Third Floor



REVTECH LABS

RevTech Labs Accelerator - Fall 2026

The Intelligence Layer for Modern Mortgage Teams

Organizations have more information than ever before.

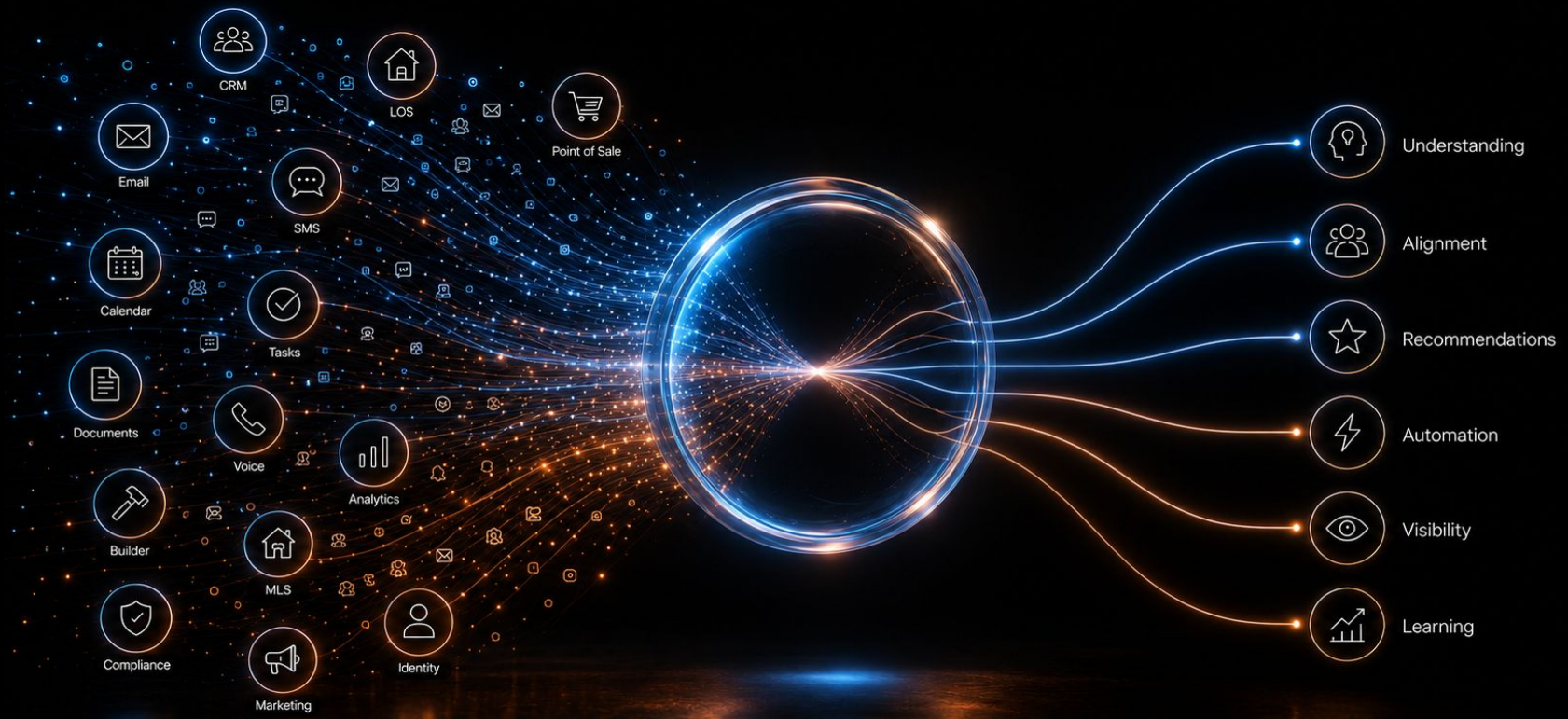
Yet every employee still has to answer three questions…



What's happening?

