

Pay, Performance & Productivity





THE VISIONLINK
ADVISORY GROUP

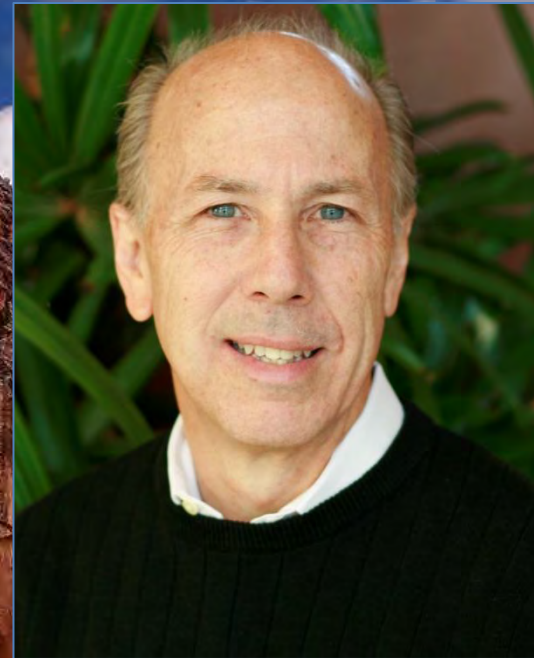
Today's Presenter:

Ken Gibson

Senior Vice President

(949) 265-5703

kgibson@vladvisors.com



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

www.VLadvisors.com ♦ www.PhantomStockOnline.com





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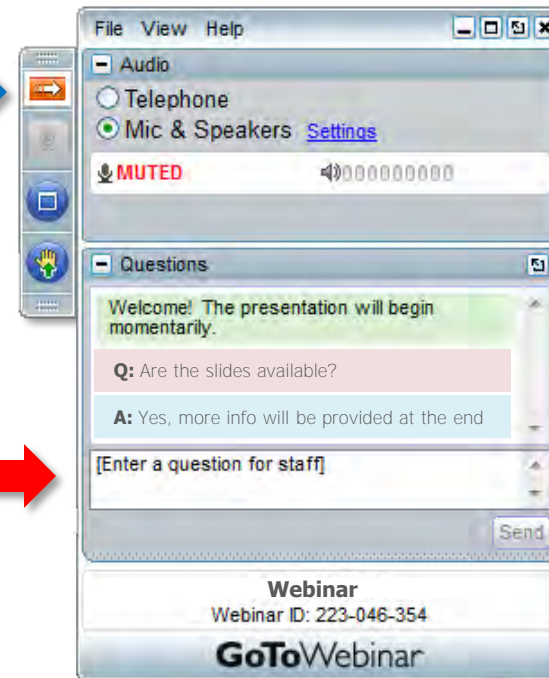
- Founded in 1996
- Over 450 Clients in North America
- Focus: Compensation design and management that drives growth

7700 Irvine Center Dr., Ste. 930
Irvine, CA 92618
(888) 703 0080
www.vladvisors.com
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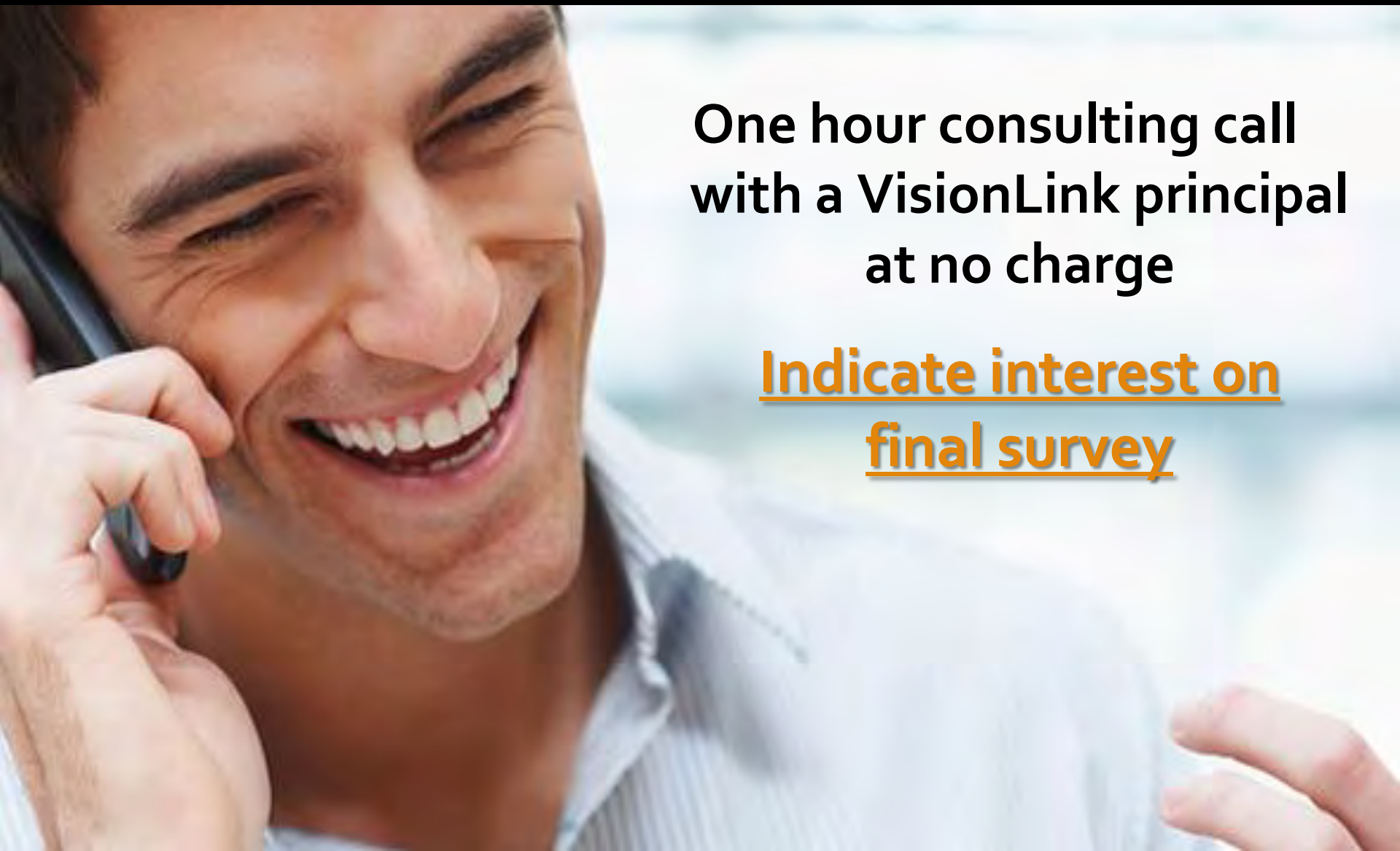
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One hour consulting call
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Indicate interest on
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End of the Presentation

Vision: Help You Become a Wealth Multiplier Organization

Transform the way you use
compensation to share value with
employees.



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.



