

4 Measures of a Successful Pay Strategy



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Today's Presenter:

Joe Miller


Senior Consultant


(949) 265-5708

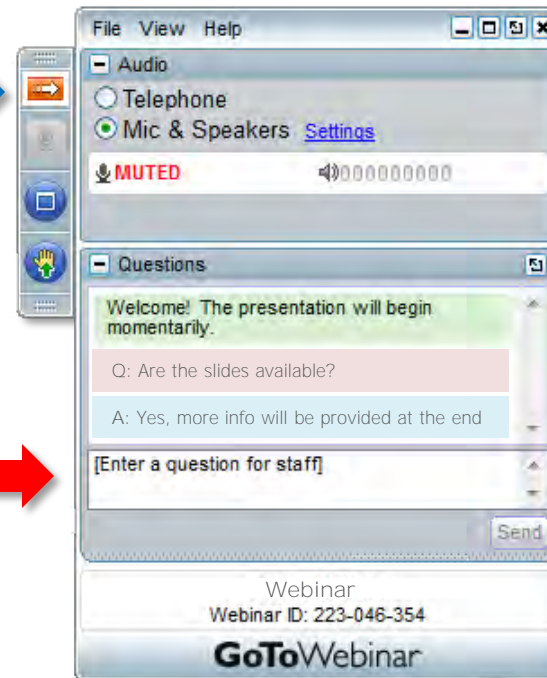
jmiller@vladvisors.com



We're happy to provide a copy of today's slides.
Information will be provided at the close
of the presentation.

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- Founded in 1996
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Vision: Help Businesses Build and Sustain a Performance Culture

Accelerate performance capabilities by designing pay strategies that transform employees into growth partners.



If you do that...

- Quality of talent will improve.
- Employee engagement will expand.
- Performance will be magnified.
- Business growth will be accelerated.
- Shareholder value will increase.



Our Focus

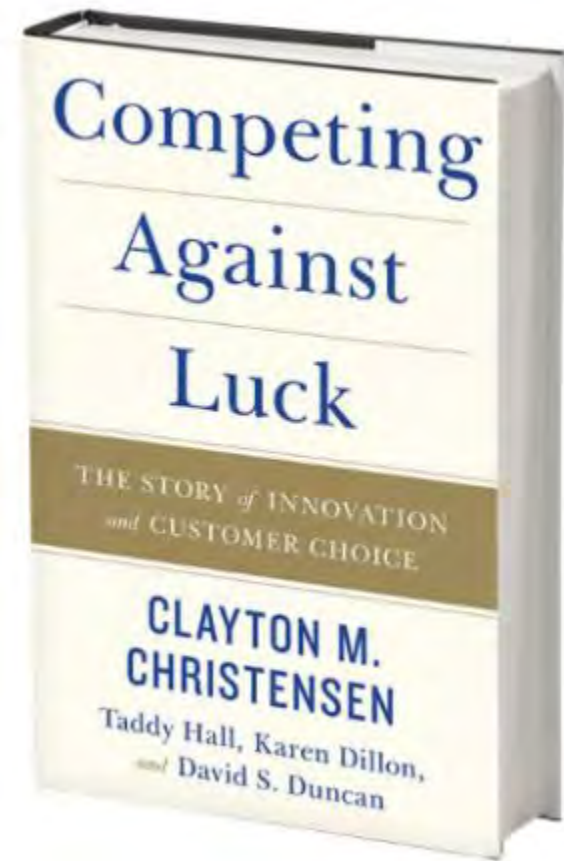


- Understand Pay's "Job"
- Define 4 Measures of Success
- Calculate Pay's ROI

Theory of Jobs to be Done

“When we buy a product, we essentially ‘hire’ something to get a job done. If it does the job well, when we are confronted with the same job, we hire that same product again. And if the product does a crummy job, we ‘fire’ it and look around for something else we might hire to solve the problem.”

(Clayton Christensen, *Theory of Jobs to be Done*, Harvard Business School, Working Knowledge, Dina Gerdeman, October 3, 2016)



Broader Application

Let the Jobs-To-Be-Done Theory Guide You

What if we applied this theory to all of the processes and systems we use in an organization including compensation?

Key Questions

- What job have you hired your *rewards strategy* to do?
- Do you know the purpose of every pay plan that makes up your value proposition
 - What is it intended to achieve?
 - What problem is it intended to solve?
 - And how is it doing in performing that job?
- Is your pay strategy performing so well you're ready to give it a raise, or are you more inclined to fire it at this point?



A More Strategic Approach

What is the problem
compensation needs to help
solve in your business?

What is not happening
organizationally now that needs
to happen and how might a given
pay strategy be a potential
solution?



Core Drivers



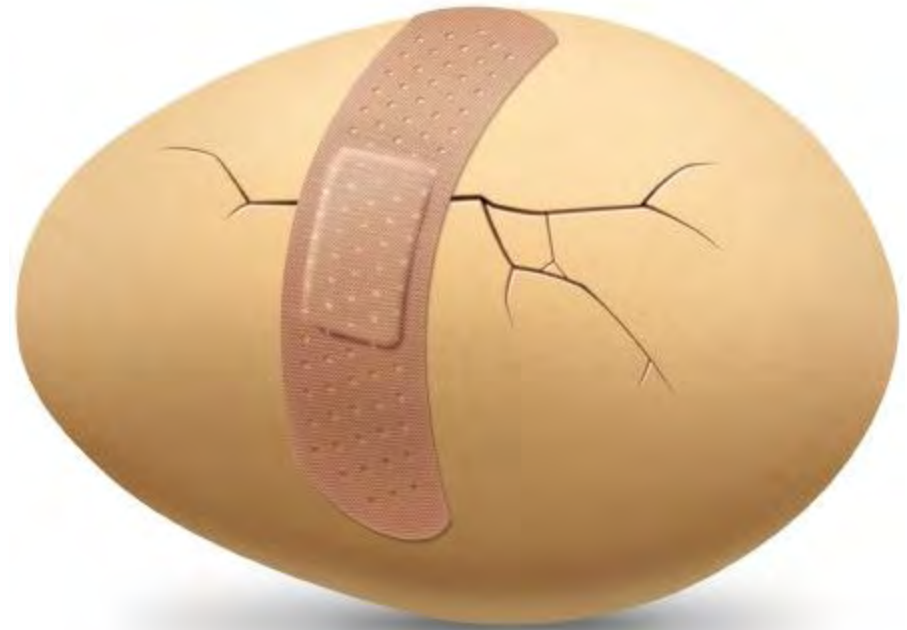
Examples of outcomes that should define what “job” you want compensation to do:

- Improve short and long-term profitability (increased revenue, improved margins, lower costs).
- Improve shareholder value.
- Accelerate innovation.
- Increase the company’s ability to attract and retain premier talent.
- Provide clarity about roles, expectations and outcomes.
- Encourage a sense of stewardship about roles.
- Enable an ownership mindset on the part of key people.
- Link employee rewards to performance.
- Build a unified financial vision for growing the business.


