

# “5 Pay Essentials for Growing Your Company”



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Today's Presenter:

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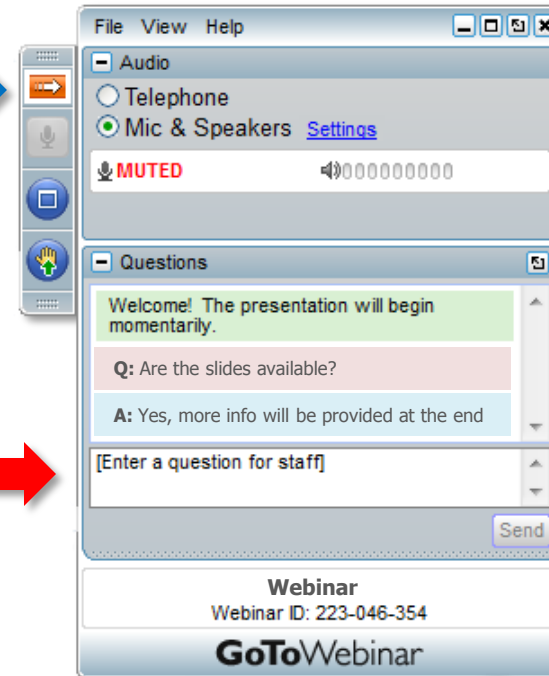


- Founded in 1996
- Over 450 Clients in North America
- Focus: Compensation design and management that drives growth

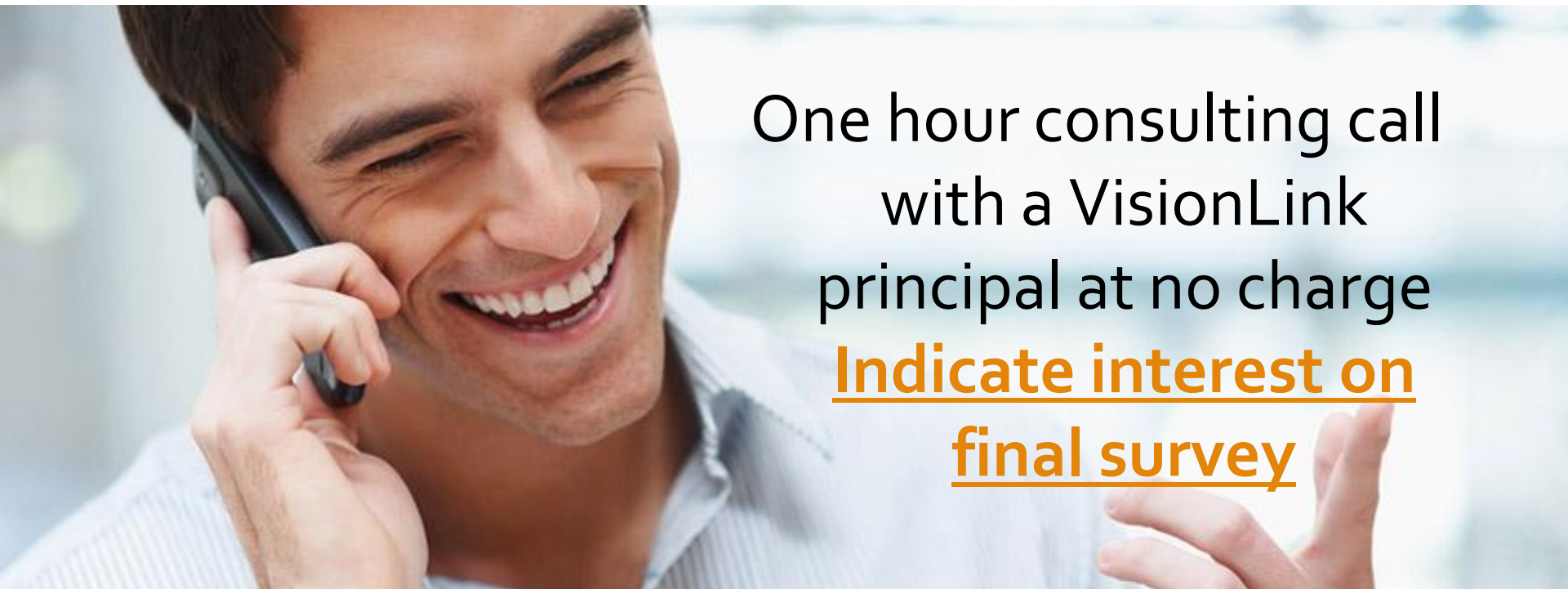
We're happy to provide a copy of today's slides.  
Information will be provided at the close  
of the presentation.

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the control panel:** →  
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# Special Offer

A close-up photograph of a man with dark hair, wearing a light blue striped shirt, smiling broadly while holding a black mobile phone to his ear. The background is a blurred cityscape with a blue sky.