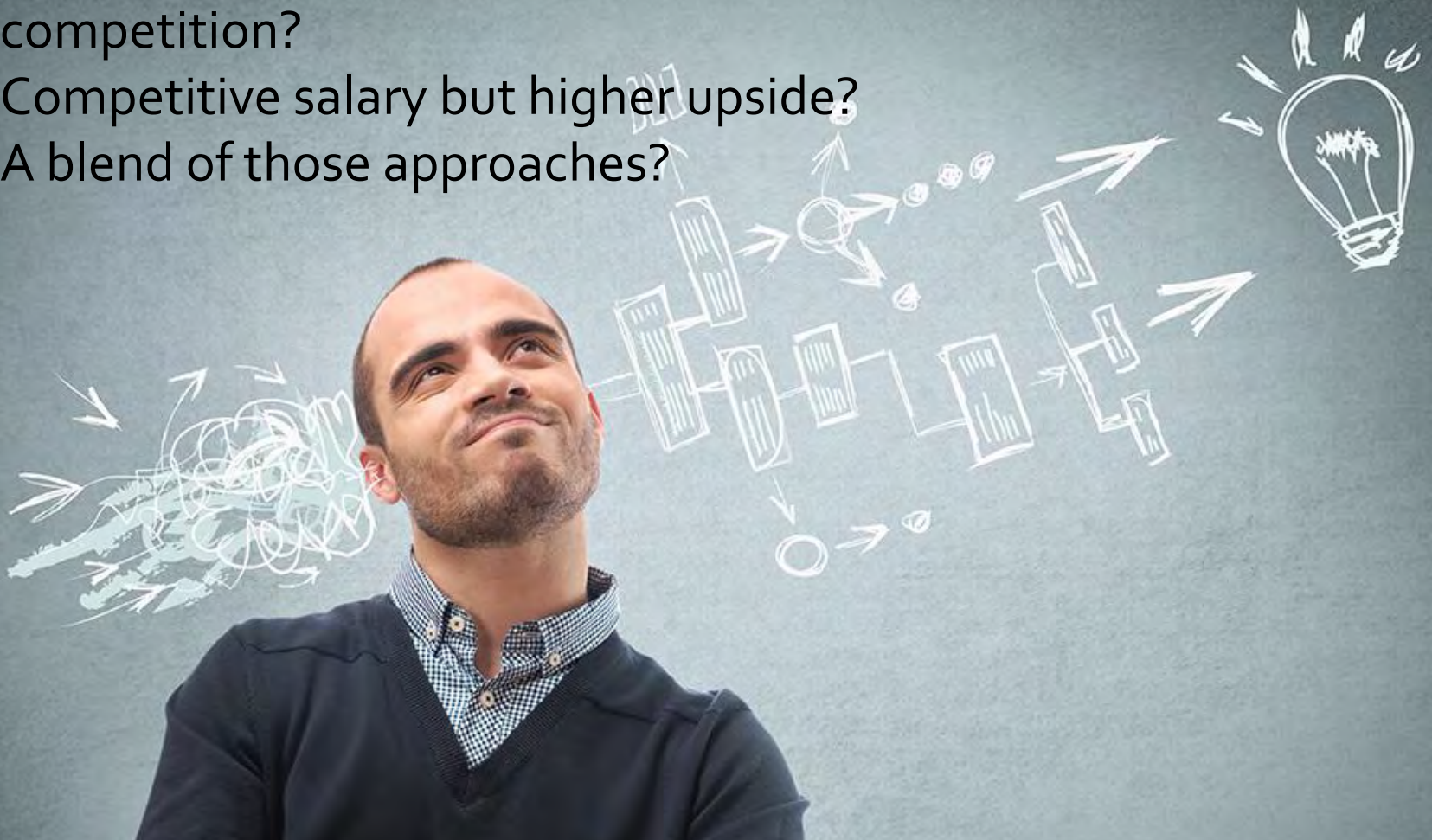
Governing Thought

Pay the least amount you can
“get away with” to attract the
best talent available and drive
the maximum performance
possible.



Questions

- Pay higher salaries and price out the competition?
- Competitive salary but higher upside?
- A blend of those approaches?



What is a Performance Culture?

- Focus
- Execution
- Sustained Success
Patterns
- Consistent “Wins”
- Confidence



Rewards to Results

RESULTS



FOCUS

Rewards



What Results?

Value Creation



What kind of Pay?



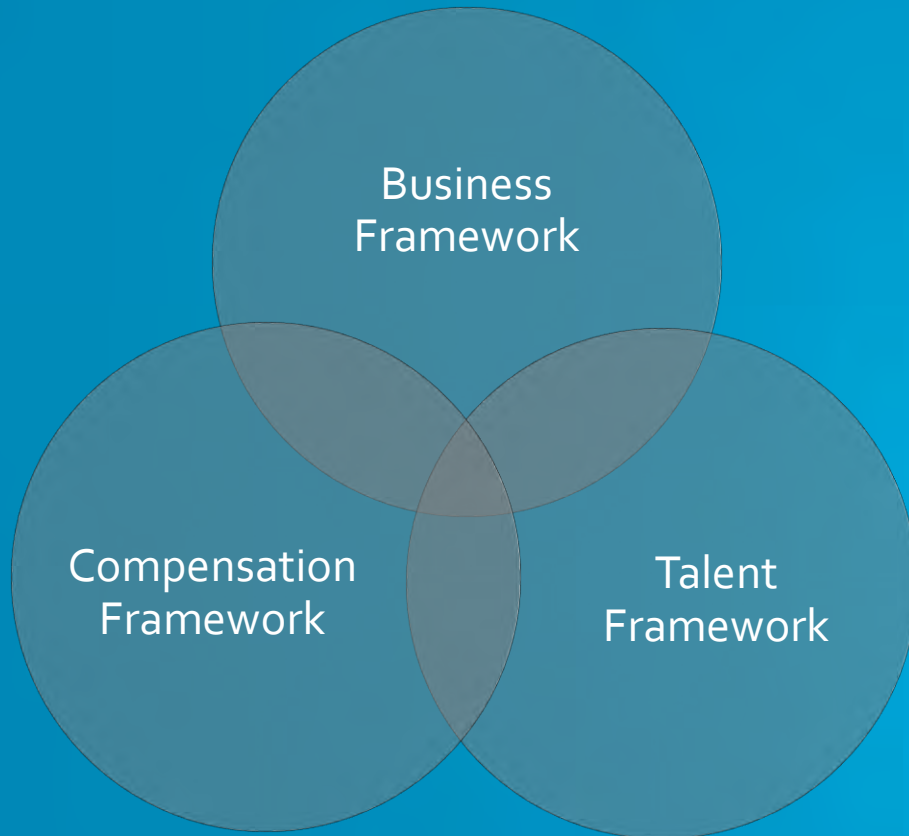
Accountable Pay

Key Principles

1. Establish a Performance Framework
2. Define a Clear Compensation Philosophy
3. Focus on Alignment
4. Replace “Incentives” with “Value-Sharing”
5. Employ a Total Rewards Approach
6. Measure Your ROI on Pay
7. Build a Total Compensation Structure
8. Define and Communicate a Financial Partnership



1. Establish a Performance Framework



Business Framework

Business Framework

Phase One

- Define Growth Expectations (Vision)
 - Key outcomes that must be achieved
- Define Business Model and Strategy
 - Performance Engine
 - How the company will compete
 - Where are growth opportunities?
- Identify Roles and Expectations
 - Establish Performance Criteria
 - Define "Success"



Compensation Framework

Compensation Framework

Phase Two

- Establish a pay philosophy
 - Expansive vs. Selective—or Hybrid
 - Define what the company is willing to pay for
- Engineer a pay strategy
 - Structure
 - Mindset
- Adopt a “Total Rewards” Approach