Work Arounds

Business leaders are constantly coming up with “work arounds” for their pay strategy when it isn’t “getting the job done.”

- No core philosophy
- No cohesive structure
- No success measures



Solving the Right Problem



**TEMPORARY
SOLUTIONS
OFTEN BECOME
PERMANENT
PROBLEMS.**

Businesses often put pay plans in place that are designed to address a particular issue without clearly identifying the problem those strategies are intended to resolve.

Consequently, they end up encouraging behaviors or outcomes that not only don't address the key barriers the company is facing (the job they need their pay strategy to do), they create new problems in their place.

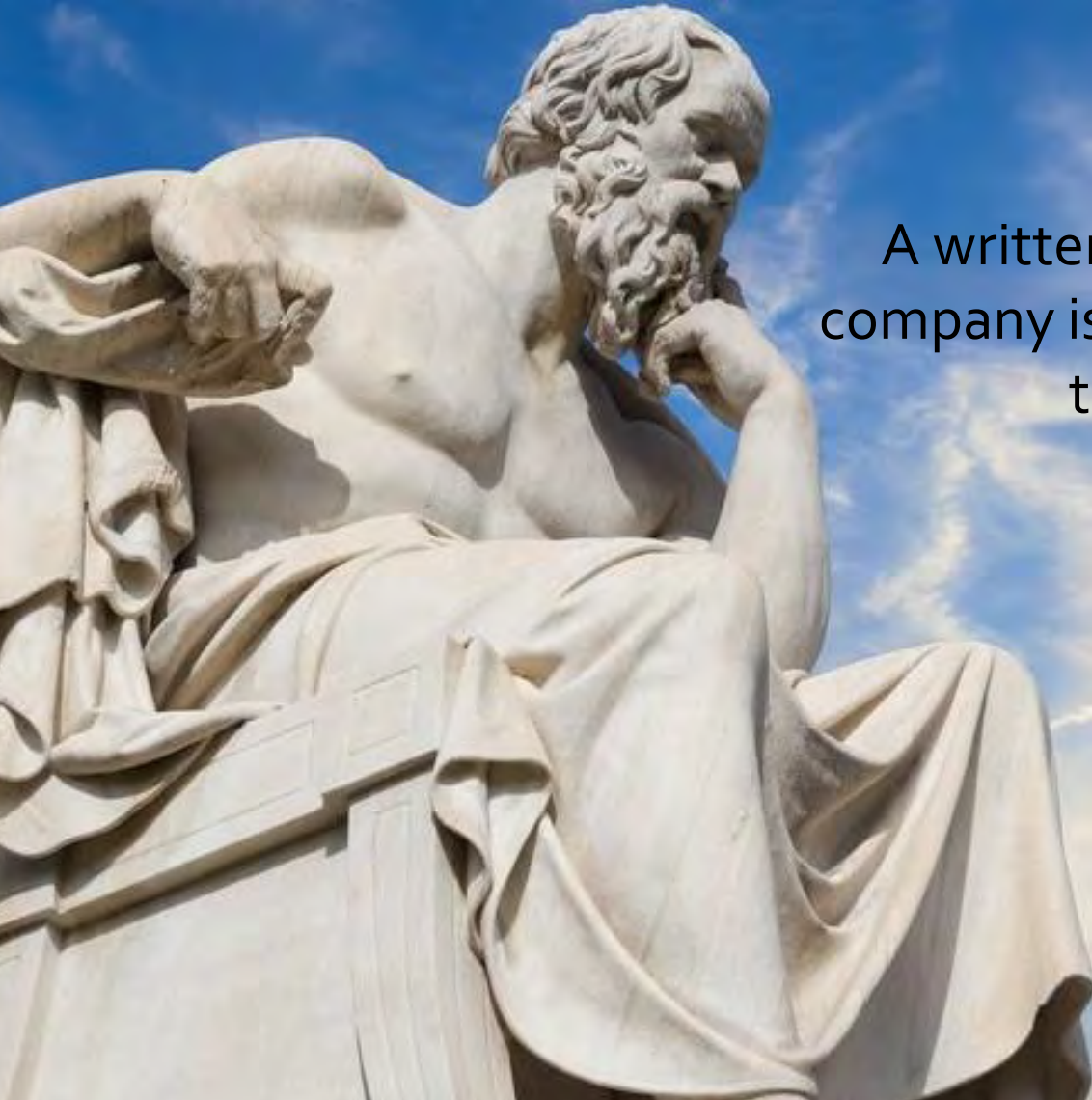
The 4 Measures of Successful Pay Strategy