One hour consulting call  
with a VisionLink  
principal at no charge  
Indicate interest on  
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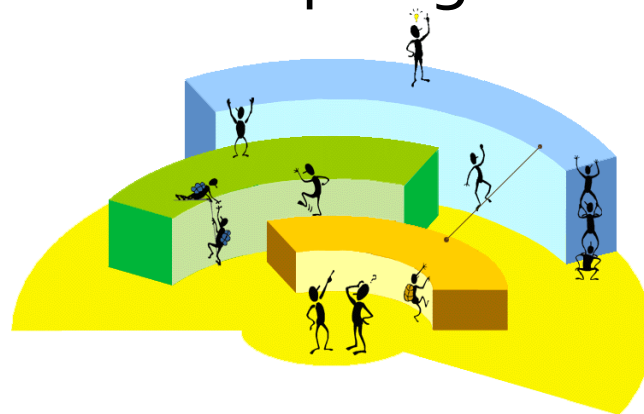
Take our  
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# Key Questions

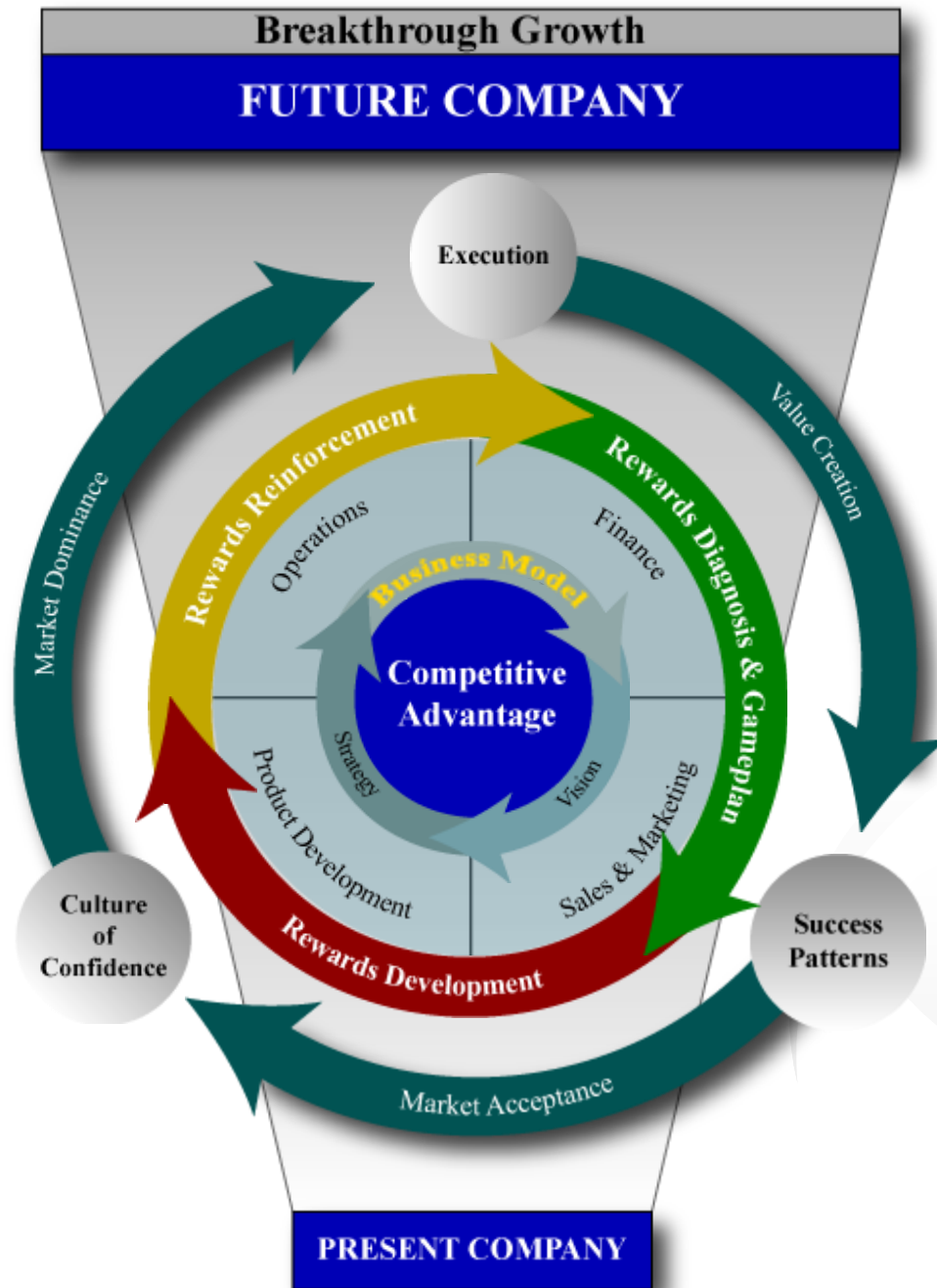
- How do we make sure pay drives instead of inhibits growth?
- How do we tie compensation to the sources of business growth?
- How do we turn the company a “wealth multiplier” organization?
- What are the elements of a “pro-growth” rewards strategy?