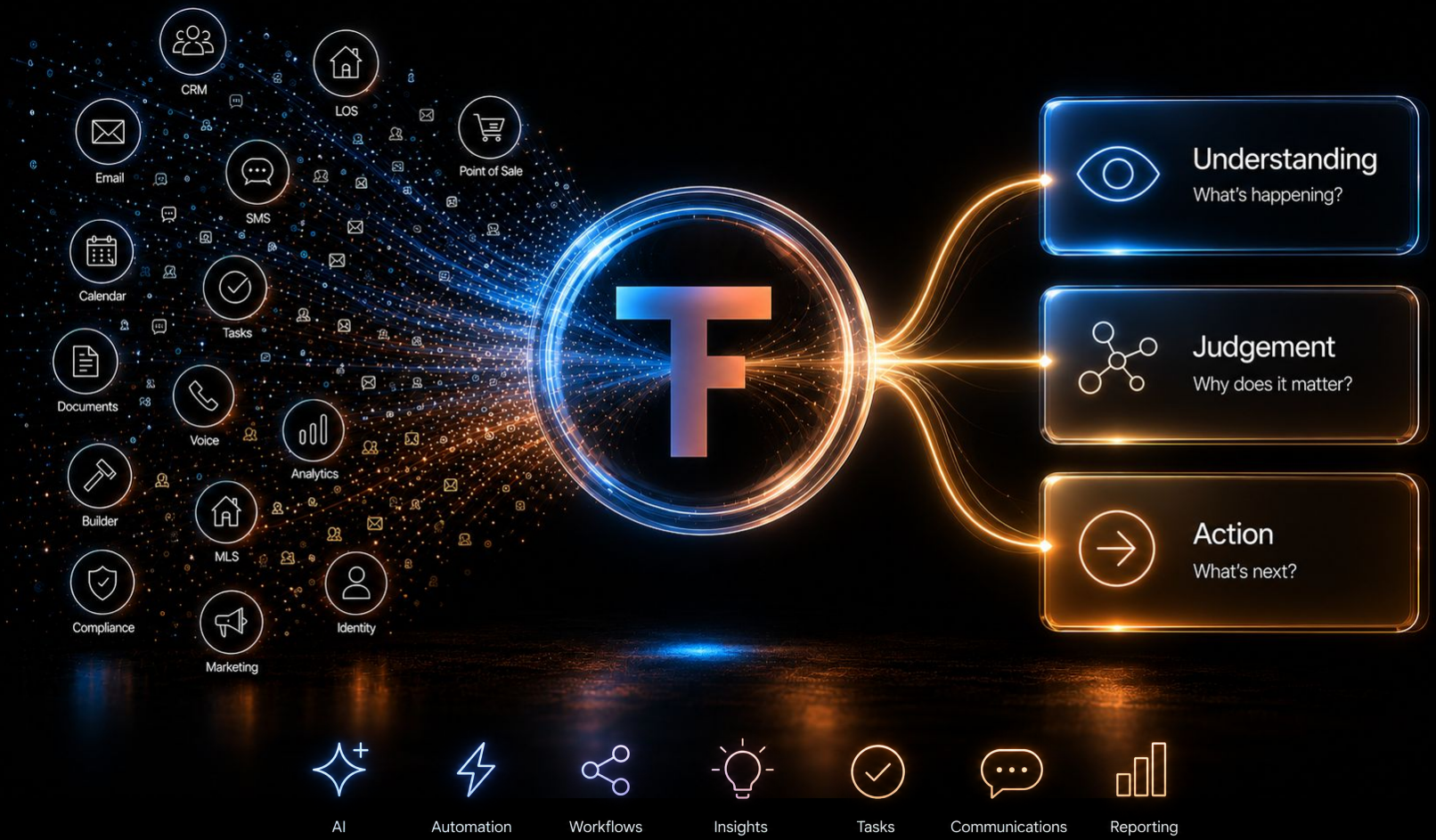
Why does it matter?

What to do next?



Enterprise software has always been missing the layer that transforms information into understanding.

That layer is Third Floor.