MEASURE
SUCCESS




1. It Reflects a Clear Pay Philosophy
2. It is Aligned
3. It is Agile but Enduring
4. It Increases Productivity Profit

1. A Clear Pay Philosophy

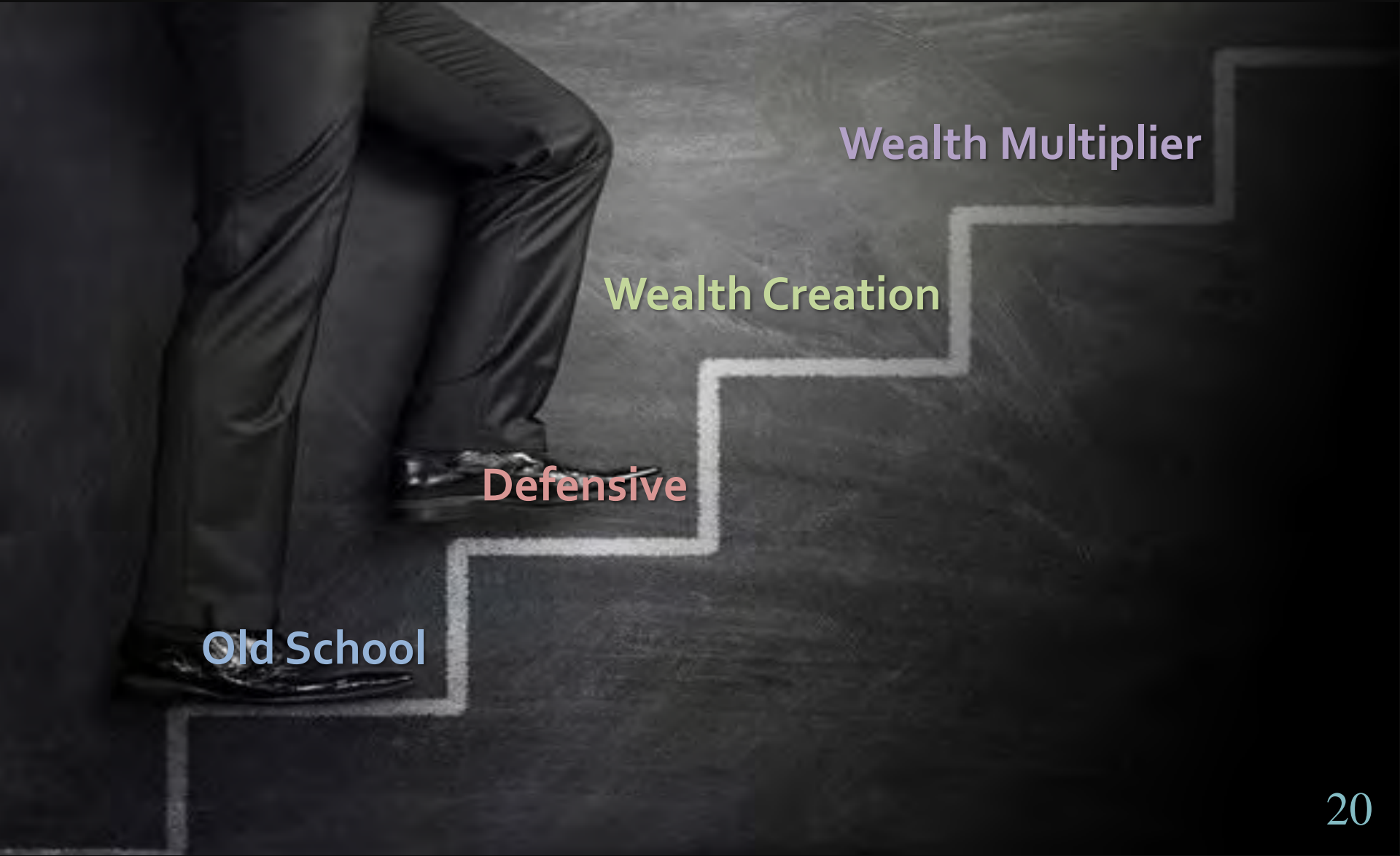


A written statement of what the company is willing to “pay for.” Tie it to value creation.

Compensation Philosophy Statement

- 
- A close-up photograph of a person's hand holding a silver ballpoint pen, poised to write on a white document. The background is blurred, showing what appears to be a desk or office environment.
- How value creation is defined.
 - How value is shared—and with whom.
 - Market pay standards.
 - How guaranteed pay and value-sharing will be balanced.
 - How short and long-term value-sharing will be balanced.
 - When or if equity will be shared.
 - How merit pay is defined.

Pay Philosophy Evolution



Wealth Multiplier

Wealth Creation

Defensive

Old School

Old School

People Are Lucky to Have a Job

Philosophy

Pay the least you can to get the work done.

Cost or Investment?

Every dollar spent on pay is one dollar less in profits.

Salaries

Check the market; pay less if we can get away with it.

Bonuses

Maybe; let's wait and see if we have a good year.

Long-term Incentives (quasi-equity)

Are you crazy?

Results

If you have a business with sustainable cash flow and it doesn't require innovative employees or much customer interaction, this can work...but won't attract or retain premier talent.

Defensive

Don't Rock the Boat

Philosophy

We want to pay people well, but we have to be very cautious.

Cost or Investment?

We need to be very careful to control costs--including pay.

Salaries

We want to be "at market." Keep searching for it.

Bonuses

We will try to pay bonuses as long as we can afford them.

Long-term Incentives (quasi-equity)

Not our cup of tea. Seems expensive and unnecessary.

Results

If you want employees who are cautious about bringing up pay issues . . . and accept that pay should never go lower but rarely should go higher, this is the approach for you.

Wealth Creation

Let's Focus on Performance

Philosophy

Pay strong salaries and incentives to enable the company to attract great talent. We are willing to pay "above market" for top performers.

Cost or Investment?

We see compensation as an investment that should produce a positive return for shareholders.

Salaries

Salaries should be "at market" for most positions but somewhat above for high value positions.

Bonuses

Bonuses are set and communicated early in the year; they are expressed as a meaningful percentage of salaries.

Long-term Incentives (quasi-equity)

May play a small role.

Results

If you want to focus on aligning employee performance and pay with your crucial budgeted goals, consider this approach.

Wealth Multiplier

Let's Secure Growth Partners

Philosophy

Share economic value. "If you create financial value, you will participate in a generous portion of it."

Cost or Investment?

Compensation is allocated to produce the highest possible return for both shareholders and contributing employees.

Salaries

We use data for benchmarking, but our pay philosophy drives where we want to be vis a vis market pay.

Bonuses

Bonuses (value sharing plans) are tied to crucial metrics, recognize personal contributions, and are not capped.

Long-term Incentives (quasi-equity)

Viewed by top performers as the most meaningful part of their rewards program.

Results

If you want to be able to attract and retain the best talent in your industry and have them adopt a stewardship mindset regarding shareholder goals, this is your system.

What Approach Reflects Your Philosophy?

- Expansive
- Selective

Workspan (World at Work)
The War for Stars, May 2012



Expansive Approach

Strives to retain virtually every employee under the theory that everyone is needed or they wouldn't be there. Largely egalitarian.

"Why upset our harmonious culture by creating an elite group that receives special treatment? All our employees are critical and perform well, and most are not going to leave."



Expansive Approach

- Easy to administer
- Does not usually support an organization's efforts to raise overall performance
- Discourages and disengages high performers



Selective Approach

Identifies, nurtures and works to retain the high performers at all levels of the organization.

Seeks to produce a cycle that, in the long term, will not only retain existing high performers, but create and attract more high performers and generate ever-improving standards of performance and organizational results.



Selective Approach


- Sets high performance standards
- Acknowledges the company is in a war for stars
- Recognizes high performers always have an opportunity to move



Which approach makes the most sense?



2. Alignment

The background of the slide is a light blue gradient. It features several abstract geometric shapes in various shades of blue. On the left, there are large, overlapping circles. In the center and right, there are several sharp, angular polygons and a jagged, zig-zag line shape. The overall aesthetic is clean and modern.

The role of each pay component in relation to others within the comprehensive compensation strategy is coordinated and clear.

Eight Components of Pay

Benefits

- Core benefits
- Executive benefits
- Qualified retirement plans
- Supplemental retirement plans

Compensation

- Salary
- Performance incentives
- Sales incentives
- Growth incentives

Incentives should be in the form of value sharing.



An Aligned Compensation Strategy

Salaries

Competitive with market standards?
Tied to strong performance management process (merit)?
Managed within a flexible but effective structure?

Performance Incentives

Tied to productivity gains?
Clear, achievable and meaningful?
Self-financing?

Sales Incentives

Challenging yet achievable?
Reinforcing the right behaviors?
Differentiating your offering?

Growth Incentives

Linked to a compelling future?
Supporting an ownership mentality?
Securing premier talent?

Core Benefits

Responsive to today's employee marketplace?
Allocating resources where most needed?
Evaluated to eliminate unnecessary expense?

Executive Benefits

Flexible enough to address varying circumstances?
Communicating a unique relationship?
Reducing employee tax expense?