Talent Framework

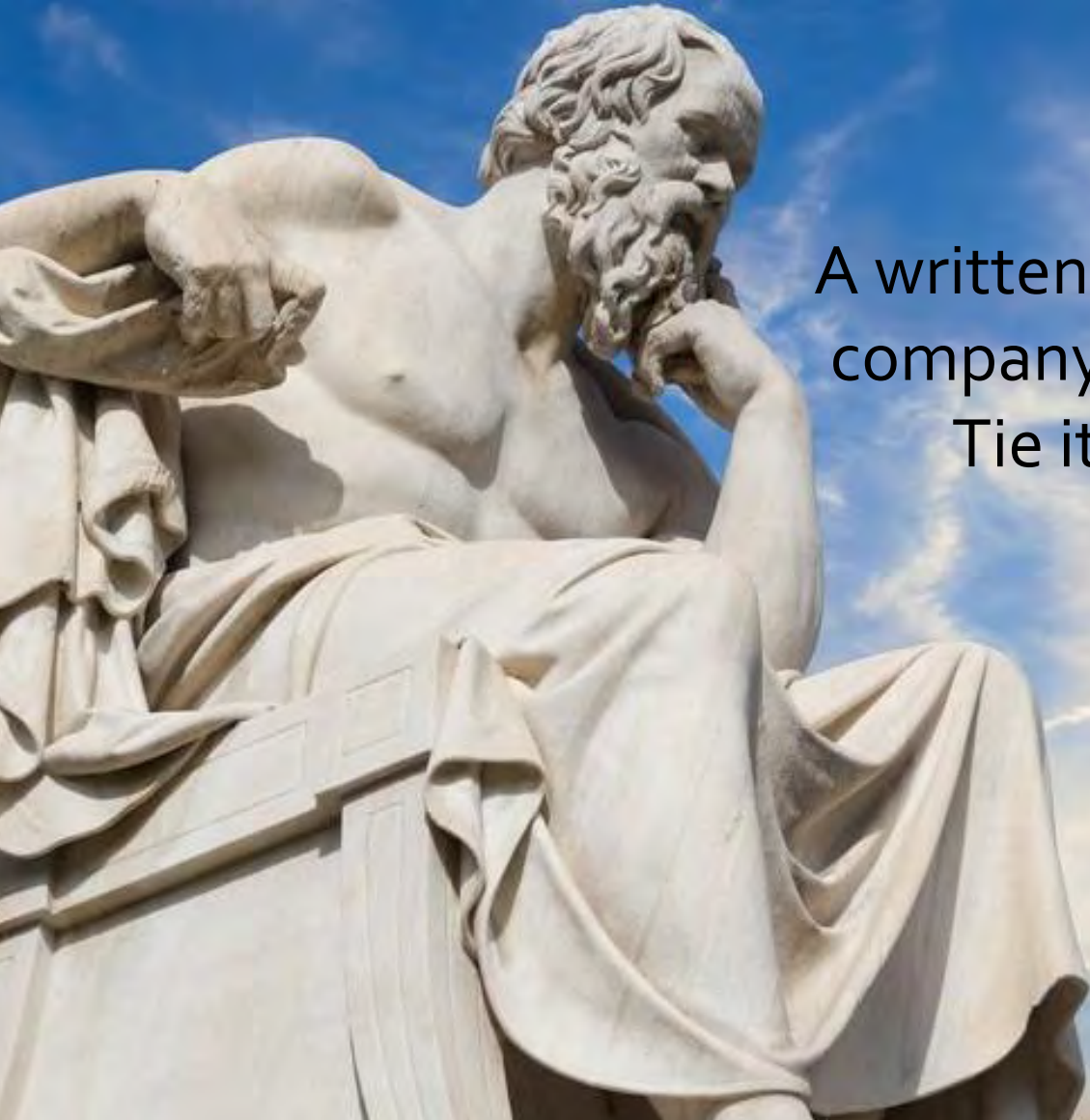
Talent Framework

Phase Three

- Identify Key Producers
 - Meeting "success" standards
- Identify Talent "Gaps"
 - Recruiting Strategy
- Communicate Expectations
 - Define success
- Communicate Rewards
 - Philosophy
 - Programs
 - Value Statement




2. Establish a Clear Pay Philosophy



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

Compensation Philosophy Statement

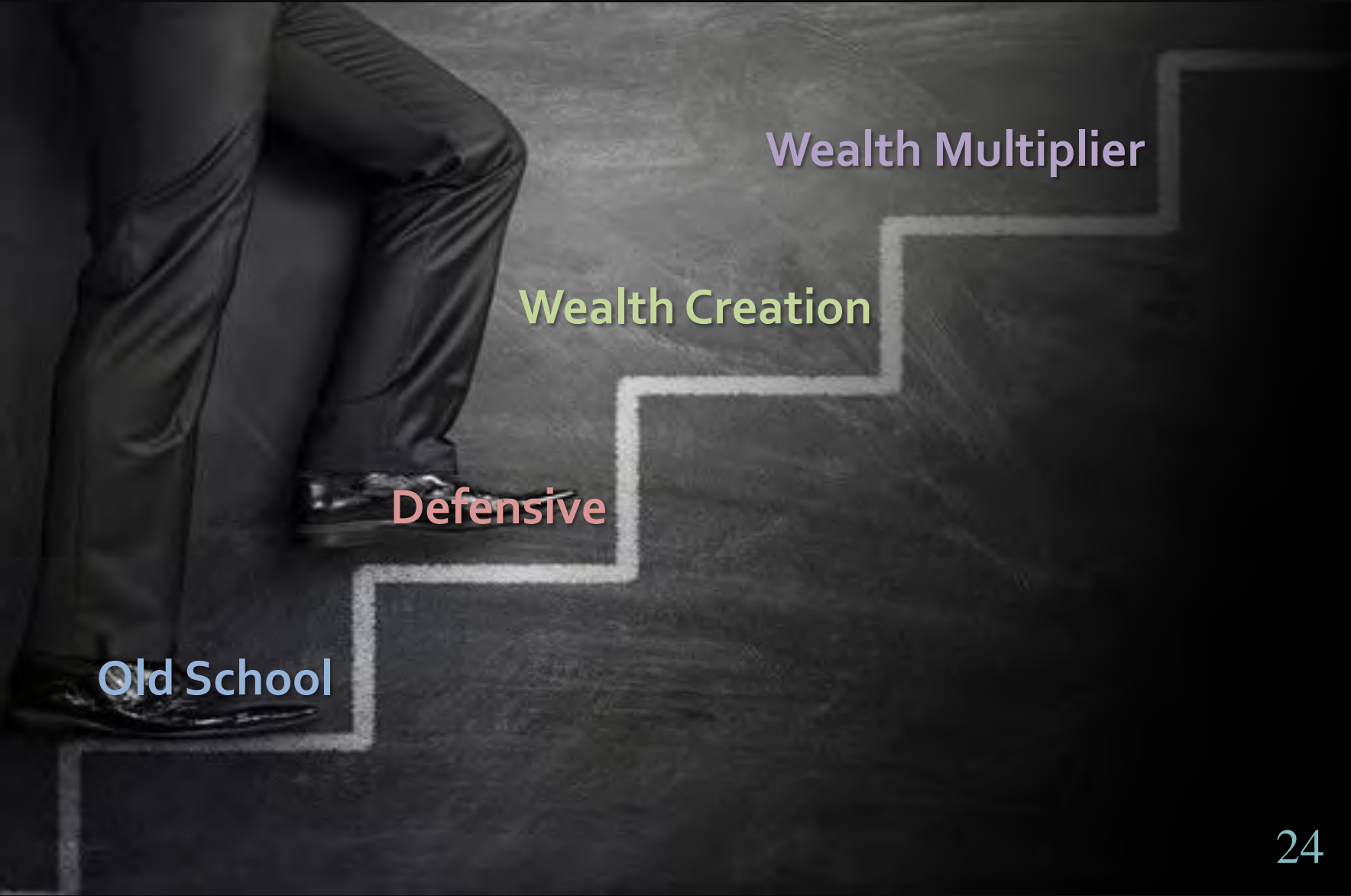
- 
- A close-up photograph of a person's hand holding a silver ballpoint pen, poised to write on a white document. The background is blurred, showing what appears to be a computer monitor and other office equipment.
- How value creation is defined.
 - How value is shared—and with whom.
 - Market pay 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.