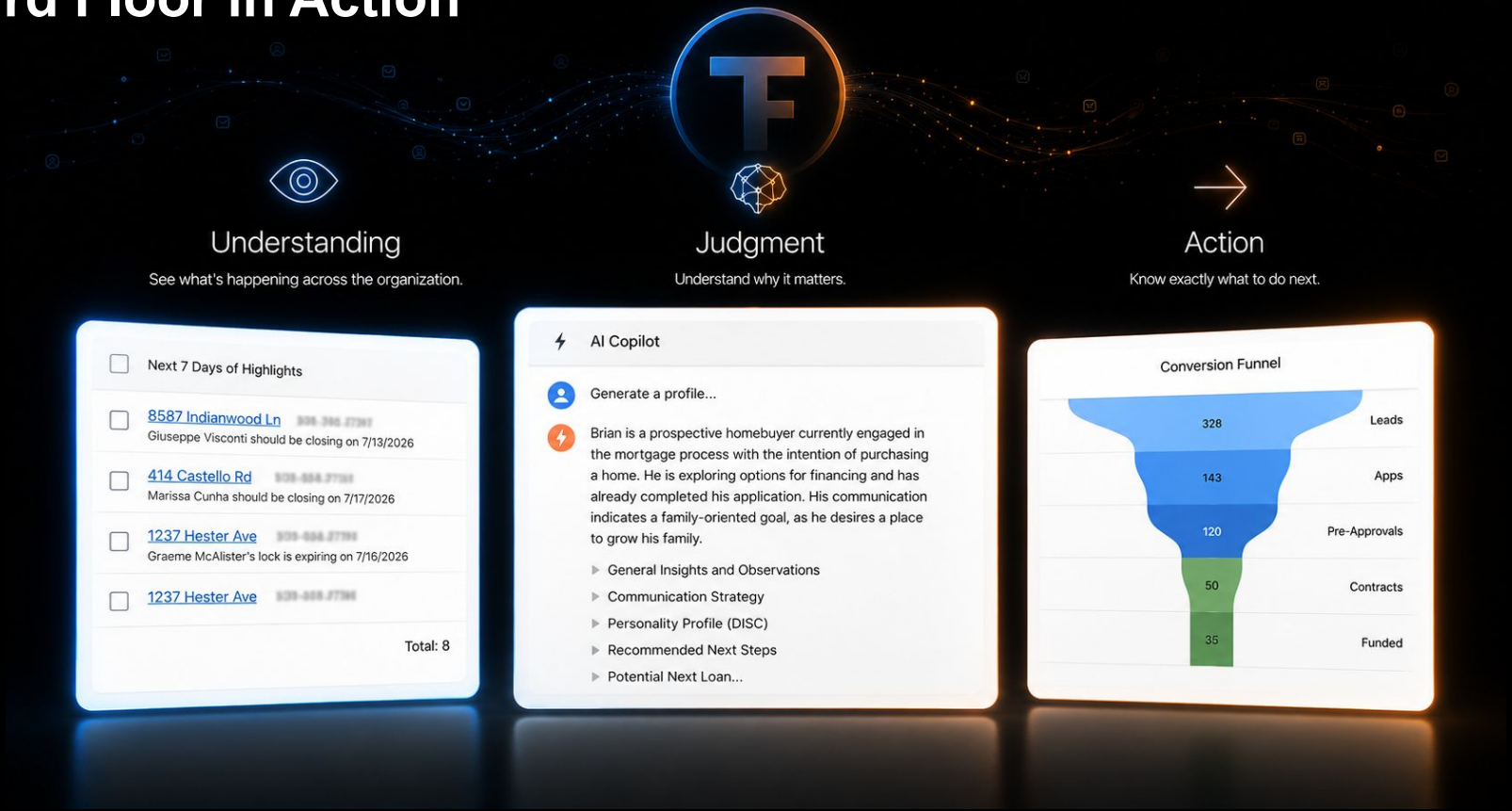


Typical Morning in the Mortgage World





Third Floor in Action



Today, Organizational Context begins in the CRM.

Third Floor's Journey



1 Team Hunter

"You changed how we do business!"

2 CRM Launch

Our Trojan Horse when prospects didn't understand why they need organizational understanding

3 175 Users

Early enterprise adoption validated customer demand

4 Failure

Integrations and onboarding-not the philosophy-were the bottleneck

5 Rebuilt

Standardized integrations and repeatable onboarding

6 One Afternoon

Enterprise deployments reduced from months to hours

7 25+ Branches

Expansion inside enterprise proved demand and repeatability

8 Compliance

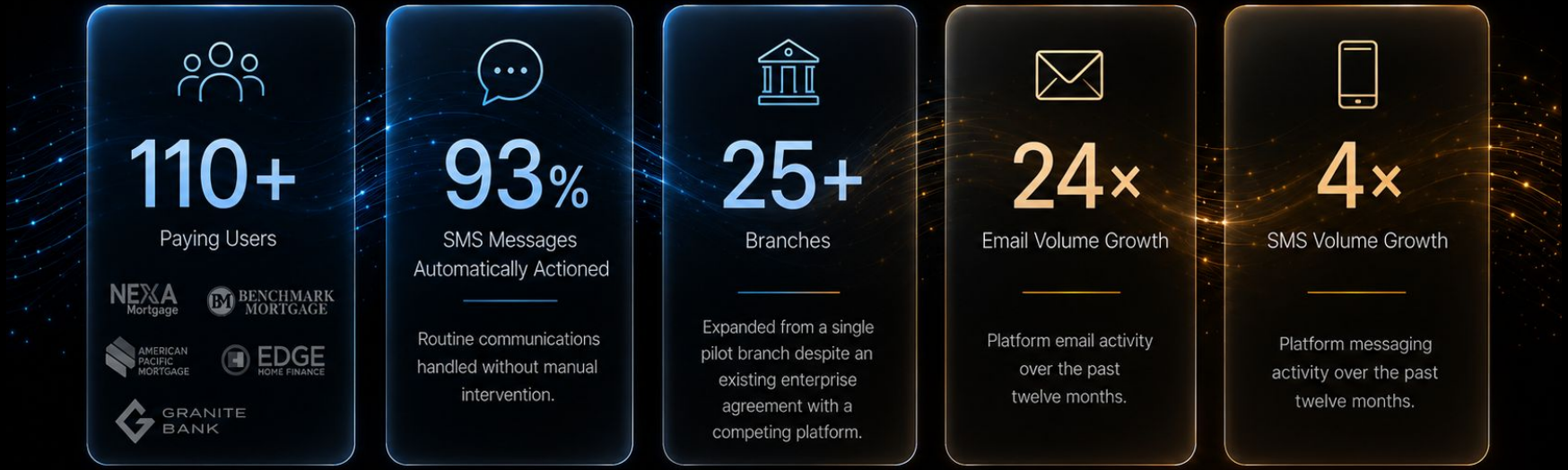
Enterprise client requesting deeper integrations into their organization

9 What's Next

New enterprise customers validating next chapter

Validating our thesis at every step.