Qualified Retirement Plans

Giving employees an opportunity to optimize retirement values?
Operated with comprehensive fiduciary accountability?
Avoiding conflicts and minimizing expenses?

Nonqualified Retirement Plans

Optimizing tax-deferral opportunities?
Aligning long-term interests of employees with shareholders?
Structured to receive best possible P&L impact?



Form of Pay	Purpose	Standard	Investment	ROI
Salaries	Provide for the current cash needs of our executives	40-50th percentile for peer group	\$500,000	Achieve ROA standard of 0.75%
Short-term Incentives	Enhance current cash payments to executives for achieving top and bottom line annual goals	30-40% of base salary	\$168,000 (Target)	15% revenue growth and 12% margin
Long-term Incentives (Cash)	Retain execs; focus them on long-term earnings growth; align with shareholder interests; meet wealth accumulation needs	15-20% of base salary	\$84,000 (Target)	Long-term growth in earnings (double earnings = share 13% of new value)
Long-term Incentives (Equity)	Retain execs; focus them on long-term earnings growth; align with shareholder interests; meet wealth accumulation needs	15-20% of base salary	\$84,000 (Target)	Long-term growth in earnings (double earnings = share 13% of new value)
Core Benefits	Meet basic security needs of the executives	50th percentile for peer group	\$25,500	ROA of 0.75%
Executive Benefits	Enhance basic security needs and meet market standards for perquisites	50th percentile for peer group	\$24,000	ROA of 0.75%
Qualified Retirement	Provide wealth accumulation opportunity for executives	40th percentile (3% of salary)	\$15,000	ROA of 0.75%
Supplemental Retirement	Strengthen rewards value proposition to help recruit and retain executives; meet wealth accumulation needs	30th percentile compared to banks that have plans	\$135,000	ROA of 0.9%

Total Rewards Approach

Compelling Future

Positive Work Environment

Opportunities for Personal and Professional Growth

Financial Rewards

Compelling Future

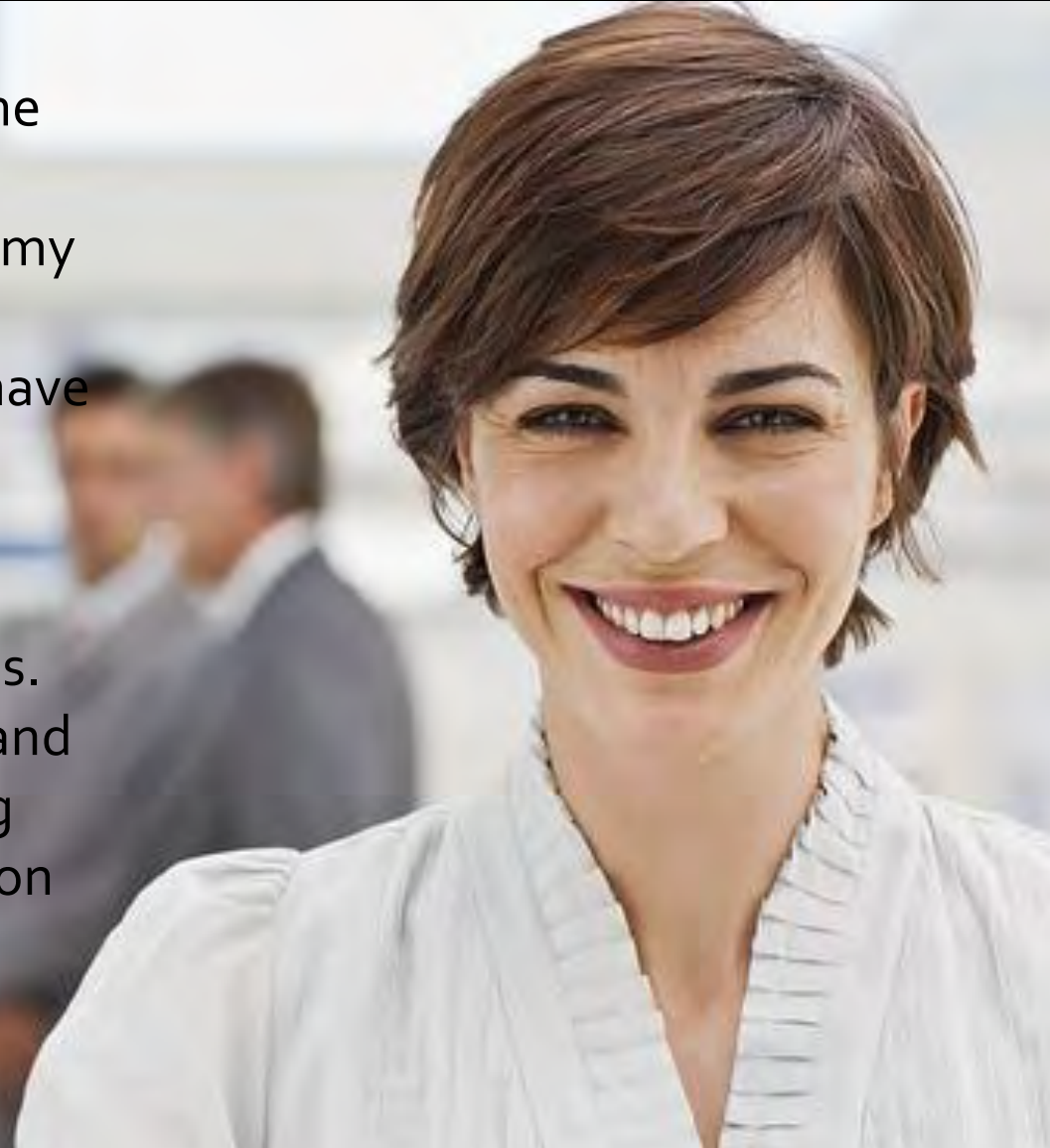
- I like the direction the company is headed.
- I embrace the company's values.
- I believe the company can achieve its growth goals.



- The company's purpose and mine are aligned.
- I see myself in the company's future.
- I have a "seat at the table" in determining the direction of the company.

Positive Work Environment

- I like the nature of the work I'm doing.
- I am working within my unique ability.
- My responsibilities have strategic purpose.
- I work in a team of individuals with complementary skills.
- There are channels and processes for solving problems and decision making.



