JEHAN MONNIER  
Co-founder  

ELISA NECTOUX  
Sales & Marketing manager  

From a personal project done on spare time (Linphone) to a 21 people company (Belledonne Communications)
First release of Linphone
Personal project of Simon Morlat

Creation of the Belledonne Communications company

Why building a company?
Which revenue models helped us grow over the years?
What's next?
Why was « Linphone » born?

First release of Linphone

2001

2010

2023
Why was "Linphone" born?

A personal need for an open source alternative to Skype

First release of Linphone
THE CREATION OF THE COMPANY

First release of Linphone

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2001

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A personal need for an open source alternative to Skype

No « money » consideration at that time
THE CREATION OF THE COMPANY

2001

First release of Linphone

Why was « Linphone » born?

2010

A personal need for an open source alternative to Skype

No « money » consideration at that time

2023

Just passion
THE CREATION OF THE COMPANY

First release of Linphone
2001

Creation of the Belledonne Communications company
2010

2023
The creation of the company

First release of Linphone

Creation of the Belledonne Communications company

Between 2001-2010:

- The time constraints of a spare-time project
- Some companies show their willingness to help finance the development of the project
THE CREATION OF THE COMPANY

First release of Linphone

Creation of the Belledonne Communications company

A wish to work full time on the Linphone project

An observation: companies are willing to pay

200K euros of side money

BELLEDONNE COMMUNICATIONS
WHICH REVENUE MODELS HELPED US GROW OVER THE YEARS?

- **First release of Linphone**: 2001
- **Creation of the Belledonne Communications company**: 2010

How do we make a revenue now?
1ST STEP: START GROWING THANKS TO A MIX OF 3 TYPES OF REVENUE

First release of Linphone
2001

Creation of the Belledonne Communications company
2010

How do we make a revenue now?

DEVELOPMENT SERVICES

Make companies pay for the development of what they need by supporting them in their projects

Help to start
Requires a lot of human resources
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SOURCE CODE LICENSE

Most companies want to leverage open source technologies but they don’t want to sell their own open source product they’ve built, so they choose the GPL license

Build a direct revenue on your IP

A “one-time” fee

Help to start

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1ST STEP: START GROWING THANKS TO A MIX OF 3 TYPES OF REVENUE

** First release of Linphone**

** Creation of the Belledonne Communications company**

How do we make a revenue now?

** DEVELOPMENT SERVICES **

- Make companies pay for the development of what they need by supporting them in their projects
- + Help to start
- - Requires a lot of human resources

** SOURCE CODE LICENSE **

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- + Build a direct revenue on your IP
- - A «one-time» fee

** SUPPORT CONTRACTS **

- When you provide a core “technology”, companies are willing to pay for bug fixing services
- + A recurrent revenue
- + Help improve the quality of the product
A MIX OF 3 TYPES OF REVENUE: THE PROS AND CONS

TO SUM UP, OUR SALES MODEL:

- 25% Source code license
- 50% Support Contracts
- 25% Development services

2001

2010

2015

2023

1.5M€
A MIX OF 3 TYPES OF REVENUE: THE PROS AND CONS

2 M €

1.5 M €

A MIX OF 3 TYPES OF REVENUE: THE PROS AND CONS

2001

2010

2015

2017

2023

TO SUM UP, OUR SALES MODEL:

- 25% Source code license
- 50% Support Contracts
- 25% Development services

"Now, how can we quickly generate more revenue to increase the team and become more resilient?"

The revenue is stable

The model requires a lot of engineering resources

We did not reach the « critical size » yet
2ND STEP: EXCEEDING THE « CRITICAL SIZE LIMIT »

DEVELOPMENT SERVICES
SOURCE CODE LICENSE
Development of new markets and products
SUPPORT CONTRACTS
Evolution of our support model

2M€ 1.5M€
2ND STEP: EXCEEDING THE « CRITICAL SIZE LIMIT »

Software maturity + Increased features set = Increased value

- Development of complementary software products
- Development of 2 offers dedicated to specific markets with a higher panier moyen: intercom systems and secure communications
2ND STEP: EXCEEDING THE « CRITICAL SIZE LIMIT »

- **Source Code License**
  - Development of new markets and products

- **Support Contracts**
  - Evolution of our support model

- **Public Subsidies**
  - CIR

**Software maturity + Increased features set = Increased value**

- Development of complementary software products
- Development of 2 offers dedicated to specific markets with a higher panier moyen: intercom systems and secure communications
NEW CHALLENGES:

- Still, no back up resources for all parts of the dev team
- Being a technology provider requires high-skilled resources
- The Linphone community has grown up worldwide but we still do not make money via Linphone directly
- We receive more and more requests from organisations willing to use the Linphone service « as is » but we do not have any offer for them
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INTRODUCTION OF TWO STRONG ACTIONS:

1. We hire « non-technical » skills to help grow the business: Communication, Business development, Project management
2. Development of a recurrent revenue model via the sale of the Linphone service
3RD STEP: HOW TO KEEP GROWING WITHOUT PROPORTIONALLY INCREASING THE DEV TASKFORCE

OUR RECIPE FOR MEETING THE NEW CHALLENGES:

- DEVS
- LICENSE
- SUPPORT
- CIR
- NEW RECURRENT REVENUE MODEL
In all types of organisations, we see increasing needs for a "digital workplace", at a more sustainable price. The European countries, and specifically France, are actively promoting the usage of open source software. Our solution is now mature enough to target "non-technical" end-users.

Development of a recurrent revenue model via the sale of the Linphone service.
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A maxi boost thank in 2022 we created a consortium with 6 other companies and won a "request for tender" initiated by the French government with public subsidies.
THE BUSINESS SPECIFICITIES THAT MADE SUCH BUSINESS MODEL SUCCESSFUL

**From the beginning:**
multiple types or revenue

**Full control on the intellectual property:**
a pre-requisite to the sale of source code licenses

**A unique core technology,**
but various use cases for different sectors

**A few worldwide actors:**
international market
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- **A unique core technology:** but various use cases for different sectors
- **A few worldwide actors:** international market

These factors made it possible to build a profitable company in the free software industry, without leveraging fund raises from external parties.
Thank you !
DO YOU HAVE ANY QUESTIONS?
FOR MORE INFORMATION

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