**So...what drives business growth, and what does pay have to do with it?**







# Pay Plans that Drive Growth...



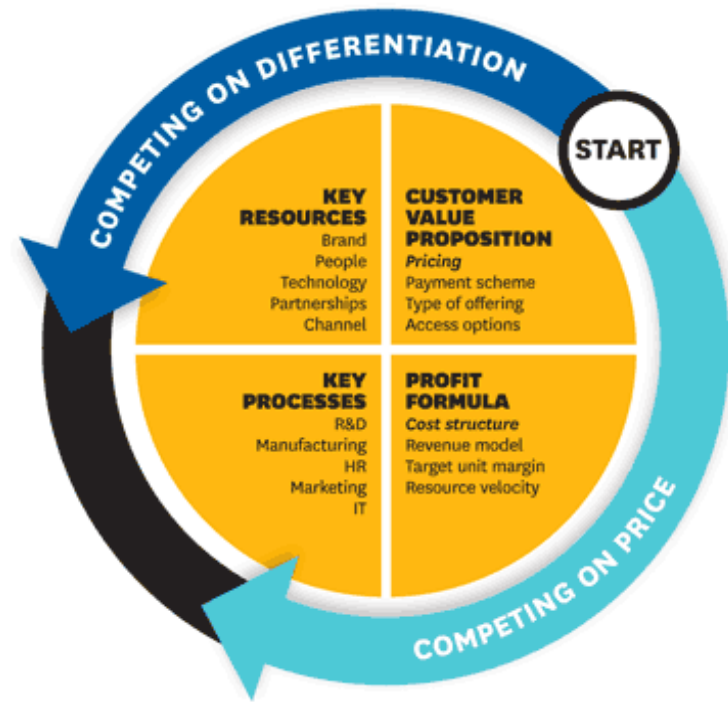
- Build a sense of partnership between ownership and the workforce
- Communicate and reinforce the values, goals, and objectives of the company
  - Engage employees in the organization's success
  - Reward contributors for successful achievements
- Create a unified financial vision for growing the business

And...

# A "Must"

Reinforce the business model.

- Reinforce leverage points
- Reinforce roles
- Reinforce expectations



**What are you trying to do when you introduce a new compensation plan?**

**Communicate what's important so execution will align with the business model**




# Compensation Strategy

Systematic way of investing profits in employees in a way that multiplies productivity and growth. In the process, create a sense of partnership with those on whom our future growth depends.





A graphic illustration on a red background. It features several black silhouettes of people in various running or walking poses, positioned as if they are running along the top edges of a series of interlocking black gears. The gears are of different sizes and are arranged in a row, creating a sense of motion and mechanical process.

**Create Alignment Between Leadership and  
Workforce through Compensation**

# The 5 Pay Essentials for Business Growth



- Employ a process
- Have a philosophy
- Build a structure
- Share long-term value
- Measure your return on pay

# Employ a Process

- Form a compensation committee
  - CEO
  - CFO
  - HR
- Establish roles
  - CEO should set strategic direction
  - Outside advisors
- Calendar regular meetings
  - Quarterly is ideal
  - At least semi-annual
- Define a review and decision-making system
  - Philosophy and Total Compensation Structure

# Envision the Future



# Envision the Future

- Build and test a financial model
  - Base, Target, Superior
- What has to prove true for those results to be realized?