Personal and Professional Development

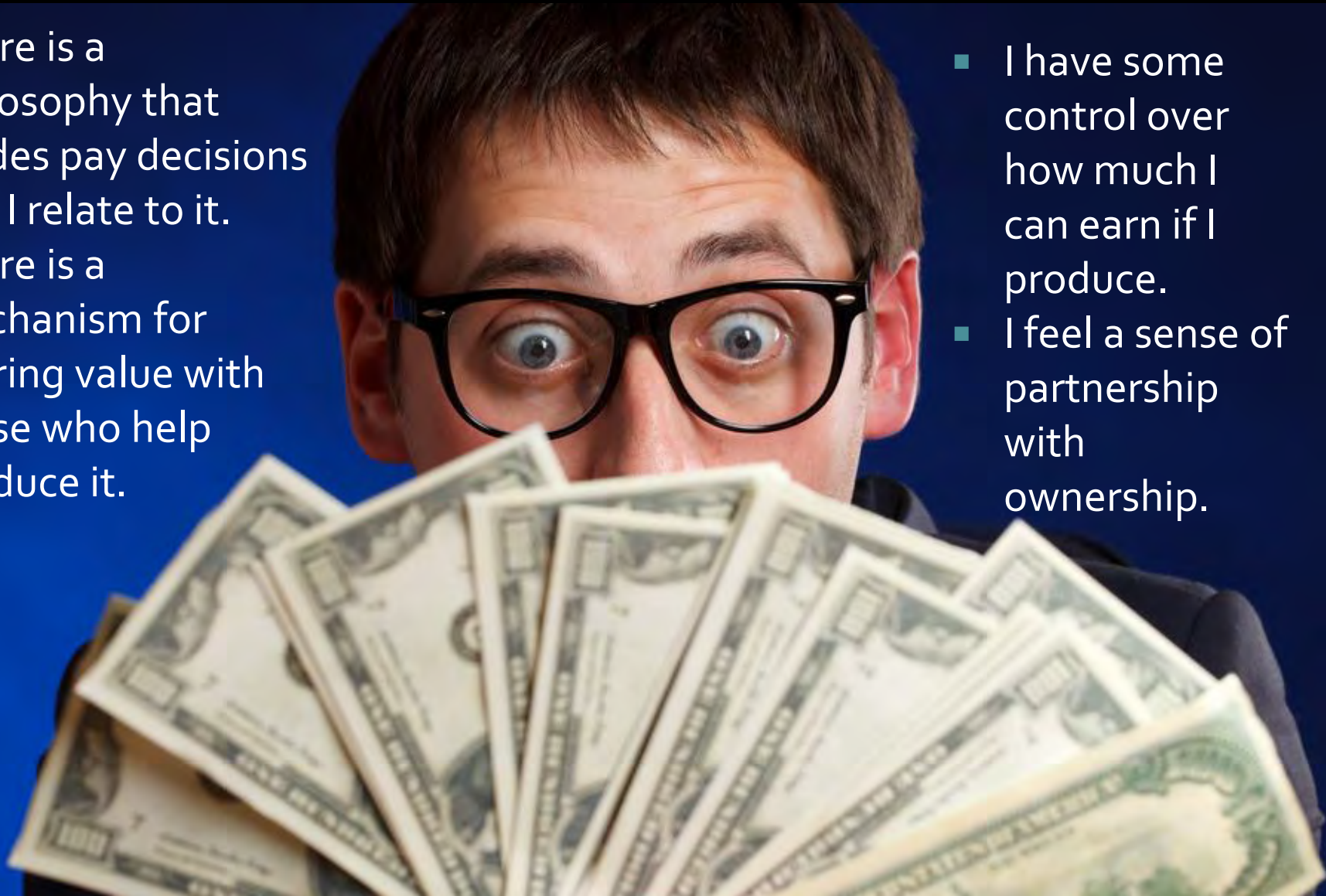
As a result of my immersion in the culture and resources of this organization, my unique abilities will improve—and I will experience personal and professional fulfillment.



Financial Rewards

- There is a philosophy that guides pay decisions and I relate to it.
- There is a mechanism for sharing value with those who help produce it.

- I have some control over how much I can earn if I produce.
- I feel a sense of partnership with ownership.



The Employee View of Compensation

Personal

1. Lifestyle & Wealth Accumulation
2. Career Measurement
3. Contribution Ambitions

Business

4. Roles, Expectations & Priorities
5. Partnership
6. Continuity & Fairness



Line of Sight



Performance Management Evolution



The Reinvention of Performance Management

- Rapid innovation is a source of competitive advantage which means future needs are continually changing.
- Projects are short-term and tend to change along the way, so employees' goals and tasks can't be plotted out a year in advance with much accuracy.

"Because organizations won't necessarily want employees to keep doing the same things, it doesn't make sense to hang on to a system that's built mainly to assess and hold people accountable for past or current practices."

(Deloitte 2015 Reinventing Performance Management)

An Agile Approach to Pay



Compensation

Implications: Create a rewards strategy that is flexible but enduring and build an agile operational structure to manage it.



Structured Flexibility

- Look at compensation strategy as you would an investment portfolio.
- Individual pay components are your “asset classes.”
- As things change, adjust *weighting* of each asset class.



The Total Compensation Structure

Grade/ Band	Salary Range			Bonus Target	LTIP Target	% Phantom Stock FV	% Phantom Stock AO	401k Match Max %	Deferred Comp Eligible	Deferred Comp Max Match	Health, Dental, Life	Vacation Days	Sick Days	Financial Planning Perk	Annual Car Allow
	Min	Mid	Max												
1	203,531	271,375	339,219	50.0%	100%	50%	50%	5%	Yes	5%	\$11,141	Unlimited	Unlimited	15,000	20,000
2	150,078	200,103	250,129	35.0%	75%	50%	50%	5%	Yes	5%	\$11,141	Unlimited	Unlimited	10,000	12,500
3	119,497	159,329	199,161	25.0%	50%	100%	0%	5%	Yes	5%	\$11,141	25	5	5,000	8,000
4	102,632	136,843	171,054	20.0%	25%	100%	0%	5%			\$6,127	25	5	5,000	
5	81,293	101,616	121,940	15.0%				5%			\$6,127	25	5	5,000	
6	69,720	87,150	104,580	15.0%				5%			\$6,127	15	5		
7	58,564	73,205	87,846	10.0%				5%			\$6,127	15	5		
8	50,176	62,720	75,264	10.0%				5%			\$6,127	15	5		
9	44,038	51,809	59,580	5.0%				5%			\$6,127	15	5		
10	37,211	43,777	50,344	5.0%				5%			\$6,127	10	5		
11	30,784	36,217	41,649	5.0%				5%			\$6,127	10	5		
12	23,562	27,720	31,878	5.0%				5%			\$6,127	10	5		
13	19,529	22,975	26,421	0.0%				5%			\$6,127	10	5		
14	17,354	20,417	23,479	0.0%				5%			\$6,127	10	5		