Spell it Out



- Value creation occurs beyond an appropriate return on shareholder capital (12%).
- We believe value should be shared with those who are most responsible for its creation.
- We believe value-sharing should be split 50/50 in rewarding short-term and long-term performance
- We believe in being at the 45-50th percentile with guaranteed pay but in providing unlimited upside earnings through value-sharing

Pay Philosophy Evolution



Old School

Defensive

Wealth Creation

Wealth Multiplier

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

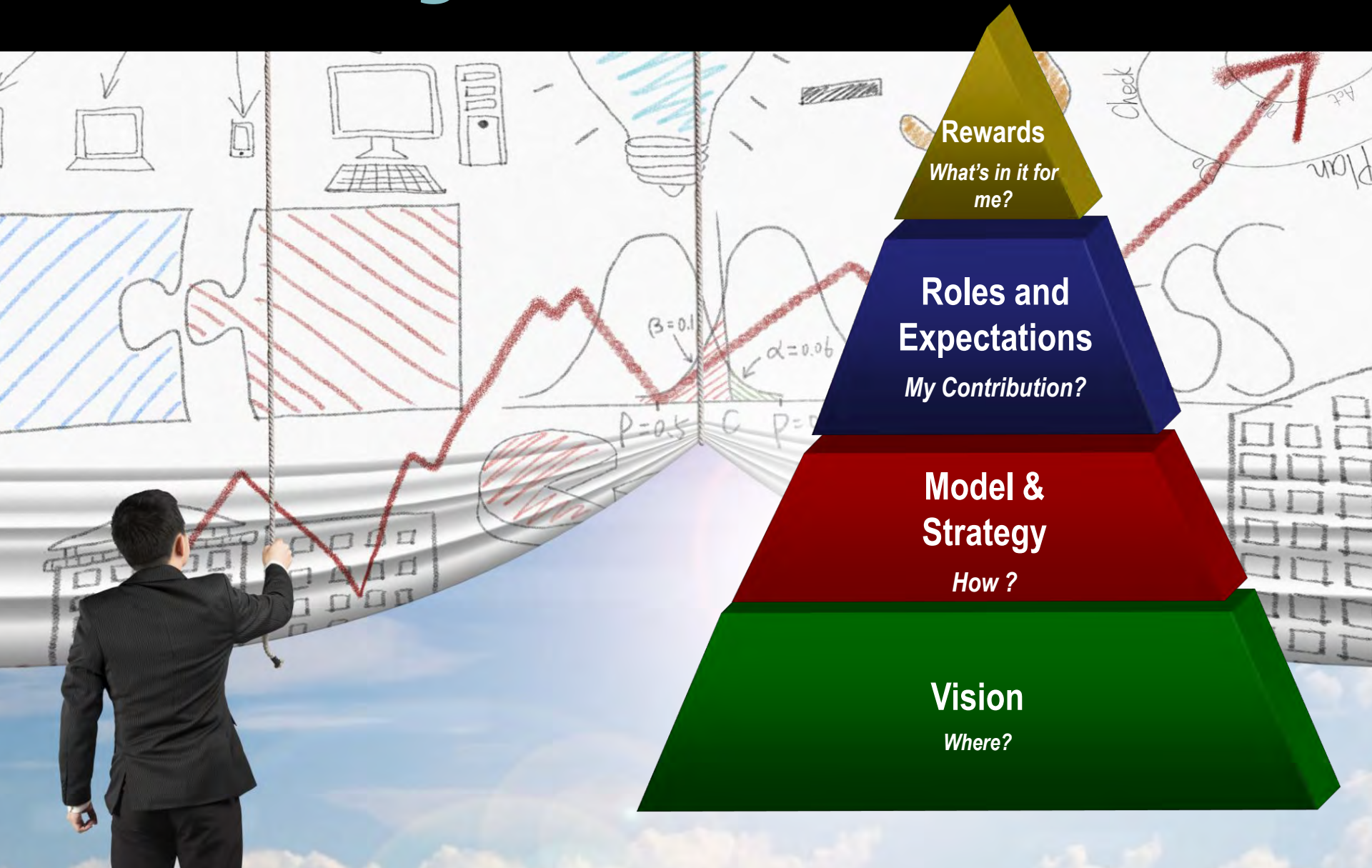
If you want to be able to attract and retain the best talent in your industry and have them adopt a stewardship mindset regarding shareholder goals, this is your system.

3. Focus on Pay Plan Alignment

Pay should turn employees into growth partners.



Line of Sight



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%

The Ultimate Purpose of Pay

Create a Unified Financial Vision for Growing the Business



4. Replace “Incentives” with Value Sharing

Incentives imply a “carrot and stick” approach while value-sharing is about reinforcing outcomes and forging a financial partnership.



Force

This is the behavior that's expected and rewarded.

Do these things whether you like them or not (they're a necessary part of the job).

Our bonuses are reflective of our "market pay" analysis for your job classification

Bad profits

Reinforce

These are the results that are valued and rewarded.

Assume stewardship for the outcomes we're striving for, determine the best ways to get them done. Here are our standards, patterns, expectations.

Our bonuses reflect the way we share value that you help create.

Good profits

Line of Sight

My Job Responsibilities

Product Improvements

Cost Improvements

Customer Satisfaction

Productivity Improvements

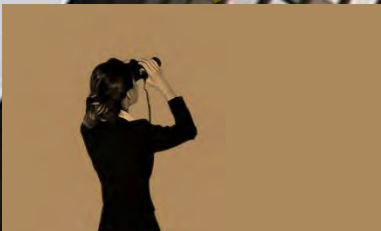
Quality Employee Retention

Sales Growth

Margin Improvement

\$ New Value \$

Value Sharing



Growth Incentives (Value Sharing)