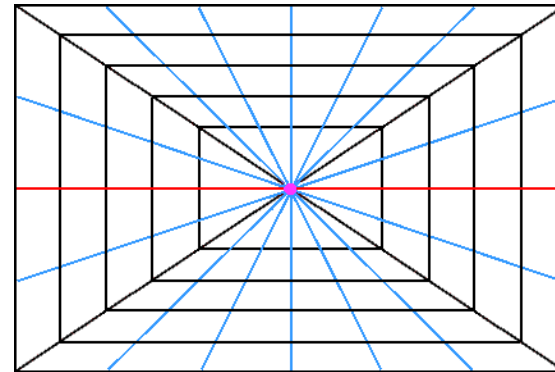


# Build a Model – P&L Forecast

	C	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	Target	P&L Forecast												
2		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
3	P&L FORECAST	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
4	Net Sales	35,015,667	32,524,143	39,156,444	45,000,000	49,000,000	52,000,000	55,000,000	60,000,000	66,000,000	72,600,000	79,860,000	87,846,000	96,630,600
5	Cost of Goods Sold	19,375,516	17,230,214	21,541,211	24,750,000	26,950,000	28,600,000	30,250,000	33,000,000	36,300,000	39,930,000	43,923,000	48,315,300	53,146,830
6	<b>Gross Profit</b>	<b>15,640,151</b>	<b>15,293,929</b>	<b>17,615,233</b>	<b>20,250,000</b>	<b>22,050,000</b>	<b>23,400,000</b>	<b>24,750,000</b>	<b>27,000,000</b>	<b>29,700,000</b>	<b>32,670,000</b>	<b>35,937,000</b>	<b>39,530,700</b>	<b>43,483,770</b>
7	Selling Expenses	466,785	455,120	469,609	546,750	595,350	631,800	668,250	729,000	801,900	882,090	970,299	1,067,329	1,174,062
8	G&A	5,367,425	5,653,767	6,100,910	6,986,250	7,607,250	8,073,000	8,538,750	9,315,000	10,246,500	11,271,150	12,398,265	13,638,092	15,001,901
9	Interest Expense	48,176	45,388	35,503	36,213	36,937	37,676	38,430	39,198	39,982	40,782	41,597	42,429	43,278
10	<b>Income from Operations</b>	<b>9,757,765</b>	<b>9,139,654</b>	<b>10,989,211</b>	<b>12,680,787</b>	<b>13,810,463</b>	<b>14,657,524</b>	<b>15,504,570</b>	<b>16,916,802</b>	<b>18,611,618</b>	<b>20,475,978</b>	<b>22,526,839</b>	<b>24,782,850</b>	<b>27,264,530</b>
11	Interest & Dividend Income	81,135	52,187	14,171	14,454	14,744	15,038	15,339	15,646	15,959	16,278	16,604	16,936	17,274
12	Gain (loss) on Sale of Investments	(15,596)	1,061	-	-	-	-	-	-	-	-	-	-	-
13	Gain on Disposal of Equipment	9,202	1,750	(9,559)	-	-	-	-	-	-	-	-	-	-
14	Increase in Cash Surrender Value of Life Insurance	67,622	72,272	62,044	63,285	64,551	65,842	67,158	68,502	69,872	71,269	72,694	74,148	75,631
15	Other Income	705	29,525	384	-	-	-	-	-	-	-	-	-	-
16	<b>Earnings Before Taxes</b>	<b>9,900,833</b>	<b>9,296,449</b>	<b>11,056,251</b>	<b>12,758,526</b>	<b>13,889,757</b>	<b>14,738,404</b>	<b>15,587,068</b>	<b>17,000,949</b>	<b>18,697,448</b>	<b>20,563,525</b>	<b>22,616,137</b>	<b>24,873,934</b>	<b>27,357,435</b>
17	Provision for Income Taxes	145,400	26,200	104,000	191,378	208,346	221,076	233,806	255,014	280,462	308,453	339,242	373,109	410,362
18	<b>Net Income</b>	<b>9,755,433</b>	<b>9,270,249</b>	<b>10,952,251</b>	<b>12,567,148</b>	<b>13,681,410</b>	<b>14,517,328</b>	<b>15,353,262</b>	<b>16,745,935</b>	<b>18,416,987</b>	<b>20,255,072</b>	<b>22,276,895</b>	<b>24,500,825</b>	<b>26,947,074</b>
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20	Depreciation	966,850	875,917	853,121	878,715	905,076	932,228	960,195	989,001	1,018,671	1,049,231	1,080,708	1,113,129	1,146,523
21	<b>EBITDA</b>	<b>10,915,859</b>	<b>10,217,754</b>	<b>11,944,875</b>	<b>13,673,454</b>	<b>14,831,770</b>	<b>15,708,308</b>	<b>16,585,693</b>	<b>18,029,149</b>	<b>19,756,102</b>	<b>21,653,538</b>	<b>23,738,442</b>	<b>26,029,493</b>	<b>28,547,237</b>
30	Share Price multiple			5	5	5	5	5	5	5	5	5	5	5
31	Formula Value			\$ 55,930,151	\$ 62,750,482	\$ 69,966,626	\$ 75,481,459	\$ 80,077,539	\$ 85,879,065	\$ 93,380,533	\$ 102,228,885	\$ 112,056,874	\$ 122,856,160	\$ 134,723,536
32	Formula Share Price (EDY)			\$ 5.59	\$ 6.28	\$ 7.00	\$ 7.55	\$ 8.01	\$ 8.59	\$ 9.34	\$ 10.22	\$ 11.21	\$ 12.29	\$ 13.47
33	Annual Increase in Formula Value			\$ 6,820,330	\$ 7,216,144	\$ 5,614,833	\$ 4,596,140	\$ 5,801,466	\$ 7,501,468	\$ 8,848,351	\$ 9,827,989	\$ 10,799,286	\$ 11,867,378	\$ 12,935,470
34	Annual Increase in Formula Value Since Plan Inception			\$ 6,820,330	\$ 14,036,475	\$ 19,651,308	\$ 24,147,448	\$ 29,948,914	\$ 37,450,382	\$ 46,298,734	\$ 56,126,722	\$ 66,926,009	\$ 78,793,384	\$ 91,728,854
37	Assumptions				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
39	Increase in Net Sales				14.3%	8.3%	6.1%	5.8%	9.1%	10.0%	10.0%	10.0%	10.0%	10.0%
40	Cost of Goods Sold as % of Net Sales				55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%
41	Selling Expenses as % of Gross Profit				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
42	G&A as % of Gross Profit				34.5%	34.5%	34.5%	34.5%	34.5%	34.5%	34.5%	34.5%	34.5%	34.5%
43	Annual Increase in Interest Expense				2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
44	Annual Increase in Interest Income				2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
45	Annual Increase in Gain/Loss on Investments				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
46	Annual Increase in Gain/Loss on Disposal of Equipment				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
47	Annual Increase in Cash Surrender Value				2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
48	Annual Increase in Other Income				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
49	California Franchise Tax				15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
50	Annual Increase in Depreciation				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%