Creating a Balance

Total Compensation Structure												
Name	Title/Position	Tier	Salary	Short-term Incentive Target	Long-term Incentive Target	Total Direct Comp	H&W Annual Value	QRP Annual Value	Security Plans Annual Value	Total Indirect Comp	TRI	
Jason Smith	CEO	1	\$ 300,000	\$ 120,000	\$ -	\$ 420,000	\$ 18,200	\$ 8,000	\$ -	\$ 26,200	\$ 446,200	
Lucy Jones	VP Marketing	2	\$ 210,000	\$ 45,000	\$ -	\$ 255,000	\$ 16,200	\$ 7,000	\$ -	\$ 23,200	\$ 278,200	
Rick Miller	VP Sales	2	\$ 160,000	\$ 85,000	\$ -	\$ 245,000	\$ 9,200	\$ 6,000	\$ -	\$ 15,200	\$ 260,200	
Janice Johnson	CFO	2	\$ 195,000	\$ 40,000	\$ -	\$ 235,000	\$ 10,200	\$ 5,000	\$ -	\$ 15,200	\$ 250,200	
Maria York	Director	3	\$ 160,000	\$ 10,000	\$ -	\$ 170,000	\$ 12,200	\$ 4,000	\$ -	\$ 16,200	\$ 186,200	
Frank North	Director	3	\$ 150,000	\$ 10,000	\$ -	\$ 160,000	\$ 11,200	\$ 3,000	\$ -	\$ 14,200	\$ 174,200	
Ricardo South	Director	3	\$ 140,000	\$ 10,000	\$ -	\$ 150,000	\$ 7,700	\$ 2,000	\$ -	\$ 9,700	\$ 59,700	
Simon Lewis	Director	3	\$ 130,000	\$ 10,000	\$ -	\$ 140,000	\$ 8,700	\$ 2,500	\$ -	\$ 11,200	\$ 151,200	
			\$ 1,445,000	\$ 330,000	\$ -	\$ 1,775,000	\$ 93,600	\$ 37,500	\$ -	\$ 131,100	\$ 1,906,100	

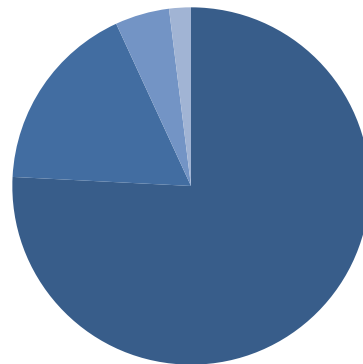
How are these values determined?

Why no LTI to balance the STI?

Should we be addressing these needs?

What Does It Tell You?

Total Rewards Investment (TRI) Allocation								
TRI looks at each component of pay as a percentage of the total								
Name	Tier	Salary	STI%	LTI%	H&W%	QRP%	SP%	TRI
Jason Smith	1	67.2%	26.9%	0.0%	4.1%	1.8%	0.0%	\$ 446,200
Lucy Jones	2	75.5%	21.4%	0.0%	7.7%	3.3%	0.0%	\$ 278,200
Rick Miller	2	61.5%	53.1%	0.0%	5.8%	3.8%	0.0%	\$ 260,200
Janice Johnson	2	77.9%	20.5%	0.0%	5.2%	2.6%	0.0%	\$ 250,200
Maria York	3	85.9%	6.3%	0.0%	7.6%	2.5%	0.0%	\$ 186,200
Frank North	3	86.1%	6.7%	0.0%	7.5%	2.0%	0.0%	\$ 174,200
Ricardo South	3	87.7%	7.1%	0.0%	5.5%	1.4%	0.0%	\$ 159,700
Simon Lewis	3	86.0%	7.7%	0.0%	6.7%	1.9%	0.0%	\$ 151,200



- Salary
- STI%
- LTI%
- H&W%
- QRP%
- SI%

Balanced Structure

Total Compensation Structure											
Name	Title/Position	Tier	Salary	Short-term Incentive Target	Long-term Incentive Target	Total Direct Comp	H&W Annual Value	QRP Annual Value	Security Plans Annual Value	Total Indirect Comp	TRI
Jason Smith	CEO	1	\$ 300,000	\$ 75,000	\$ 75,000	\$ 450,000	\$ 18,200	\$ 8,000	\$ 15,000	\$ 41,200	\$ 491,200
Lucy Jones	VP Marketing	2	\$ 210,000	\$ 36,750	\$ 36,750	\$ 283,500	\$ 16,200	\$ 7,000	\$ 10,500	\$ 33,700	\$ 317,200
Rick Miller	VP Sales	2	\$ 160,000	\$ 60,000	\$ 40,000	\$ 260,000	\$ 9,200	\$ 6,000	\$ 8,000	\$ 23,200	\$ 83,200
Janice Johnson	CFO	2	\$ 95,000	\$ 34,125	\$ 34,125	\$ 263,250	\$ 10,200	\$ 5,000	\$ 9,750	\$ 24,950	\$ 288,200
Maria York	Director	3	\$ 160,000	\$ 16,000	\$ 16,000	\$ 192,000	\$ 12,200	\$ 4,000	\$ 8,000	\$ 24,200	\$ 216,200
Frank North	Director	3	\$ 50,000	\$ 15,000	\$ 15,000	\$ 180,000	\$ 1,200	\$ 3,000	\$ 7,500	\$ 21,700	\$ 201,700
Ricardo South	Director	3	\$ 140,000	\$ 14,000	\$ 14,000	\$ 168,000	\$ 7,700	\$ 2,000	\$ 7,000	\$ 16,700	\$ 184,700
Simon Lewis	Director	3	\$ 30,000	\$ 13,000	\$ 13,000	\$ 156,000	\$ 8,700	\$ 2,500	\$ 6,500	\$ 17,700	\$ 173,700
			\$ 1,445,000	\$ 263,875	\$ 243,875	\$ 1,952,750	\$ 93,600	\$ 37,500	\$ 72,250	\$ 203,350	\$ 2,156,100

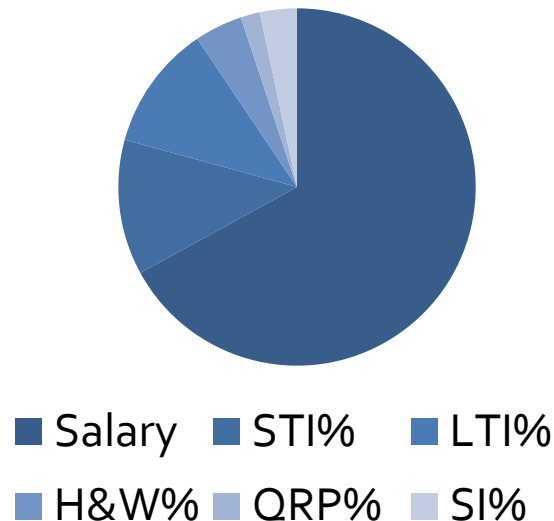
We've reduced the STI targets.

But we've balanced with a LTIP (wealth creation).

This can strengthen partnership and improve retention.

