

**To:** Sunny Balwani[sbalwani@theranos.com]  
**From:** Elizabeth Holmes  
**Sent:** Thur 7/28/2011 2:54:12 PM  
**Subject:** Fwd: Plan Launch

Begin forwarded message:

**From:** Steve Burd <steve.burd3@safeway.com>  
**Date:** July 27, 2011 11:05:04 PM PDT  
**To:** "'eholmes@theranos.com'" <eholmes@theranos.com>  
**Subject:** Re: Plan Launch

I completely understand the priorities. We are a large organization with an abundance of resources. When you can find some time we are prepared to staff an effort, do the work and let you react to the work product. We can't even prepare in store materials or brochures for the pilot without some input from Theranos. My goal is to be as helpful as I can without getting in the way. I also want to maximize my return on my 275 million dollar remodel investment. I look forward to hearing from you. I wish I could do more to help.

----- Original Message -----

**From:** Elizabeth Holmes <eholmes@theranos.com>  
**To:** Steve Burd  
**Sent:** Wed Jul 27 23:42:38 2011  
**Subject:** RE: Plan Launch

I appreciate your comment on moving mountains; as you know we are working 24 hours a day, 7 days a week on our end as well toward our common goals.

The most important thing for Theranos to spend time on right now is scaling up our infrastructure to establish our footprint and go live nationwide. Our priority and obligation through launch is the product, operations, software, payor and provider infrastructures (more software), and the thousands of associated details fundamental to building this company. That's not to say that our marketing plan is any less important than any of these but with the limited resources of a growing company, we cannot do both at the same time until we free up resources to give this the time and attention that it is due.

We'll absolutely meet in person to connect on the network implementation and on this. Honestly in looking at the November 15 schedule I don't think we can meet it and do it effectively while doing everything else effectively. As soon as the infrastructure is ready to be activated we can effectively turn to marketing.

We also need to understand the costs associated with this. We have not done any work like this yet on branding. We also have focused our brand as a provider-targeted brand and have not yet focused on the consumer brand element. We may not be able to do so (and do it effectively) until early next year -- even then our strategy is to use the media etc.

Building what we're building (both the product and the business model) is so incredibly highly complex that we're applying every waking hour to it.

I was trying to get up there this week as you know; I'm on the road again after the BOD meeting but we'll work with Laura tomorrow to set something up for early next week.

-----Original Message-----

**From:** Steve Burd [mailto:steve.burd3@safeway.com]  
**Sent:** Wednesday, July 27, 2011 9:13 PM  
**To:** Elizabeth Holmes

Subject: Plan Launch

The pre-launch marketing tasks outlined are the things we do when launching a typical consumer brand. We will clearly benefit from an insurance company demand push. As a result there are elements from this template that can be modified. We just have no idea how much fundamental brand work has already been done. That said, we have a bunch of work ahead of us and little time to do it. As always, I prepared to move mountains to get this done. This is not a plan that can be developed by either Theranos or Safeway, it must be done together.

With your Friday board meeting, it is beginning to look like we are not going to meet this week. If we are not going to meet on Friday, I will be working from Tahoe. Next week I will be leaving for the midwest on the 5th and not returning until our meeting with UCSF on the 11th.

Let me know what you would like to do.  
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