# Proper View of Compensation

- Strategic Tool
- Not One Dimensional, it's Multi-Faceted
- Define:
  - Role
  - Outcomes
  - Financial Partnership
- Communicate:
  - What's Important
  - Priorities



# 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%

# Have a Pay Philosophy



**WHAT WE BELIEVE**



# Pay Philosophy—Level One



- We believe “the company” should be paid first
- Beyond an appropriate return on capital, we believe value should be shared with those who help create it
- We believe in rewarding good profits and discouraging bad profits
- We believe rewards should reinforce our business model
- We believe in being at or slightly below market with guaranteed pay but in providing unlimited upside through value sharing

# Pay Philosophy—Level Two

- We believe in paying base salaries for key producers at the 40-50<sup>th</sup> percentile of market pay but in providing unlimited upside earnings through value sharing
- We believe value sharing should be split 50/50 in rewarding short-term and long-term performance
- We believe value sharing should only occur once shareholders have received a 12% return on their capital account.



# Build a Compensation Structure



## Company Business Model

Company Business Model

*Our plan for generating*

## Compensation Philosophy

Compensation Philosophy

*Our values and beliefs about*

## Total Compensation Structure

Total Compensation Structure

*Our system for operating pay*

## Rewards Plan Operation

*Salaries*

*Bonuses*

*Long-term  
Incentives*

*Executive Benefits*

*General Benefits*

### Operational Integrity

*Our plan for assuring consistent, fair and wise decision making*

- How do we validate the effectiveness of our pay programs?
- How do we ensure we are paying consistent with our compensation philosophy?
- What programs should we consider expanding or eliminating

### Financial Stewardship

*Our plan for maximizing the return on our compensation investment*

- What is my total compensation investment?
- How are our plans forecasting against budget?
- What are the right metrics for measuring my compensation ROI?

### Partnership Reinforcement

*Our plan for insuring our employees understand and value our rewards proposition*

- How do we communicate the true value of our rewards proposition?
- How do we assess employee understanding and appreciation?
- What is the right way to communicate significant compensation events to our employees?

# 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		





# Share Long-Term Value



# But First...Define Value Creation



Value Creation

# Pay the Company First



“Basically, up to the company’s operating profit target, all of the profits go to the company; and only after that target is met, do we start funding the incentive pool.”

Example: If UL’s target is \$80 million--

- 100% of first \$80 in profit goes to company
- The next \$20 million goes to the incentive pool
- From there on, 50/50 between company & incentive pool