A balanced approach will typically appeal to premier talent who hold a long-term view

Total Rewards Investment (TRI) Allocation								
TRI looks at each component of pay as a percentage of the total								
Name	Tier	Salary	STI%	LTI%	H&W%	QRP%	SP%	TRI
Jason Smith	1	61.1%	15.3%	15.3%	3.7%	1.6%	3.1%	\$ 491,200
Lucy Jones	2	66.2%	17.5%	17.5%	7.7%	3.3%	5.0%	\$ 317,200
Rick Miller	2	56.5%	37.5%	25.0%	5.8%	3.8%	5.0%	\$ 283,200
Janice Johnson	2	67.7%	17.5%	17.5%	5.2%	2.6%	5.0%	\$ 288,200
Maria York	3	74.0%	10.0%	10.0%	7.6%	2.5%	5.0%	\$ 216,200
Frank North	3	74.4%	10.0%	10.0%	7.5%	2.0%	5.0%	\$ 201,700
Ricardo South	3	75.8%	10.0%	10.0%	5.5%	1.4%	5.0%	\$ 184,700
Simon Lewis	3	74.8%	10.0%	10.0%	6.7%	1.9%	5.0%	\$ 173,700



4. Measure ROI

Calculate Your
Productivity Profit



ROTRI™ Example:

Item	Amount
Capital Account	\$20,000,000
Cost of Capital	12%
Capital Charge	\$2,400,000
Operating Income	\$10,000,000
Productivity Profit	\$7,600,000
Total Rewards Investment	\$25,000,000
ROTRI™	30.4%

(ROTRI™ = Productivity Profit/Total Rewards Investment)



ROTRI™ Example:

Item	Figure
Capital Account	\$20,000,000
Cost of Capital	12%
Capital Charge	\$2,400,000
Operating Income	\$10,000,000
*Productivity Profit	\$7,600,000
Total Rewards Investment	\$25,000,000
ROTRI™	30.4%

***Variable Pay Plans (Value Sharing) are financed from Productivity Profit**

(ROTRI™ = Productivity Profit/Total Rewards Investment)

Partnership



Market a Future that's Relevant

- Here's our future
- Here's how we're going to get there
- Here's the role we picture for you
- Here's how we encourage our people to grow and contribute
- Here's our philosophy about pay and rewards
- Here are our specific pay programs
- Here's how our pay programs could work for you if we achieve our plan



Employee Value Statement

Year	1	2	3	4	5
Targeted Results	100%	100%	100%	100%	100%
Salary	\$160,000	\$166,400	\$173,056	\$179,878	\$187,177
STVS	\$64,000	\$66,560	\$69,222	\$71,991	74,871
LTVS (EOY)	--	\$74,000	\$186,000	\$311,000	\$448,000
401(k) @7%	\$17,120	\$36,123	\$57,169	\$80,428	\$106,086
Total Cash	\$224,000	\$232,960	\$242,278	\$251,970	\$262,048
Wealth Accrual	\$17,120	\$110,123	\$243,169	\$391,428	\$554,086
Total Value	\$241,120	\$567,083	\$942,407	\$1,342,636	\$1,767,343

The 4 Measures of Successful Pay Strategy

MEASURE
SUCCESS



1. It Reflects a Clear Pay Philosophy
2. It is Aligned
3. It is Agile but Enduring
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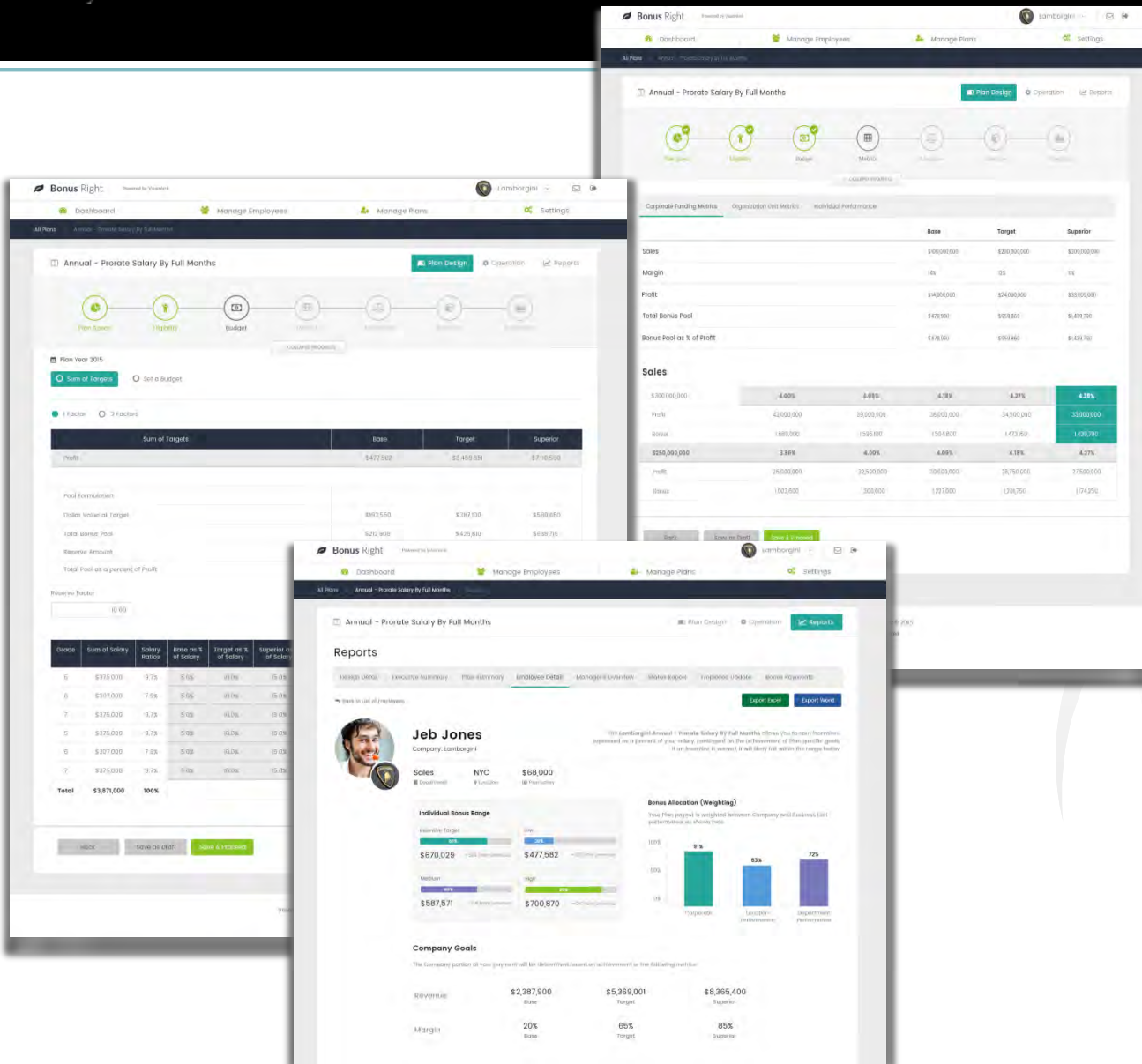
If you do all this, but don't communicate a sense of partnership, your pay strategy will fail.

www.bonusright.com




DO AWAY WITH BONUS FRUSTRATION

With BonusRight, Creating, Communicating and Managing a Bonus Plan is Now a Breeze



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- Build and manage your bonus plan online.
- Indicate on survey if you would like to be invited to rollout webinars.