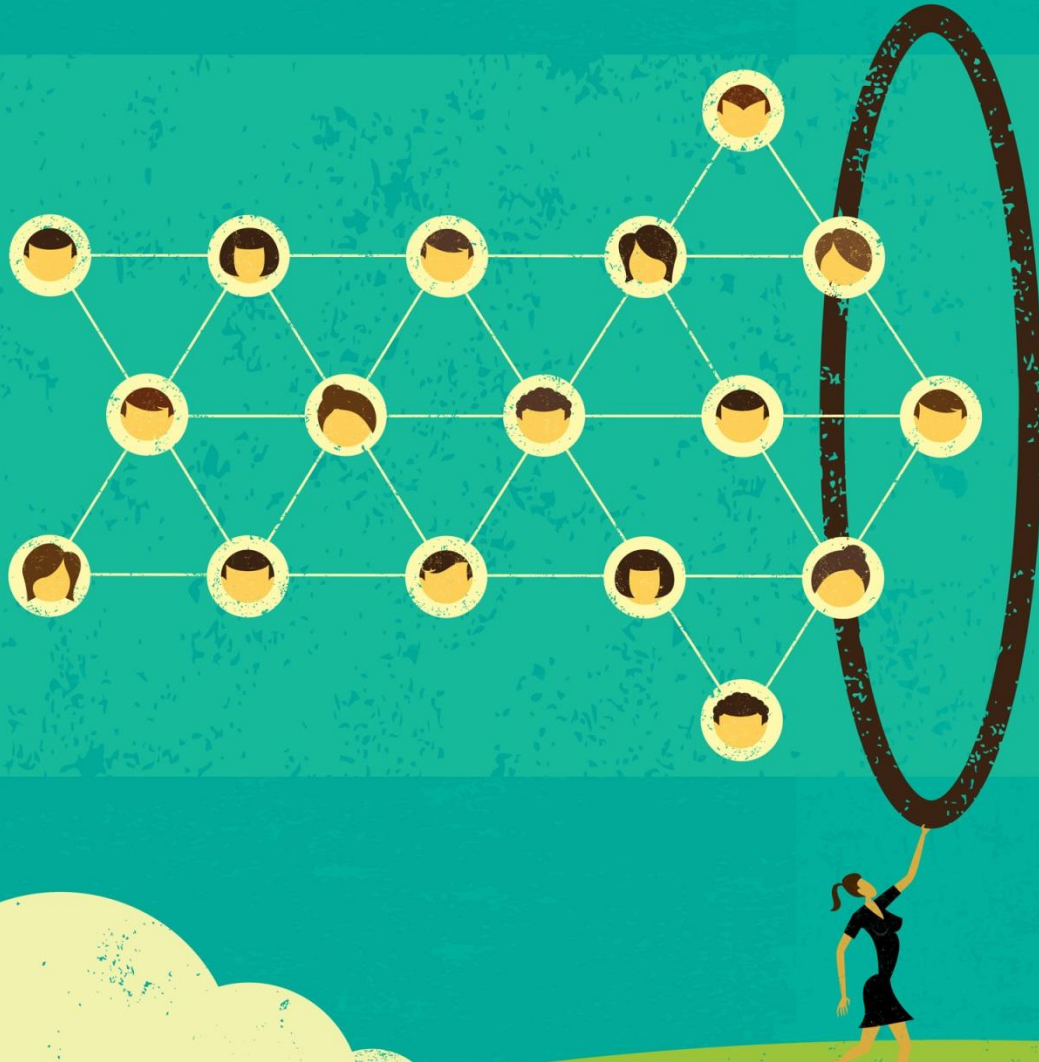


Why Long-Term Value Sharing Matters

#1 Value sharing attracts and retains the best talent and magnifies results



Why Long-Term Value Sharing Matters



#2: Value sharing plans reinforce the company's business model



Why Long-Term Value Sharing Matters

#3: Value sharing protects against bad profits and promotes good profits



Why Long-Term Value Sharing Matters

#4: Value sharing promotes an ownership mindset



Why Long-Term Value Sharing Matters

#5: Value sharing builds trust and accelerates results



Select the Right Plan Type

Restricted Stock

Phantom Stock

Profit Pool

Performance Shares

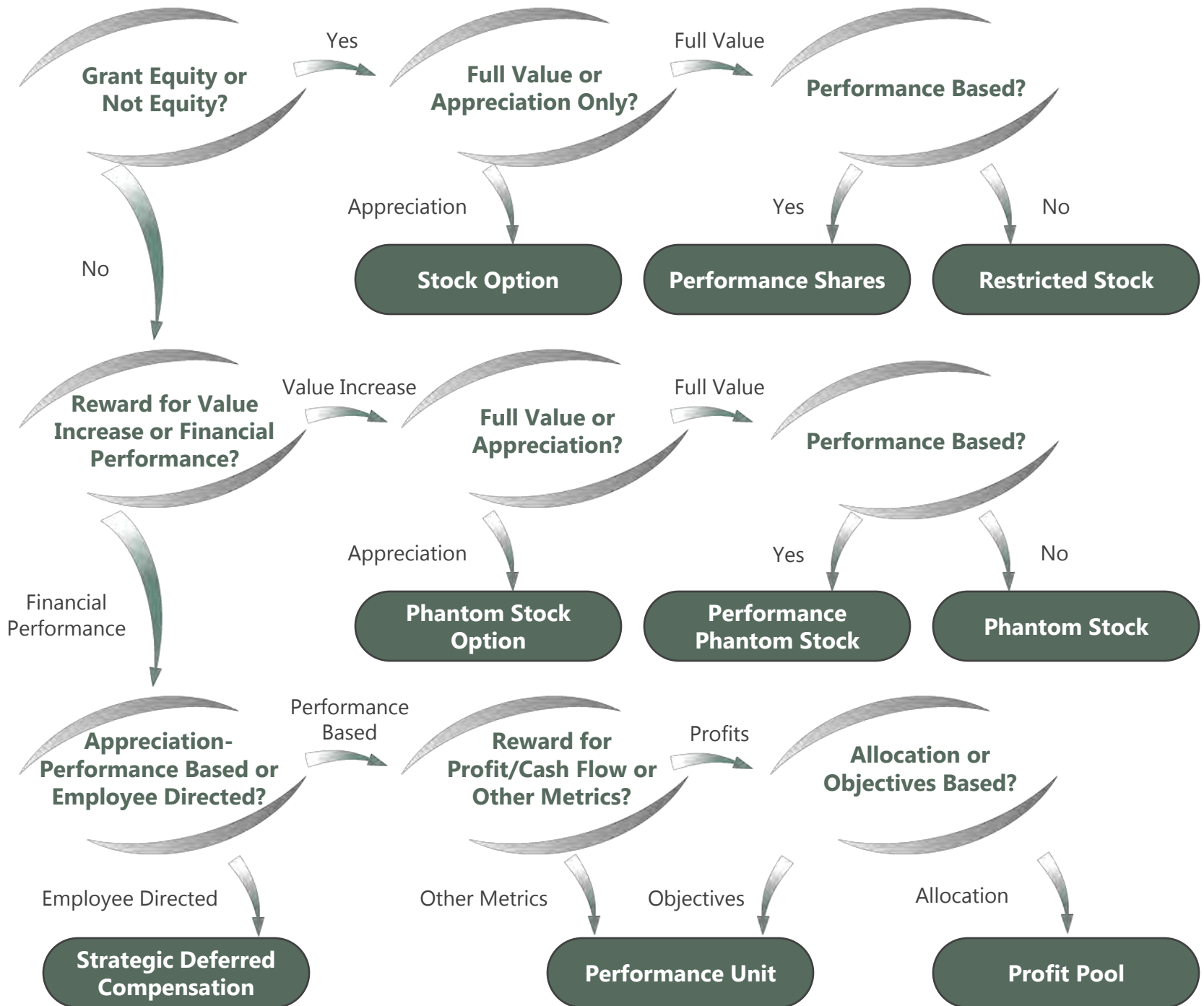
**Performance
Phantom Stock**

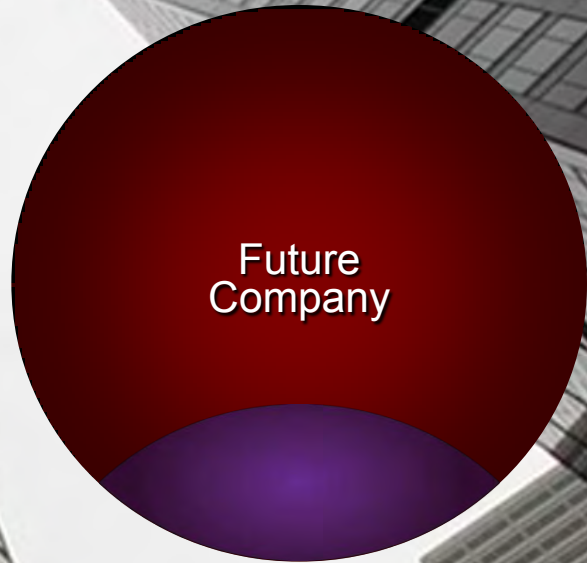
Performance Unit

Stock Option

**Phantom Stock
Option**

**Strategic Deferred
Compensation**





5. Employ a Total Rewards Approach

Compelling Future

Positive Work Environment

Opportunities for Personal and Professional Growth

Financial Rewards

1. 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.



- I see myself in the company's future.
- I want a "seat at the table" in determining the direction of the company.

2. 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 like the team of people with whom I work.
- There are channels and processes for solving problems and decision making.



3. Personal and Professional Development

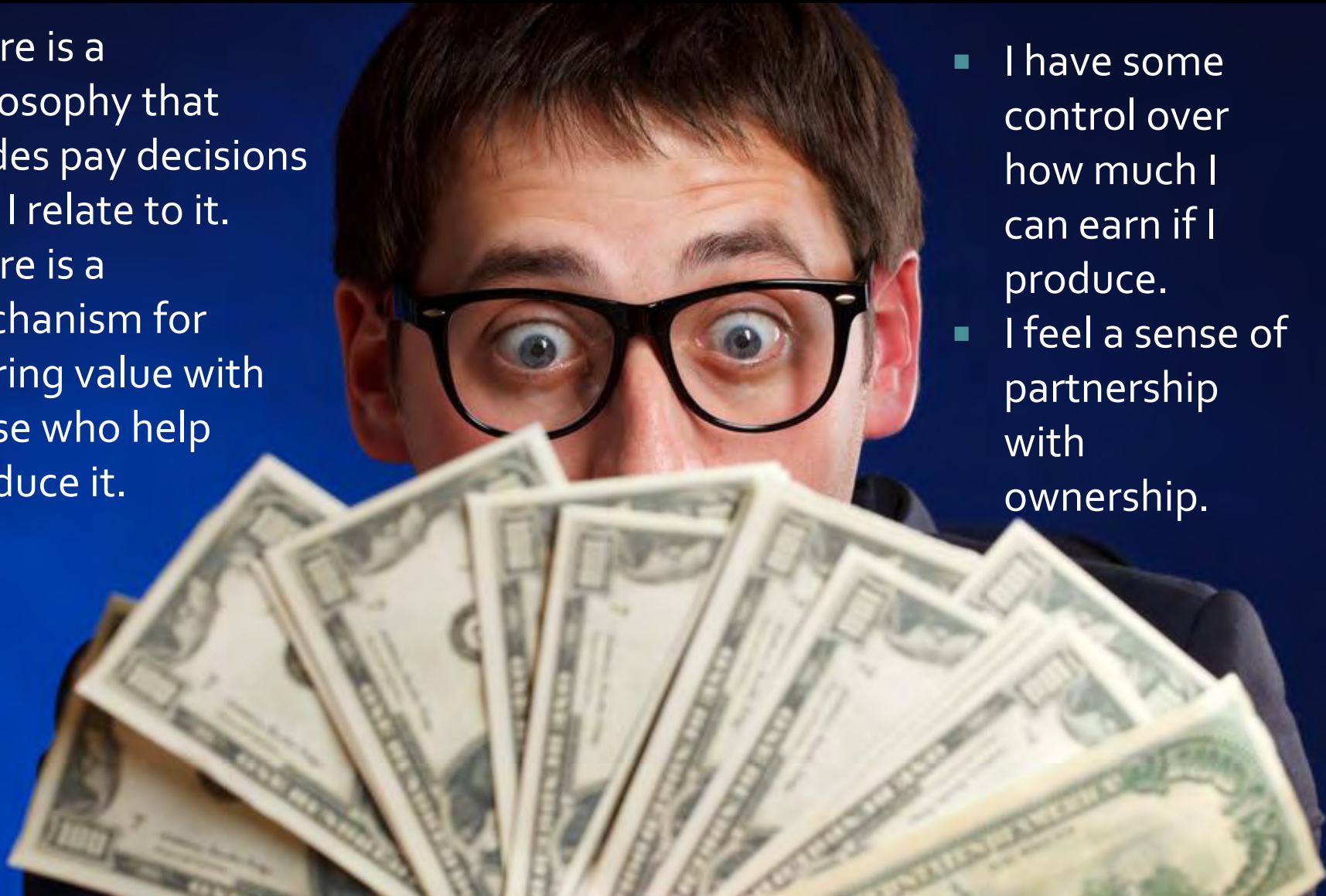
As a result of my immersion in the culture and resources of this organization, my unique abilities will improve—and I will experience personal and professional fulfillment.