# Select the Right Plan Type

Phantom Stock  
Option

Restricted Stock

Performance Shares

Phantom Stock

Profit Pool

Performance  
Phantom Stock

Strategic Deferred  
Compensation

Stock Option

Performance Unit





# Build a Model – P&L Forecast

	C	E	F	G	H	I	J	K	L	M	N	O	P	Q
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3	P&L FORECAST	Actual	Actual	Actual	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
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19	Interest Expense	48,176	45,388	35,503	36,213	36,937	37,676	38,430	39,198	39,982	40,782	41,597	42,429	43,278
20	Depreciation	966,850	875,317	853,121	878,715	905,076	932,228	960,195	989,001	1,018,671	1,049,231	1,080,708	1,113,129	1,146,523
21	<b>EBITDA</b>	<b>10,915,859</b>	<b>10,217,754</b>	<b>11,944,875</b>	<b>13,673,454</b>	<b>14,831,770</b>	<b>15,708,308</b>	<b>16,585,693</b>	<b>18,029,149</b>	<b>19,756,102</b>	<b>21,653,538</b>	<b>23,738,442</b>	<b>26,029,493</b>	<b>28,547,237</b>
30	Share Price multiple			5	5	5	5	5	5	5	5	5	5	5
31	Formula Value			\$ 55,930,151	\$ 62,750,482	\$ 69,966,626	\$ 75,481,459	\$ 80,077,539	\$ 85,879,065	\$ 93,380,533	\$ 102,228,885	\$ 112,056,874	\$ 122,856,160	\$ 134,723,536
32	Formula Share Price (EDY)			\$ 5.59	\$ 6.28	\$ 7.00	\$ 7.55	\$ 8.01	\$ 8.59	\$ 9.34	\$ 10.22	\$ 11.21	\$ 12.29	\$ 13.47
33	Annual Increase in Formula Value			\$ 6,820,330	\$ 7,216,144	\$ 5,614,833	\$ 4,596,140	\$ 5,801,466	\$ 7,501,468	\$ 8,848,351	\$ 9,827,989	\$ 8,848,351	\$ 10,799,286	\$ 11,867,378
34	Annual Increase in Formual Value Since Plan Inception			\$ 6,820,330	\$ 14,036,475	\$ 19,651,308	\$ 24,147,448	\$ 29,948,914	\$ 37,450,382	\$ 46,298,734	\$ 56,126,722	\$ 66,926,009	\$ 78,793,384	
37	Assumptions				2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
39	Increase in Net Sales				14.3%	8.3%	6.1%	5.8%	9.1%	10.0%	10.0%	10.0%	10.0%	10.0%
40	Cost of Goods Sold as % of Net Sales				55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%	55.0%
41	Selling Expenses as % of Gross Profit				2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%	2.7%
42	G&A as % of Gross Profit				34.5%	34.5%	34.5%	34.5%	34.5%	34.5%	34.5%	34.5%	34.5%	34.5%
43	Annual Increase in Interest Expense				2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
44	Annual Increase in Interest Income				2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
45	Annual Increase in Gain/Loss on Investments				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
46	Annual Increase in Gain/Loss on Disposal of Equipment				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
47	Annual Increase in Cash Surrender Value				2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
48	Annual Increase in Other Income				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
49	California Franchise Tax				15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
50	Annual Increase in Depreciation				3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%



# Measure Your Return on Pay



# ROTRI™ - Return on Total Rewards Investment



# How much is the Total Rewards Investment?

- Salaries
- Commissions
- Bonuses
- Deferred award accruals (LTIP)
- Core benefits
- Executive benefits
- Retirement contributions
- Payroll taxes





What return do you get on that investment?