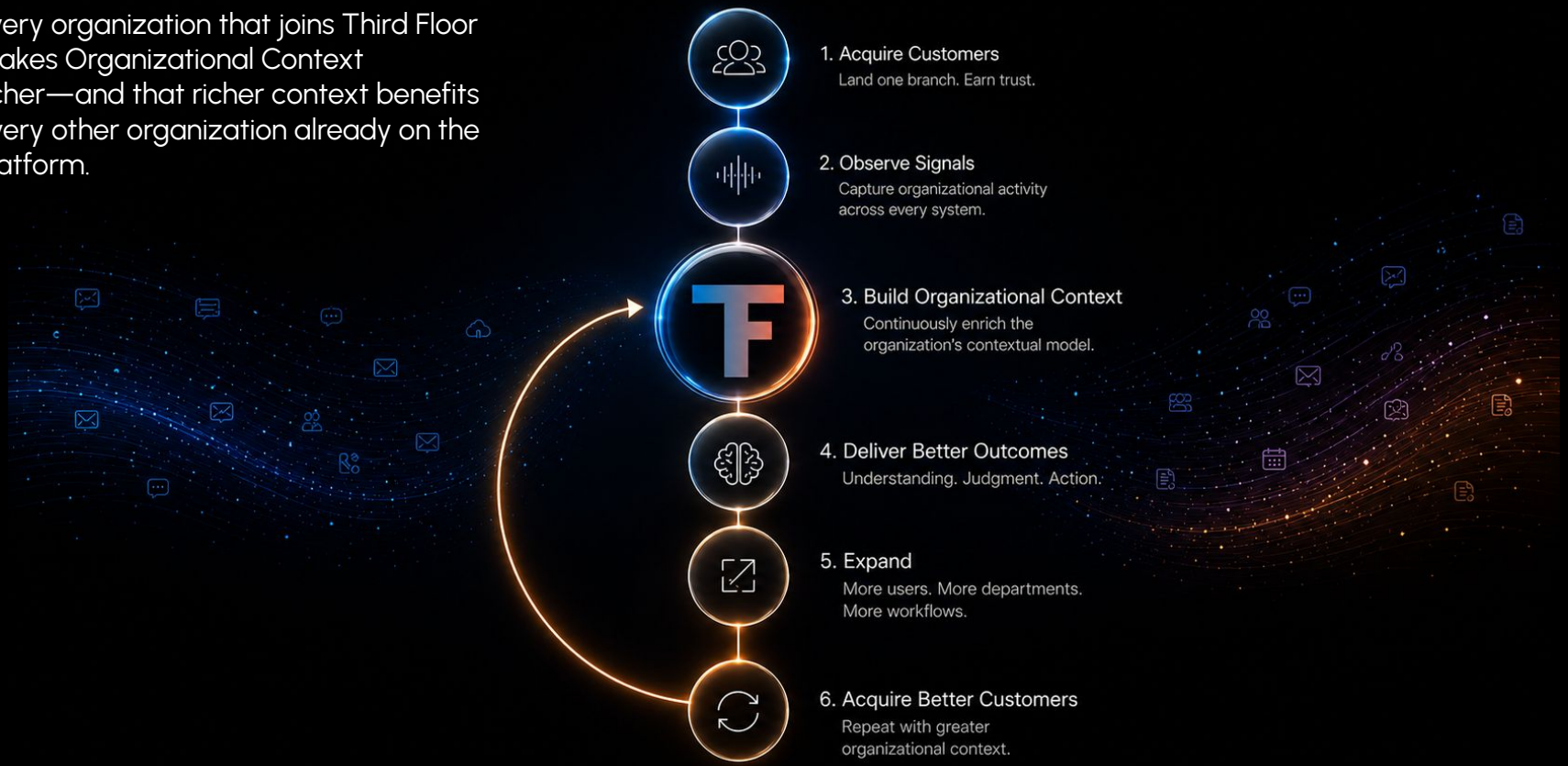
Early Validation



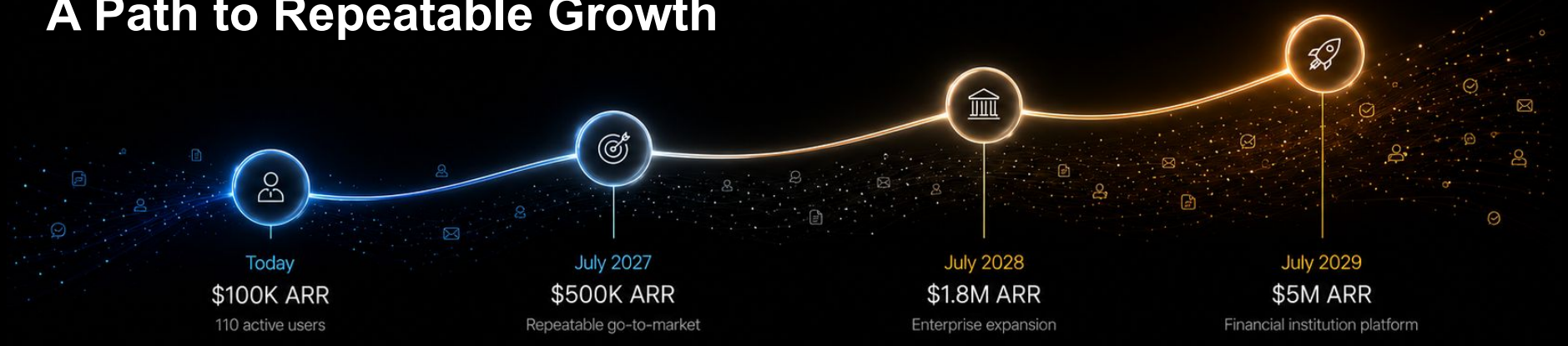
Early customer adoption and usage reinforce our belief that Organizational Context creates measurable value.