4. 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.



Link Company & Employee Goals

Financial “Hierarchy of Needs”

5

Wealth Accumulation

Wealth Multiplier Philosophy

4

Value Sharing

Short & Long-Term Incentive Plans

3

Retirement Planning

Qualified & Executive Retirement Plans

2

Risk Protection

Comprehensive, Flexible Benefits Plan

1

Cash Flow & Living Standard

Salary & Bonus

Clear Pay Philosophy

Intrinsic vs Extrinsic Motivators

Intrinsic

- Purpose, Autonomy, Mastery

Extrinsic

- Role Definition
- Performance Expectations
- Partnership
- Contribution Ambitions



Total Rewards Approach

Compelling Future
Purpose

Opportunities for
Personal and
Professional Growth
Mastery & Purpose

Positive Work
Environment
Autonomy
Role Definition

Financial Rewards
Partnership
Performance Expectations
Contribution Ambitions

6. Measure Your ROI on Compensation

Return on Total
Compensation
Investment

ROTRI™



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
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*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)

7. Build a Total Compensation Structure

A total compensation structure gives you a comprehensive view of all compensation and benefit plans and ensures operational integrity.



The Final 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

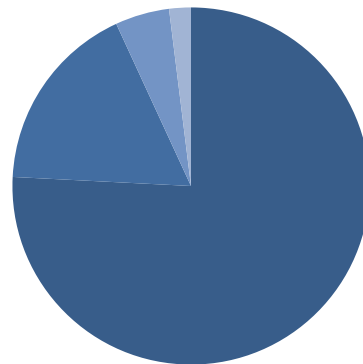
How are these values determined?

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

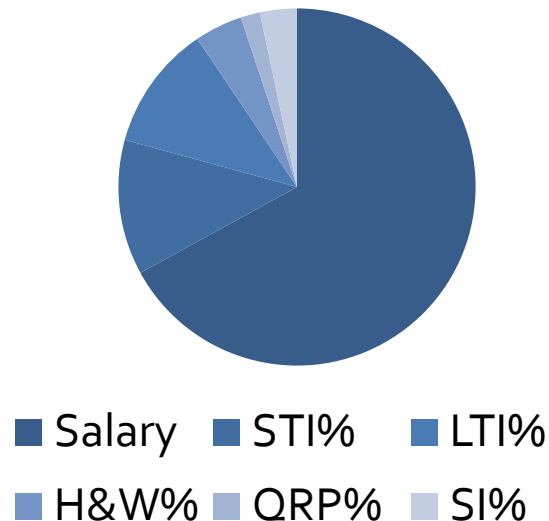
We've reduced the STI targets.

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

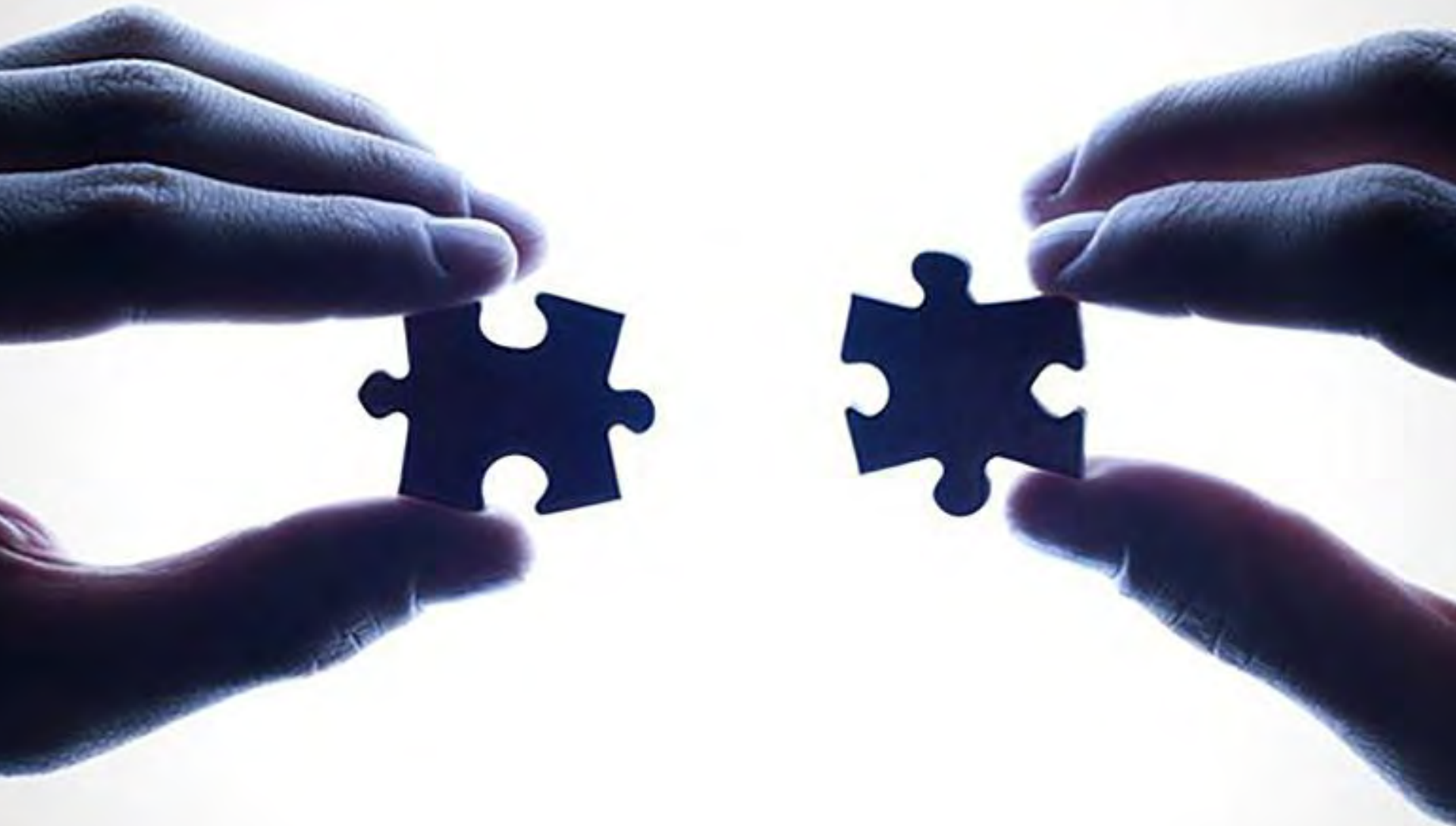
This can strengthen partnership and improve retention.

