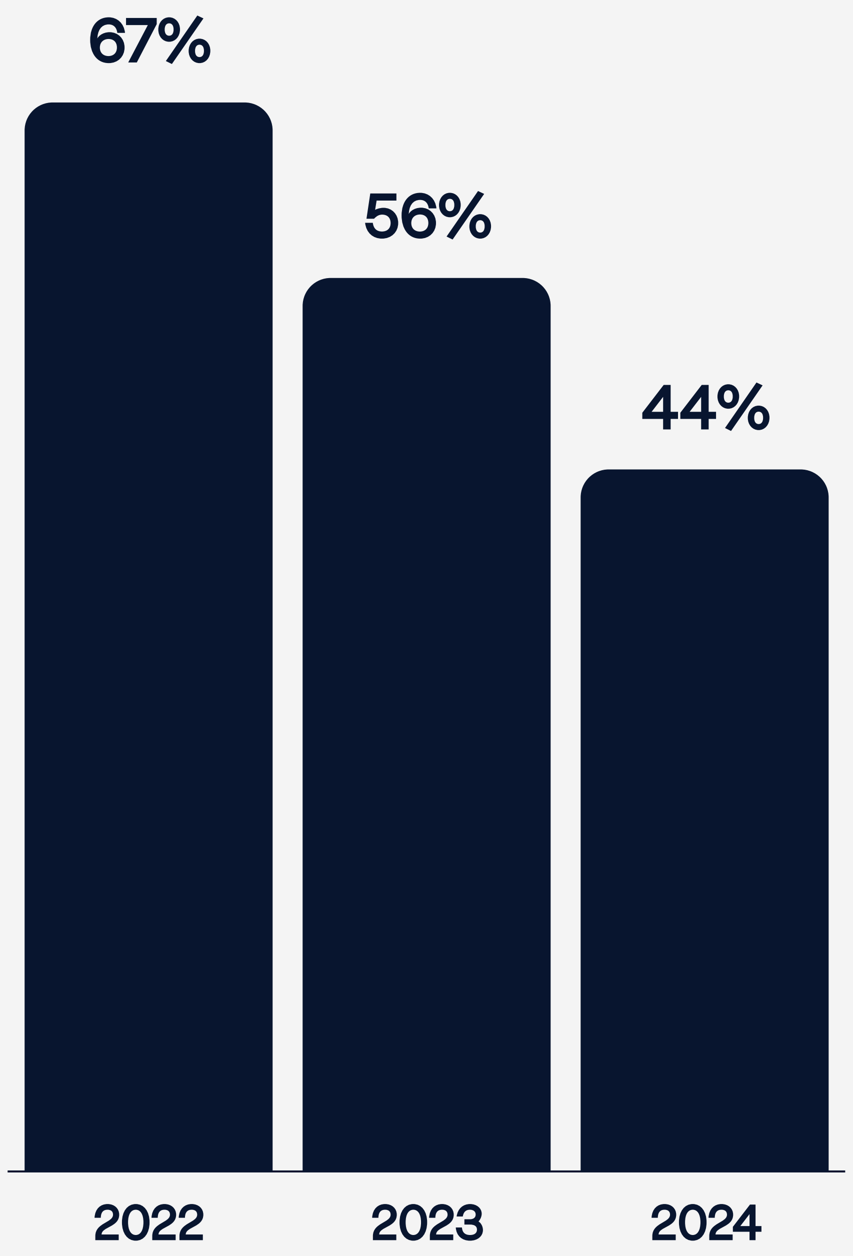
<table>
<tr><th>Acquisition</th><th>Bitbucket</th><th>Trello</th><th>Opsgenie</th><th>AgileCraft</th><th>loom</th><th>the BROWSER COMPANY of NEW YORK</th><th>DX</th></tr>
<tr><td></td><td>2010</td><td>2017</td><td>2019</td><td>2019</td><td>2023</td><td>2025</td><td>2025</td></tr>
<tr><td>Deal Size</td><td>Undisclosed</td><td>$425M</td><td>$295M</td><td>$166M</td><td>$975M</td><td>$610M</td><td>$1B</td></tr>
<tr><td>Atlassian Revenue</td><td>$58M</td><td>$627M</td><td colspan="2">$1.2B</td><td>$3.5B</td><td colspan="2">$5.2B</td></tr>
<tr><td>Strategic Rationale</td><td>Added a cloud code repository service to Atlassian's dev tools</td><td>Expanded into visual project management to complement Jira</td><td>Added incident response tools with Jira</td><td>Gained agile planning to connect exec strategy with team work in Jira</td><td>Integrated async video communication that with Jira</td><td>Expands surface area for Atlassian to power daily workflows</td><td>Added qualitative and quantitative developer performance</td></tr>
</table>