Compounding Growth Engine

Every organization that joins Third Floor makes Organizational Context richer—and that richer context benefits every other organization already on the platform.



A Path to Repeatable Growth



TODAY

Per User

$125 / User / Month

Simple, predictable pricing that accelerates adoption.

NEAR TERM

Platform + Usage

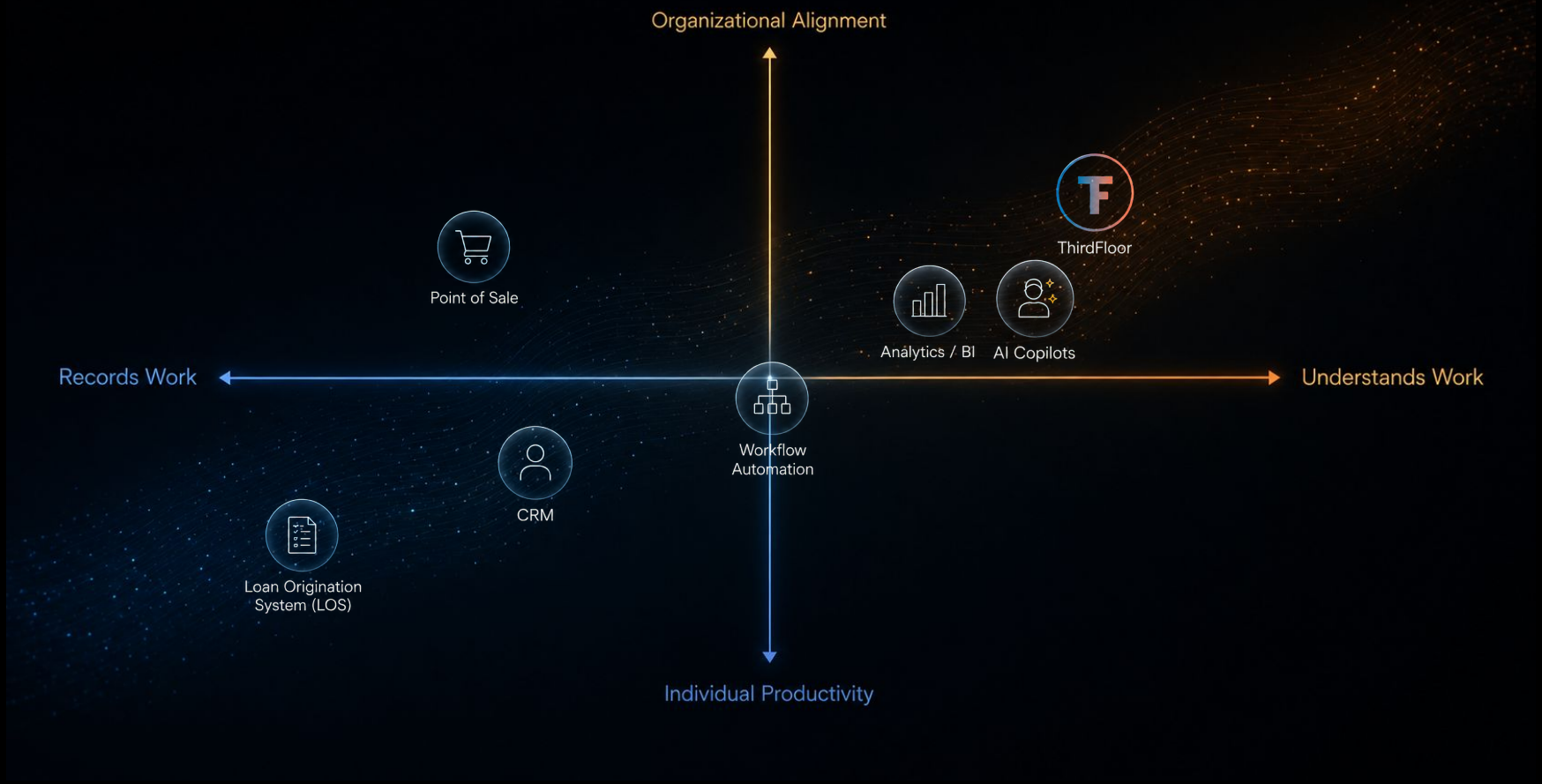
A platform subscription combined with pricing that reflects enterprise activity and Organizational Context creation.

LONG TERM

Value-Based

Pricing aligns with organizational value rather than software access alone.

Market Positioning



The Opportunity Beyond Mortgages



AI is becoming a commodity.
Organizational Context is the advantage.

Built by Operators



Brian Sparr

CEO / CTO

Built Enterprise Software
Started as a software engineer before leading enterprise sales engineering and customer operations at high-growth technology companies.

Scaled Startups
Early leadership roles at Trulia and RichRelevance, helping scale operations through periods of hypergrowth.

Lived the Problem
Built and operated successful real estate teams before founding ThirdFloor after realizing organizations needed more than better software—they needed Organizational Context.



Marshall Shah

COO / CMO

Enterprise Growth
Proven track record leading revenue teams and scaling organizations in competitive enterprise markets.

Revenue Leadership
Built and led high-performing sales, marketing, and customer success organizations that drive durable growth.

