



**Q1: For Construction Management business, what action does Glodon take to reach the 10% market share target?**

A1: Currently we mainly focus on special grade 1 construction enterprises who owns large volume projects. Some medium-sized private enterprises with high level management are also our important clients. If our construction management products managed to reduce cost and improve efficiency for some projects of these enterprises, they may intend to use our products in more projects. Thereby we can gradually increase the market share, but it will take at least five years to reach 10% market share target. Thank you.

**Q2、数字造价业务云转型过程中，驱动 License 模式下的用户转化为 SaaS 用户的主要原因是什么？**

答：从产品功能及服务来看，在 License 模式下，产品对于用户电脑硬件配置的要求较高，但在 SaaS 模式下，产品采用云+端的模式，将一部分功能移至云上，降低了对用户电脑硬件的要求，同时也提升了算力；另外，SaaS 模式可以支持同一个项目上工作的造价员实现在线协同，而 License 模式很难实现这样的功能。从收费模式来看，SaaS 模式让用户使用软件服务的门槛降低，每年付出较低的订阅费用即可在订阅期内一直享有最新版本，而无需像之前一样支付升级费用。谢谢。

**Q2: For Construction Cost business, what' s the driving force for users to transform from License model to SaaS model?**

A2: By SaaS transformation, our products can support better user experience. For example, under SaaS model, the

	<p>computer configuration requirement is reduced, at the same time, the computing power is increased. In addition, the cost engineers can easily cooperate online under SaaS model which can't be realized under license model. With better functions and services, customers only need to pay a relatively lower subscription fee to get the latest version, and no need to pay upgrade fee for license upgrade anymore. Thank you.</p> <p><b>Q3、公司目前的营销人员是怎样分配的？</b></p> <p>答：截至 2018 年底公司有超过 2900 名营销人员，主要分布在数字造价及数字施工两大业务渠道。数字造价业务是公司成立至今一直在做的优势业务，营销渠道较为完善，因其业务特性，营销人员配比也比数字施工业务多一些。数字造价业务目前正在推进云转型，云转型完成之后，每个销售人员能够覆盖更多客户，营销模式也会发生变化。谢谢。</p> <p><b>Q3: What' s the sales distribution status?</b></p> <p>A3: Till the end of 2018, we have more than 2900 employees focus on sales which mainly comes from construction cost and construction management business. Because of different business characteristics, construction cost business owns more sales people. Currently, construction cost business is under SaaS transformation, after the transformation has finished, the sales model in construction cost business may also change from sales oriented to service oriented. Thank you.</p>
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