Source: Pitchbook

Or proactively pre-IPO: Canva has taken a hybrid approach of building and acquiring new Prosumer products to sustain growth at significant scale

Canva

Revenue Growth



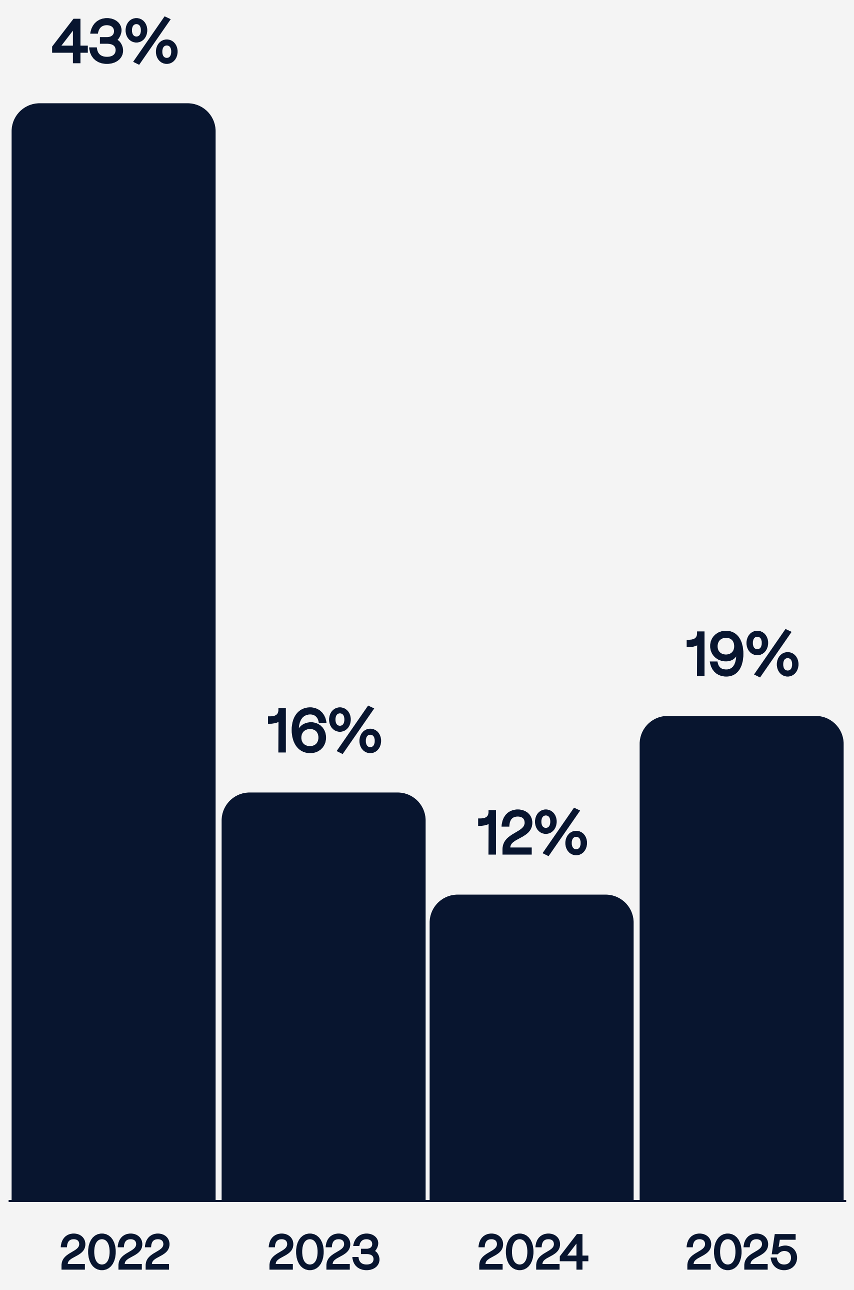
Platform M&A

2018	zeetings
2019	pexels
	pixabay
2020	kaleido
	SMARTMOCKUPS
2022	Flourish
2024	Leonardo.Ai
	AFFINITY
2025	MagicBrief

Source: Sacra; Pitchbook

Or reactively pre-IPO: ~~Grammarly~~ Superhuman seeks to regain momentum by acquiring companies to build a Prosumer platform

Revenue Growth



Platform M&A

2024 coda

2025 SUPERHUMAN

Source: Sacra; Pitchbook

Data review in summary

Prosumer matches Consumer Tech

In the public and private markets, performance and multiples of Prosumer softwares companies match Consumer Tech companies.

Platforms drive outsized value

To build a break out and enduring business, Prosumer companies should think beyond features and point solutions.

Prosumer companies skew larger at IPO

Similar to other consumer segments, Prosumer companies should aim to reach $500M+ in revenue before IPO.

Room for multiple winners

Markets are large and unlike other consumer categories are typically not winner-take-most.

Wave IV Prosumer demonstrates higher WTP

While entry price point remain flat from Wave III to Wave IV, AI has raised the upper bounds of willingness to pay.

How do these
learnings translate to

company building going forward?

Prosumer Scorecard

Based on our research and supported by the well-documented perspectives of product experts, we identified the key components that position a Prosumer company to thrive, and created a scorecard to evaluate overall company strength.

Prosumer Scorecard

	SCALE 1–5
New experience unlock	
Platform positioning	
High activation rate	
High frequency engagement	
Willingness to pay	
High product-led-growth revenue	
Attractiveness of market opportunity	
Community engagement	

Explaining the Prosumer Scorecard

The purpose of the scorecard is to eliminate the 80% of companies and categories that do not meet the best-in-class Prosumer criteria.

New experience unlock

New prosumer software experience is 10x better than the status quo.

High activation rate

Clear "aha" moment and compelling KPIs for tracking the user's journey from initial setup to establishing recurring behavior.

Willingness to pay

Product delivers value that users are willing to pay for — a high free-to-paid conversion and sustainable price point.

Attractiveness of market opportunity

What is the potential to expand the market rather than steal market share?

Platform positioning

Team has a clear vision for expanding from a wedge feature to a platform where the work happens.

High frequency engagement

Product has daily or weekly uses cases and has become or has a clear path to become a source of truth.