\_\_\_\_\_ %

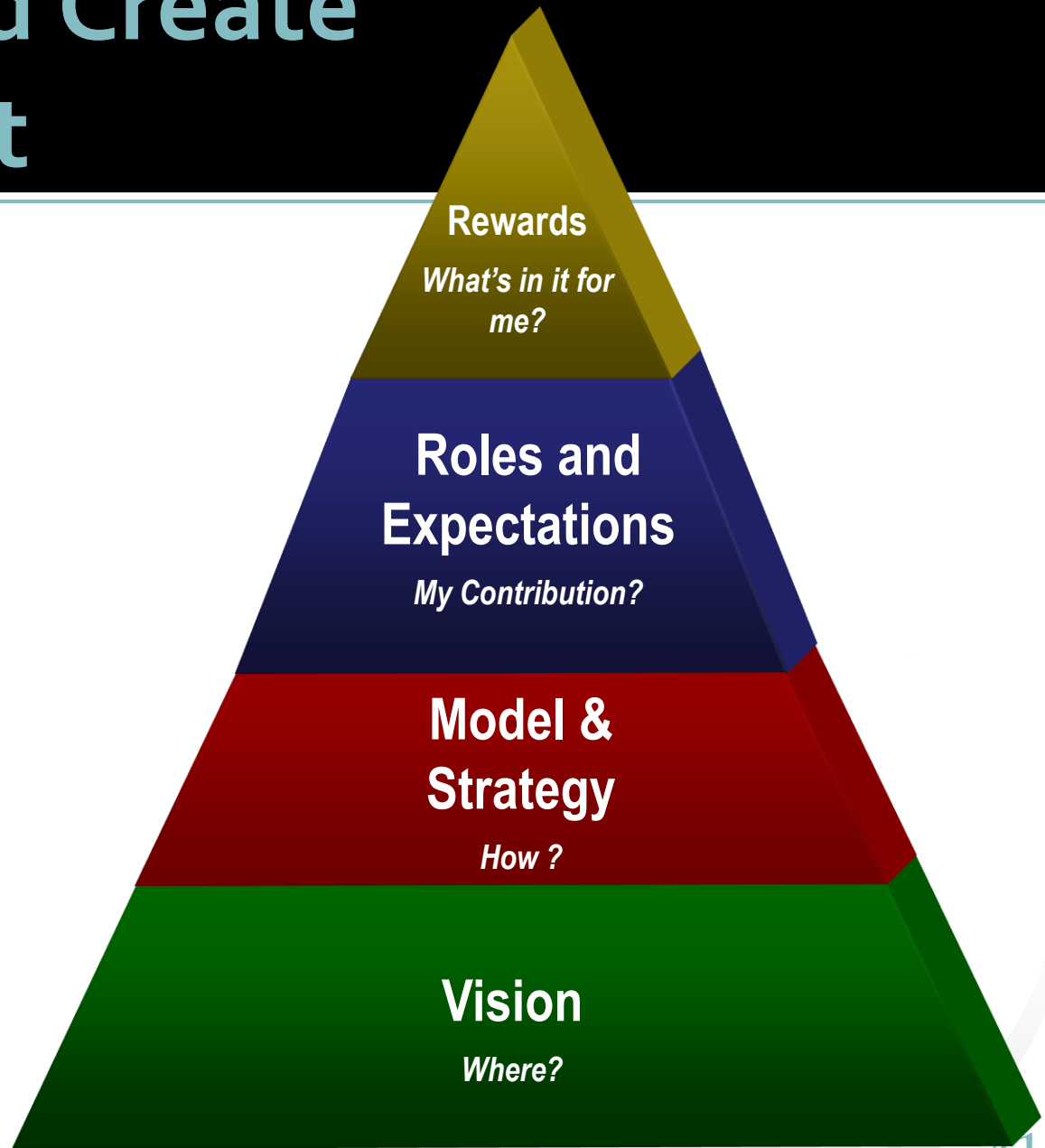


# ROTRI™ Example:

Capital Account	\$ 2,000,000
Cost of Capital	12%
Capital Charge	\$ 240,000
NOPAT	\$ 1,000,000
Productivity Profit	\$ 760,000
Total Rewards Investment	\$ 4,500,000
<b>ROTRI™</b>	<b>16.9%</b>

(ROTRI = Productivity Profit/Total Rewards Investment)

# Measure and Create Line of Sight



# Alignment Appraisal



# Compensation Practices (Structure)

The Alignment Appraisal™ assesses the pay philosophy and practices of the company relative to world-class standards.

Alignment

Do we align our pay strategy with our business strategy?

Meaning

Does our pay strategy offer fair and meaningful value to our top contributors?

Stewardship

Are we effective stewards of the compensation investment being made by shareholders?

Partnership

Do the design components of our incentive plans promote a value-sharing, partnership philosophy?

Reinforcement

Are we excellent communicators of the value and purpose of our compensation packages?



# Compensation Impact (Mindset)

The Alignment Appraisal™ assesses the impact of your pay practices on your employee's perception of how well they fit in your company.

Compelling



Do your employees perceive themselves as belonging to a dynamic organization with a compelling future?

Connection



Do your employees see the connection between company success and personal compensation?

Fairness



Do your employees feel that your pay practices are fair, consistent and purposeful?

Value-Sharing



Are the design components of your incentive plans based on a value-sharing, partnership philosophy?

Engagement



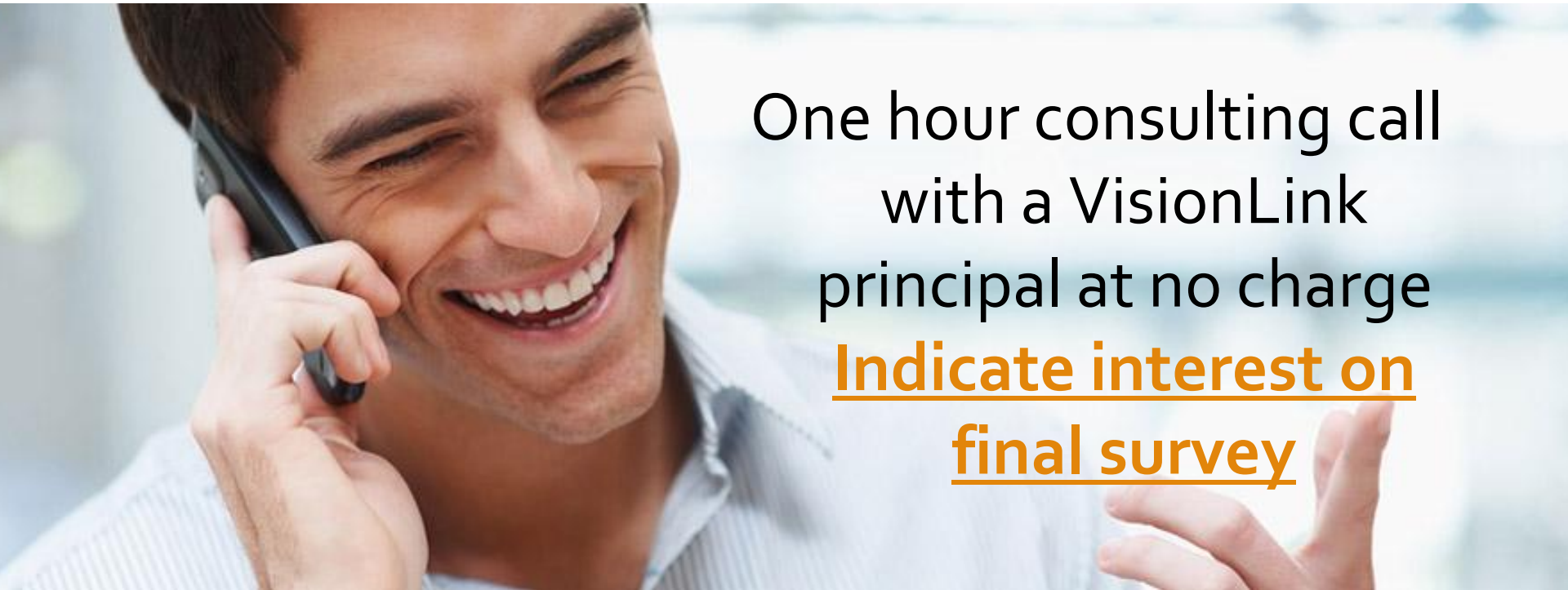
Do your employees feel fully engaged in their jobs?