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



8. Define a Financial Partnership



Market a Future that's Relevant

- Communicate desire for a growth partnership
- Demonstrate commitment
 - To the future business
 - To key contributors
- Promote don't just communicate
- Be consistent



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

Key Principles

1. Establish a Performance Framework
2. Define a Clear Compensation Philosophy
3. Focus on Alignment
4. Replace “Incentives” with “Value-Sharing”
5. Employ a Total Rewards Approach
6. Measure Your ROI on Pay
7. Build a Total Compensation Structure
8. Define and Communicate a Financial Partnership



Who Benefits?

Shareholders

- Magnet for premier talent
- Perpetuate growth
- Increased business value
- Accelerated wealth accumulation
- Legacy of opportunity

Stakeholders

- Associated with a winner
- Positive work environment
- Personal and professional development
- Financial rewards

**SPECIAL
OFFER!**

**for a
Limited Audience**

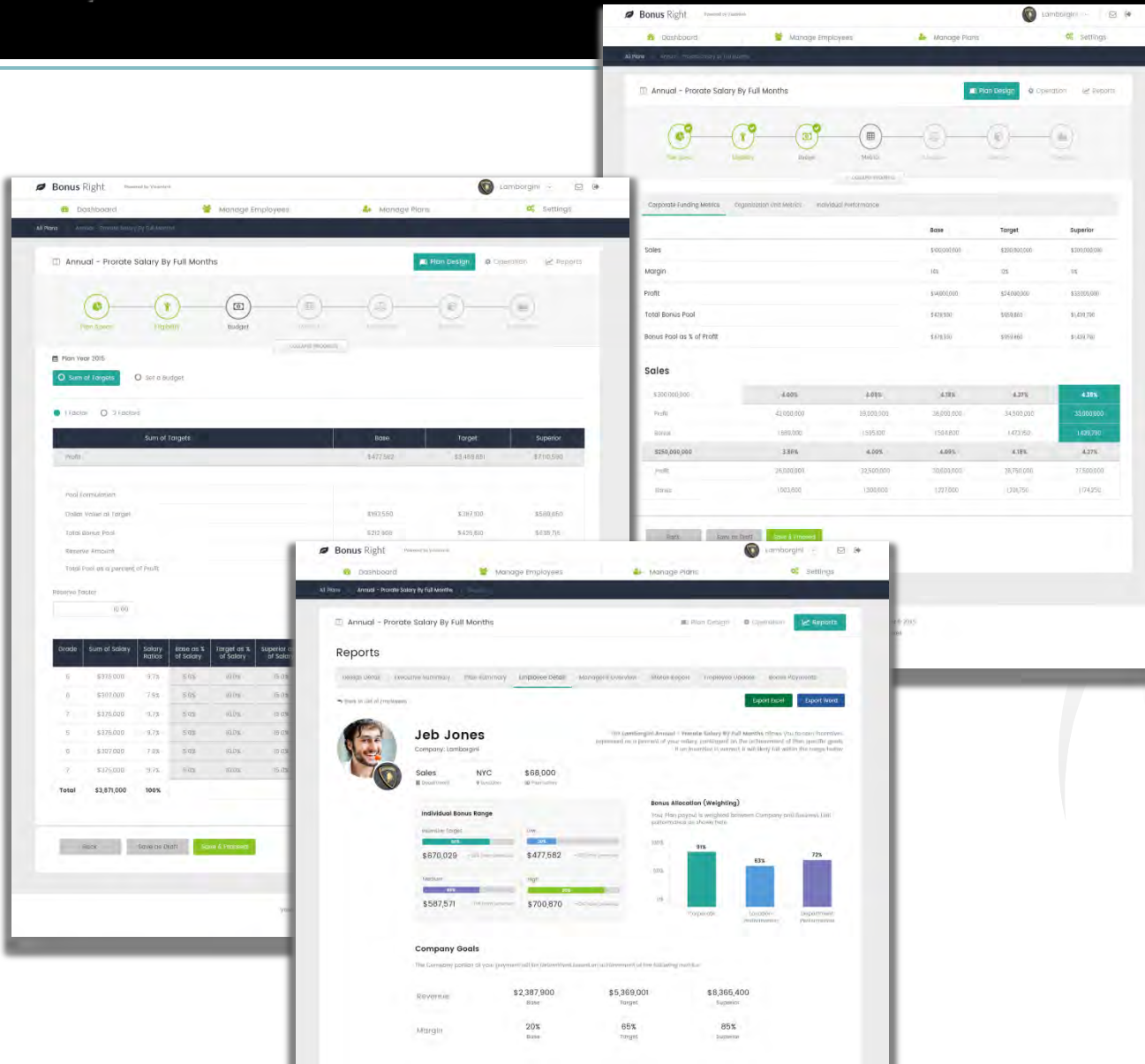


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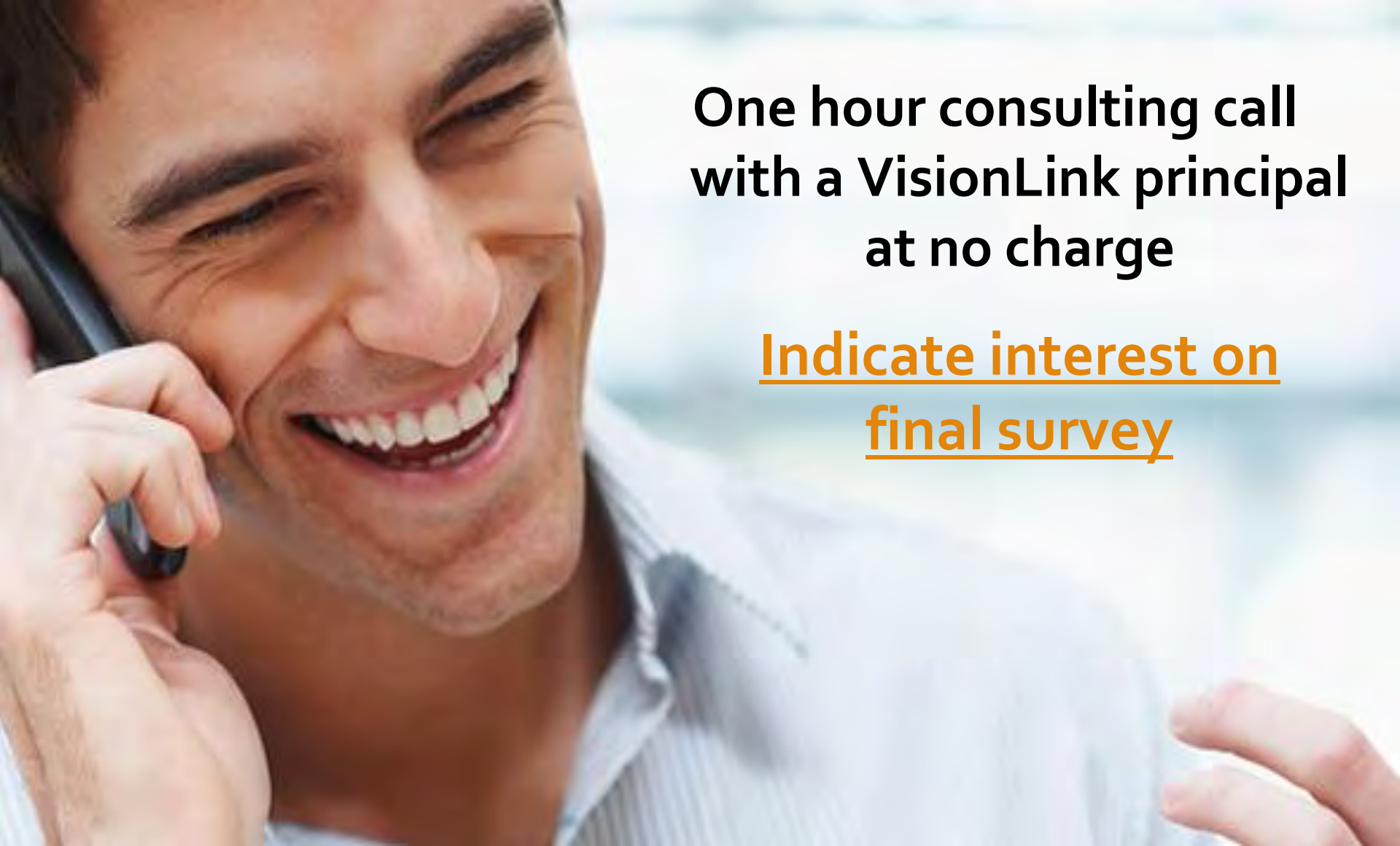
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- Indicate on survey if you would like to be invited to rollout webinars.