For Webinar Participants

A close-up photograph of a man with dark hair and a light beard, smiling broadly while talking on a black mobile phone. He is wearing a light blue and white striped shirt. The background is a bright, out-of-focus indoor setting.

**One hour consulting call
with a VisionLink principal
at no charge**

Indicate interest on final survey

Take our **SURVEY**



Please complete our brief survey immediately following our presentation.

We value your input.

Request a copy of our slides, white paper, complimentary consultation, and more information on BonusRight.

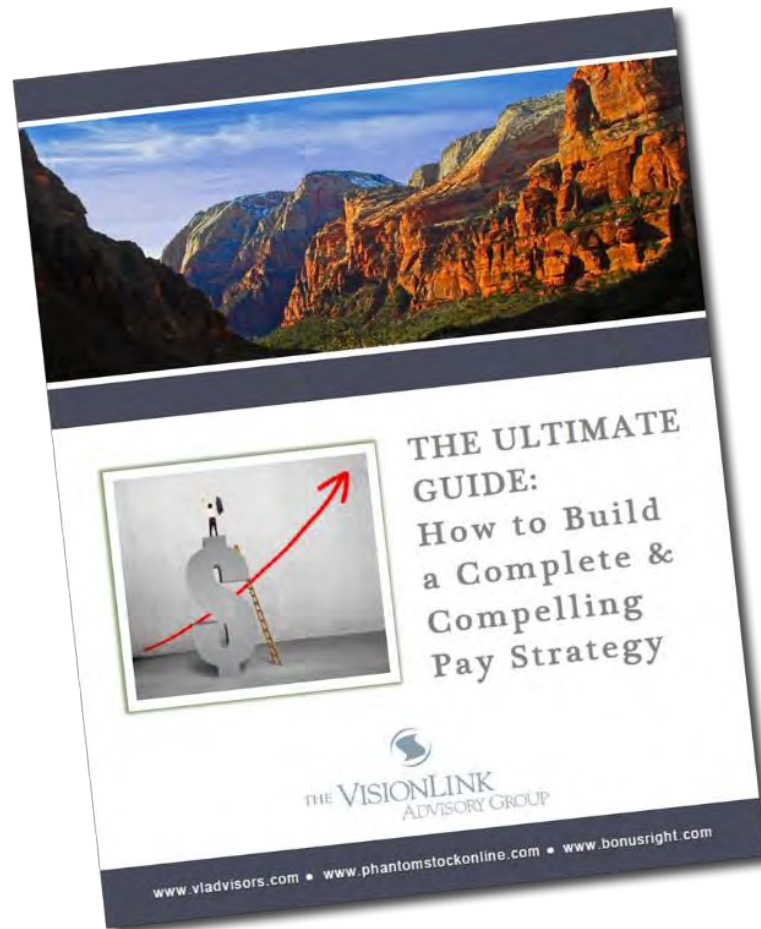
Upcoming 2017 VisionLink Online Seminars:

How Should You Pay High Performers?	October 25th
4 Pay Practices the Kill Employee Engagement	December 6 th

7700 Irvine Center Drive, Suite 930 ♦ Irvine, CA 92618 ♦ 949-852-2288

www.VLadvisors.com ♦ www.PhantomStockOnline.com ♦ www.BonusRight.com

The Ultimate Guide: HOW TO BUILD A COMPLETE & COMPELLING PAY STRATEGY



Express interest on the final survey

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The screenshot shows the homepage of VisionLink Advisory Group. At the top left is the logo, and at the top right are social media icons and a 'Client Login' button. The main navigation menu includes 'About Us', 'Capabilities', 'Knowledge Center', 'Blog', and 'Contact Us', followed by the phone number '(888) 703 0080'. The main content area features a large banner with the headline 'Drive Growth - Increase Value - Multiply Wealth' and a sub-headline 'How Do I End Entitlements?' with a 'Click here to learn more' link. Below the banner are four colored buttons: 'Learn About VisionLink's Capabilities', 'View a VisionLink Webinar', 'Speak to a Compensation Expert', and a video player button 'Video: Learn How VisionLink Can Transform Your Business'.

THE VISIONLINK ADVISORY GROUP

About Us Capabilities Knowledge Center Blog Contact Us (888) 703 0080

Client Login

Drive Growth - Increase Value - Multiply Wealth

+ Which Plan is Right for Your Company?

How Do I End Entitlements?
Click here to learn more

+ Learn About VisionLink's **Capabilities**
CLICK HERE

+ View a VisionLink **Webinar**
CLICK HERE

+ Speak to a **Compensation Expert**
CLICK HERE

Video: Learn How VisionLink Can Transform Your Business
CLICK TO PLAY

You can also subscribe to our blog

www.PhantomStockOnline.com

The screenshot shows the Phantom Stock website homepage. At the top left is the logo "Phantom Stock The Equity Alternative" with a green arrow pointing up and to the right. To the right of the logo is a dark green navigation bar with white text: "KNOWLEDGE CENTER", "TOOLS", "BUILD A PLAN", "BLOG", "ABOUT US", and "CONTACT". In the top right corner, it says "POWERED BY VISIONLINK". Below the navigation bar is a large light green banner. On the left side of the banner, there are three dark green arrow-shaped buttons pointing right, containing the text "WHAT IS IT?", "WHAT WILL IT CHANGE?", and "WHERE DO I BEGIN?". In the center of the banner, the text "A way to share ~~equity~~ Value" is displayed, with "equity" crossed out and "Value" written in red cursive. In the top right corner of the banner, there is a red play button icon and the text "Phantom Stock Watch overview". Below the banner is a grid of four white boxes. Each box has a title, an icon, and a short description. The boxes are: 1. "KNOWLEDGE CENTER" with an information icon (i in a blue circle) and the text "Explore our wiki and find the answers to your Phantom Stock questions." 2. "TOOLS" with a brown briefcase icon and the text "Decide whether Phantom Stock is a fit for your company." 3. "BUILD A PLAN" with a wrench and screwdriver icon and the text "For 'do-it-yourselfers.' Follow this guide to create your own plan." 4. "BLOG" with an orange RSS icon and the text "Read the latest discussions about Phantom Stock and other value sharing strategies." At the bottom of the page is a dark green footer bar with white text: "Knowledge Center Tools Build a Plan Blog About Us Contact" on the left and "© 2012 PhantomStockOnline.com" on the right.



Q&A



THE VISIONLINK
ADVISORY GROUP

Today's Presenter:

Joe Miller

Senior Consultant

(949) 265-5708

jmiller@vladvisors.com



Thank You!

7700 Irvine Center Drive, Suite 930 ♦ Irvine, CA 92618 ♦ 949-852-2288

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