Go-to-Market Execution
Expert in building repeatable go-to-market strategies, accelerating adoption, and turning strategy into measurable results.

Scaling Organizations
Experienced in building the people, processes, and systems needed to scale teams and drive long-term impact.

Third Floor is being built by operators who have experienced the coordination problem from every angle - engineering, operations, sales and the front-lines of the business.

How RevTech Accelerates Third Floor's Next Chapter

What RevTech Unlocks



Enterprise Banking Relationships

Connect with forward-thinking financial institutions that can become strategic design partners and early enterprise customers.



Institutional Fundraising

Build relationships with investors and position the company for a $2–3M institutional seed round.



Go-to-Market Acceleration

Refine enterprise sales strategy and establish a repeatable path to scalable growth.



Strategic Advisors

Pressure-test product strategy, category positioning, and long-term company direction alongside experienced operators.

What We'll Build



Accelerate Customer Acquisition

Launch targeted marketing programs and strengthen enterprise sales execution.



Expand Organizational Context

Extend the platform's understanding to contracts, tax returns, pay stubs, disclosures, and other unstructured enterprise documents.



Broaden Enterprise Signals

Increase the number of enterprise systems contributing to Organizational Context, strengthening platform intelligence across every customer.



Prepare for Institutional Scale

Expand the platform, customer base, and organizational foundation required for the company's next phase of growth.

Third Floor



Thank you!

Appendix



The Mortgage Opportunity

$250M

Mortgage CRM

Individual productivity

Per-user software



$500M

Mortgage Operating Platform

Department performance

Enterprise platform + transaction revenue



$1B+

Mortgage Understanding Platform

Organizational understanding

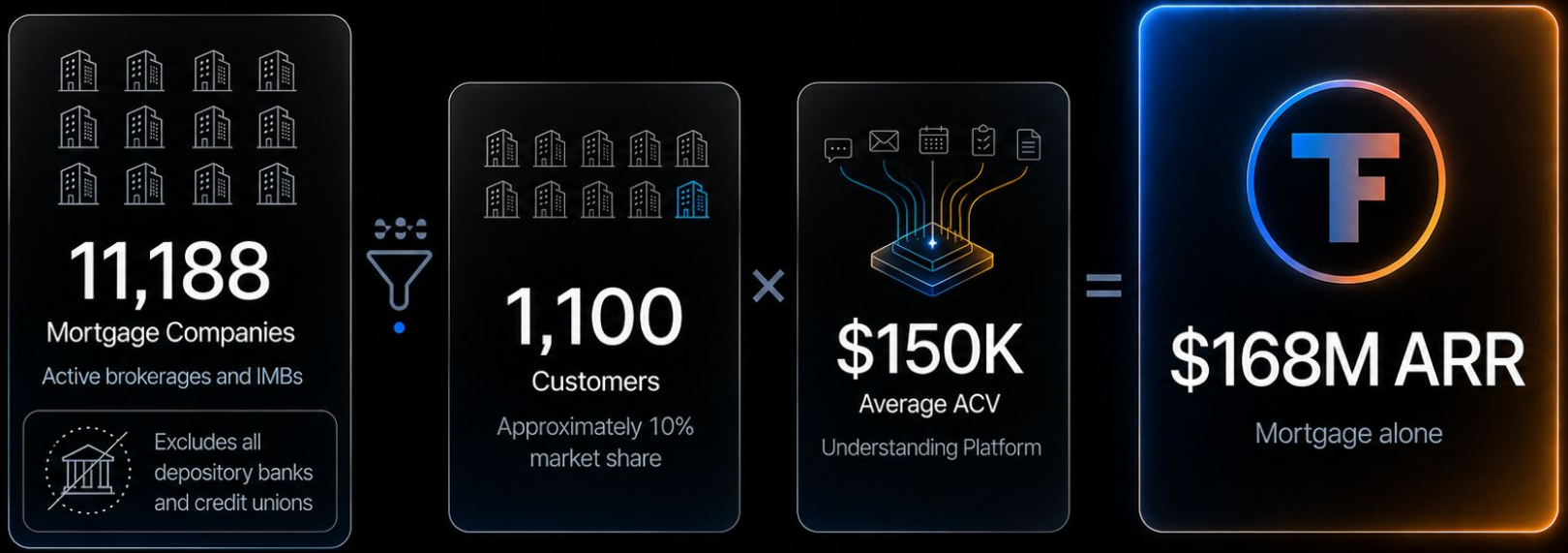
Understanding, policy, and intelligent execution



Per User	$1500/yr/user
Enterprise Platform	$1500/yr/user + $75/funded loan
Understanding Platform	$1500/yr/user + $200/funded loan

Bottom-up estimate based on 11,168 active brokerages and MBS from RETR, representing approximately 165,000 mortgage professionals and 3.8 million annualized loan originations.

Third Floor's Path to $1B Valuation



Mortgage CRM | Operational Platform | Understanding Platform

Illustrative market model based on 11,188 active mortgage companies from RETR. Assumes approximately 1,100 customers and a mature Understanding Platform average contract value of $150K.

Traction

110

Paying Users

Loan Officers, Production Partners and Branch Managers)



28

Branch Deployments

Active mortgage offices



7

Lender Customers

Regional and national mortgage companies



110 paying users at **28** branches across **7** lenders.