Special Offer

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 outdoor setting, possibly a beach or a park.

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

**Indicate interest on
final survey**

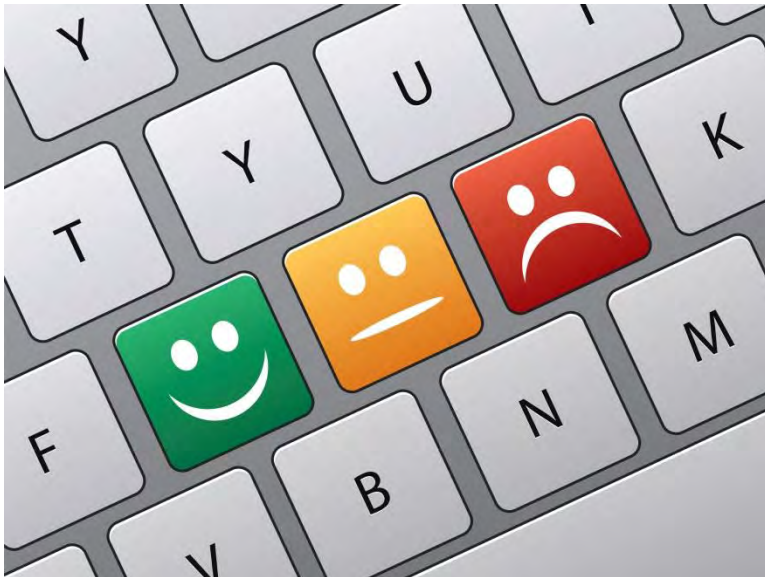
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SURVEY



Please complete our brief survey immediately following our presentation.

We value your input.

Request a copy of our slides, white paper, complimentary consultation, and invitation to BonusRight rollout.



Upcoming VisionLink Online Seminars:

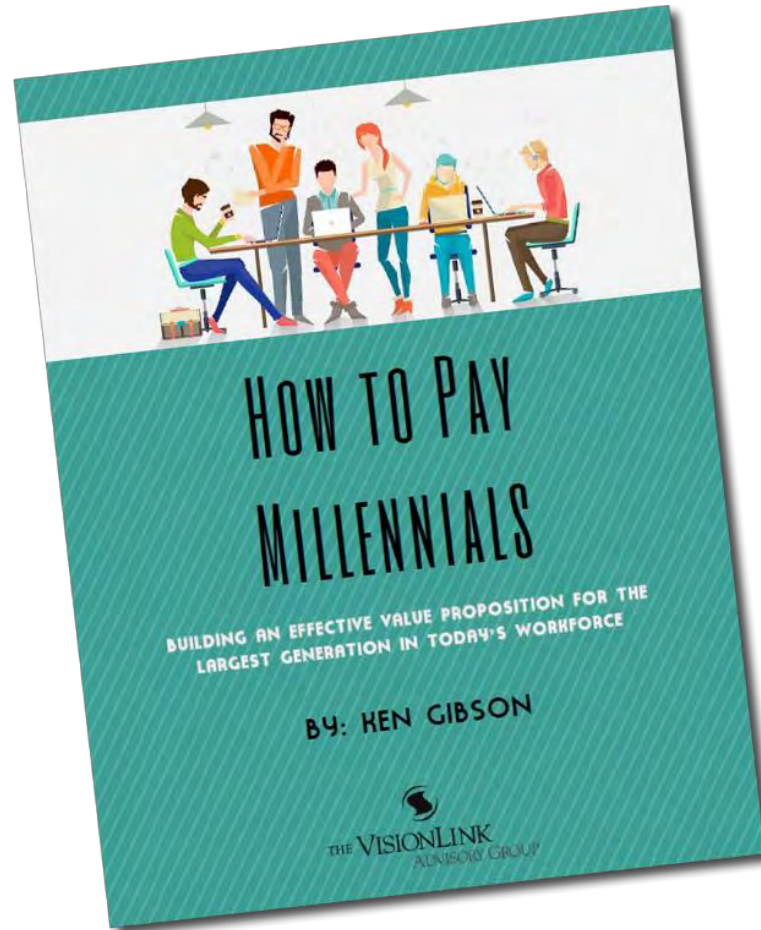
Why Isn't Your Bonus Plan Working? <i>And What You Can Do About It</i>	October 25th
Balancing Salaries and Incentive Pay <i>(HR Specific Webinar)</i>	November 8th
Pay Strategies that Increase Shareholder Value	December 6th

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The screenshot shows the Phantom Stock website homepage. At the top left is the logo for Phantom Stock, featuring a green arrow pointing up and to the right, with the text "Phantom Stock" in a serif font and "The Equity Alternative" in a smaller sans-serif font below it. To the right of the logo is a dark green navigation bar with white text links: "KNOWLEDGE CENTER", "TOOLS", "BUILD A PLAN", "BLOG", "ABOUT US", and "CONTACT". In the top right corner, it says "POWERED BY VISIONLINK".

The main content area has a light green background. On the left, 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?". To the right of these buttons, the text "A way to share ~~equity~~ Value" is displayed, where "equity" is crossed out with a red line and "Value" is written in red cursive. In the top right corner of this section, there is a red play button icon with the text "Phantom Stock Watch overview" written diagonally next to it.

Below this section is a row of four white boxes, each with a dark green header and a white body. The boxes are titled "KNOWLEDGE CENTER", "TOOLS", "BUILD A PLAN", and "BLOG". Each box contains an icon (an information icon, a briefcase, crossed wrench and screwdriver, and a RSS feed icon respectively) and a short paragraph of text describing the content of that section.

At the bottom of the page is a dark green footer bar with white text. On the left, it repeats the navigation links: "Knowledge Center", "Tools", "Build a Plan", "Blog", "About Us", "Contact". On the right, it says "© 2012 PhantomStockOnline.com".



Q&A



THE VISIONLINK
ADVISORY GROUP

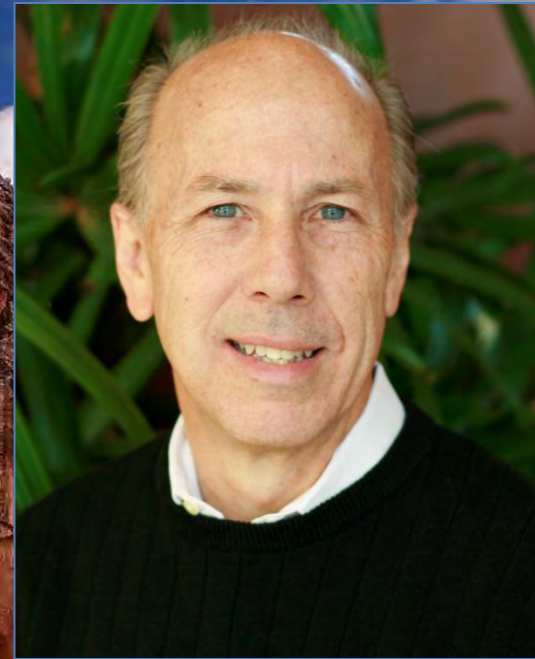
THANK YOU

Ken Gibson

Senior Vice President

(949) 265-5703

kgibson@vladvisors.com



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

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