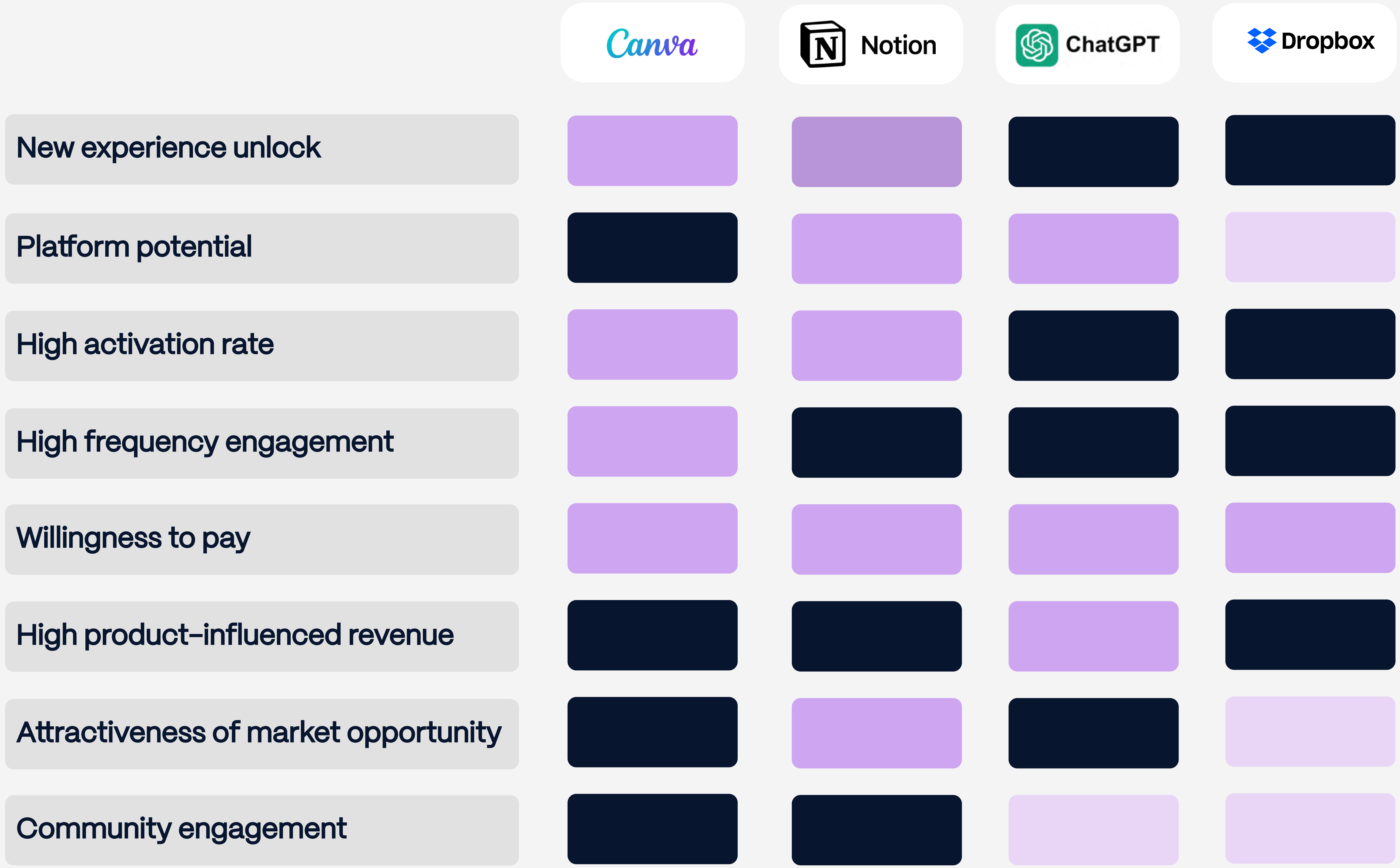
High product-led growth

Company relies on product rather than sales team to drive user and revenue growth.

Community engagement

Ecosystem of users emerges through groups, events, template sharing, or consultants monetizing expertise.

The scorecard in practice shows how Prosumer companies stack up



SCORECARD KEY

- High
- Medium
- Low

Building in Prosumer today

Solving for AI-Native Needs

AI creates entirely new workflows to solve previously unaddressable challenges. Building in the path of what was not possible before creates an edge.

Vertical Differentiation

Gen AI is a powerful general purpose technology. Prosumer companies may find success building for the most engaged users even if that means going vertical.

Platform Over 'Best of' Approach

Consumers are fatigued from an increasingly fragmented software ecosystem. This poses a risk for companies that occupy a spot in a "best of" approach. Prosumer platforms will have an advantage.

Low Switching Costs

Consumers have minimal lock in today as models improve, new products launch (espcially from LLMs), and pricing changes are rolled out.

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