# The 5 Pay Essentials for Business Growth



- Employ a process
- Have a philosophy
- Build a structure
- Share long-term value
- Measure your return on pay

# Special Offer



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 and a complimentary consultation.*



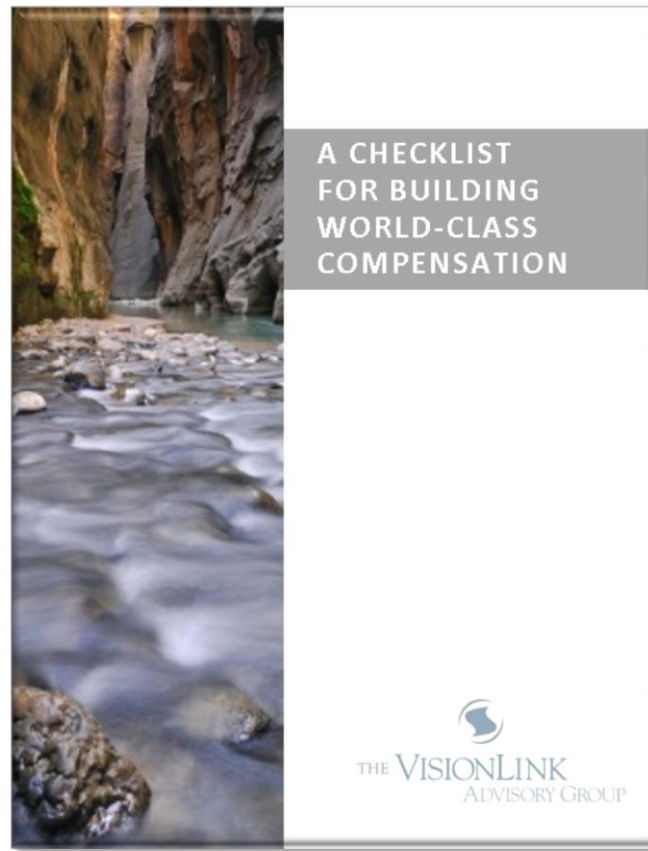


# Upcoming VisionLink Online Seminars:

<b>Guaranteed vs. Incentive Pay (HR Audience)</b> <i>What's the Right Balance?</i>	<b>June 9<sup>th</sup></b>
<b>Compensation as a Wealth Multiplier</b> <i>How to Build Pay Strategies that Increase Shareholder Value</i>	<b>June 23<sup>rd</sup></b>
<b>4 Alternatives to Sharing Stock</b> <i>How to Share Value without Diluting Equity</i>	<b>July 28<sup>th</sup></b>
<b>The 3 "Habits" of Highly Effective Pay Plans</b> <i>How to Ensure Your Rewards Programs will Succeed</i>	<b>August 25<sup>th</sup></b>
<b>How to Achieve a Competitive Advantage in Pay (HR Audience)</b>	<b>Sept 9<sup>th</sup></b>
<b>The 4 Secrets to Retaining Top Talent</b> <i>How to Solve the Key Performer Retention Problem</i>	<b>Sept 22<sup>nd</sup></b>

**NOW AVAILABLE!**

# A Checklist for Building World-Class Compensation



Express interest on the final survey

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



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 links: "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 stacked 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, 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 row of four white boxes, each with a title and an icon. The first box is titled "KNOWLEDGE CENTER" and has an information icon; the text below reads "Explore our wiki and find the answers to your Phantom Stock questions." The second box is titled "TOOLS" and has a brown briefcase icon; the text below reads "Decide whether Phantom Stock is a fit for your company." The third box is titled "BUILD A PLAN" and has a wrench and screwdriver icon; the text below reads "For 'do-it-yourselfers.' Follow this guide to create your own plan." The fourth box is titled "BLOG" and has an orange RSS icon; the text below reads "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 links: "Knowledge Center", "Tools", "Build a Plan", "Blog", "About Us", "Contact", and "© 2012 PhantomStockOnline.com".



Q&A



THE VISIONLINK  
ADVISORY GROUP

# Thank You



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