CURRENT DEPLOYMENTS INCLUDE USERS AT

CROSSCOUNTRY MORTGAGE™ | BENCHMARK MORTGAGE | Coast 2 Coast® MORTGAGE | Rate® | GRANITE BANK | AMERICAN PACIFIC MORTGAGE | weloan YOU BENEFIT

Deployments range from independent mortgage companies to national lenders.
Current relationships represent branch-level and regional adoption—not enterprise-wide deployments.

Company Scaling

- Early employee at two venture-backed technology companies
- Helped scale Trulia from 13 employees to 250+ while expanding from a single-state marketplace into a national real estate platform



Systems Architecture

- Architect behind VeriSign's first real-time credit card fraud detection platform
- Designed systems processing hundreds of transactions per second with real-time fraud detection



Operational Leadership

- Helped lead one of Keller Williams' highest-performing market centers
- Bridged technology, operations, and sales to improve organizational performance





Brian Sparr

CEO / CTO

Building products, systems, and organizations that bring clarity to complex work and drive real results.



Beyond Work

Signed up for a triathlon without knowing how to swim. Taught himself to swim over four months and completed the race.

Go-To-Market Execution

- Led go-to-market initiatives across global organizations
- Built 25+ channel partnerships that accelerated revenue growth and customer adoption



Enterprise Growth

- 10+ years leading enterprise B2B growth
- Expanded Lenovo business from $30M → $300M



Revenue Leadership

- Managed product portfolio with 20%+ gross margins
- Increased professional services attach rate by 30%

Gross Margin

20%+

Sustained Performance



Attach Rate Increase



Marshall Shah

COO / CMO

Building the go-to-market engine and operational excellence behind ThirdFloor's mission to understand and elevate the modern mortgage enterprise.



Beyond Work

Supported the 1996 Internet Entrepreneurship Conference during the Clinton–Gore re-election campaign, meeting both President Bill Clinton and Vice President Al Gore.

ARCHITECTURE OVERVIEW

The Architecture at 30,000 Feet

Five layers that turn operational activity into organizational understanding.

1 Experiences & Signals	CRM • Communications • AI Clients • Enterpries Systems	Where operational activity originates.
2 Access & Ingestion	APIs • MCP • Webhooks • Pollers • Lambdas	Secure entry points that collect and normalize signals.
3 Durable Operational Context	Domain Objects • Relationships • Communications Policies • Actions • Integration State	Every signal becomes durable organizational context.
4 Event Backbone	Detect Change • Route Events • Isolate Workloads Durable Queues • Retries • Observability	The nervous system that connects and protects.
5 Understanding & Execution	Interpret • Decide • Act Feedback outcomes create new context	Policies drive decisions. Actions create outcomes.

Operational activity continuously becomes organizational understanding.

LAYER 1 OF 5

Observing the Organization

Operational activity comes from every part of the organization and its ecosystem.

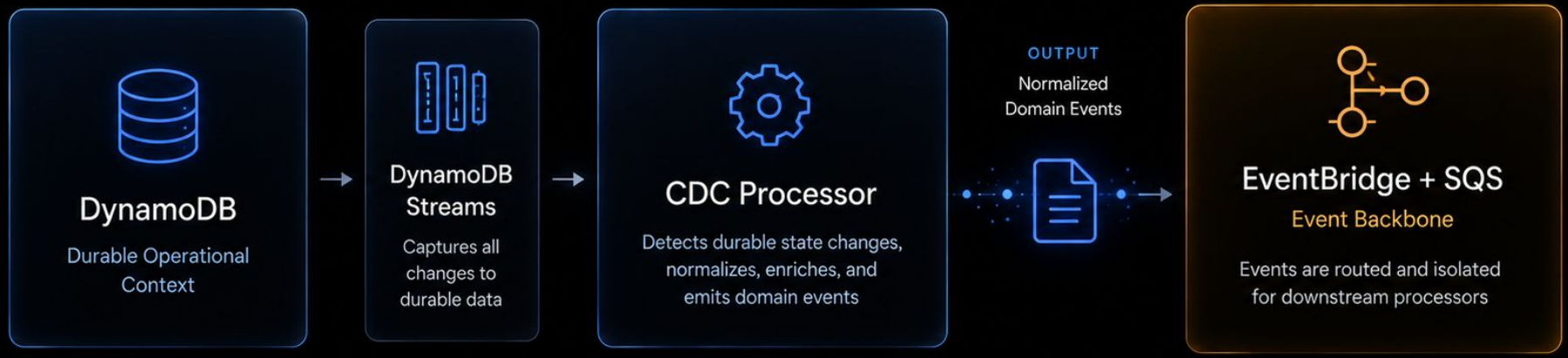


Every signal is collected through secure, purpose-built entry points designed for reliability and scale.

LAYER 3 OF 5

Detecting Meaningful Change

Durable state changes are detected and transformed into domain events.





State change is the source of truth. Events are the language of our system.

LAYER 4 OF 5

Creating Organizational Understanding

Events are interpreted and context is synthesized to inform the best next decision.

Input from the Event Backbone

Processors subscribe to the events they care about.

AI ASSISTED INTERPRETATION

Unstructured communications and context are interpreted by the Message Processor with the help of an LLM.



POLICY DRIVEN

All decisions flow through policy. AI informs. Policy decides. Outcomes are deterministic, explainable, and governable.

Understanding is created through interpretation. | Policy ensures the right thing happens next.

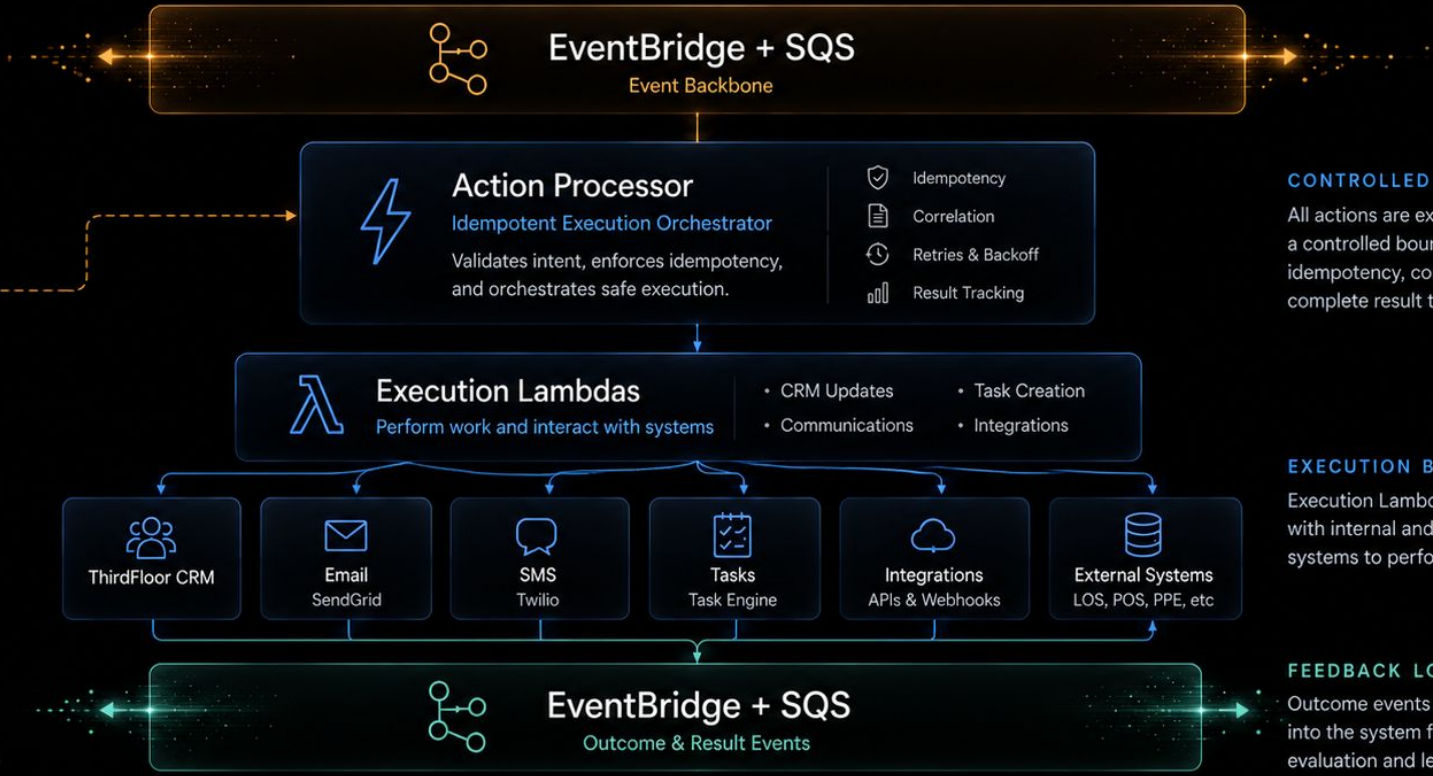
LAYER 5 OF 5

Executing Decisions Safely

Decisions are executed through controlled, idempotent actions with full visibility and feedback.

INPUT
Events from the event backbone trigger action processing.

DECISION INPUT
Decisions from the Policy Processor request safe, controlled actions.



SYSTEMS
Actions are executed across internal and external systems.

OUTCOME
Results and outcomes are published back to the event backbone.

CONTROLLED EXECUTION
All actions are executed through a controlled boundary with idempotency, correlation, and complete result tracking.

EXECUTION BOUNDARY
Execution Lambdas interact with internal and external systems to perform the work.

FEEDBACK LOOP
Outcome events feed back into the system for policy evaluation and learning.

Every action is safe, observable, and accountable. | Every outcome becomes context.

LAYER 5 OF 5

Continuous Organizational Learning

Every action creates new context.
Every context improvement drives better outcomes.



THE CYCLE NEVER STOPS

Outcomes and results flow back into the system as new events, updating context and improving future decisions.

COMPOUNDING INTELLIGENCE

More context creates better understanding. Better understanding drives better decisions. Better decisions create better outcomes.

A self-reinforcing system that continuously learns, adapts, and drives better outcomes. | Context today. Understanding tomorrow.