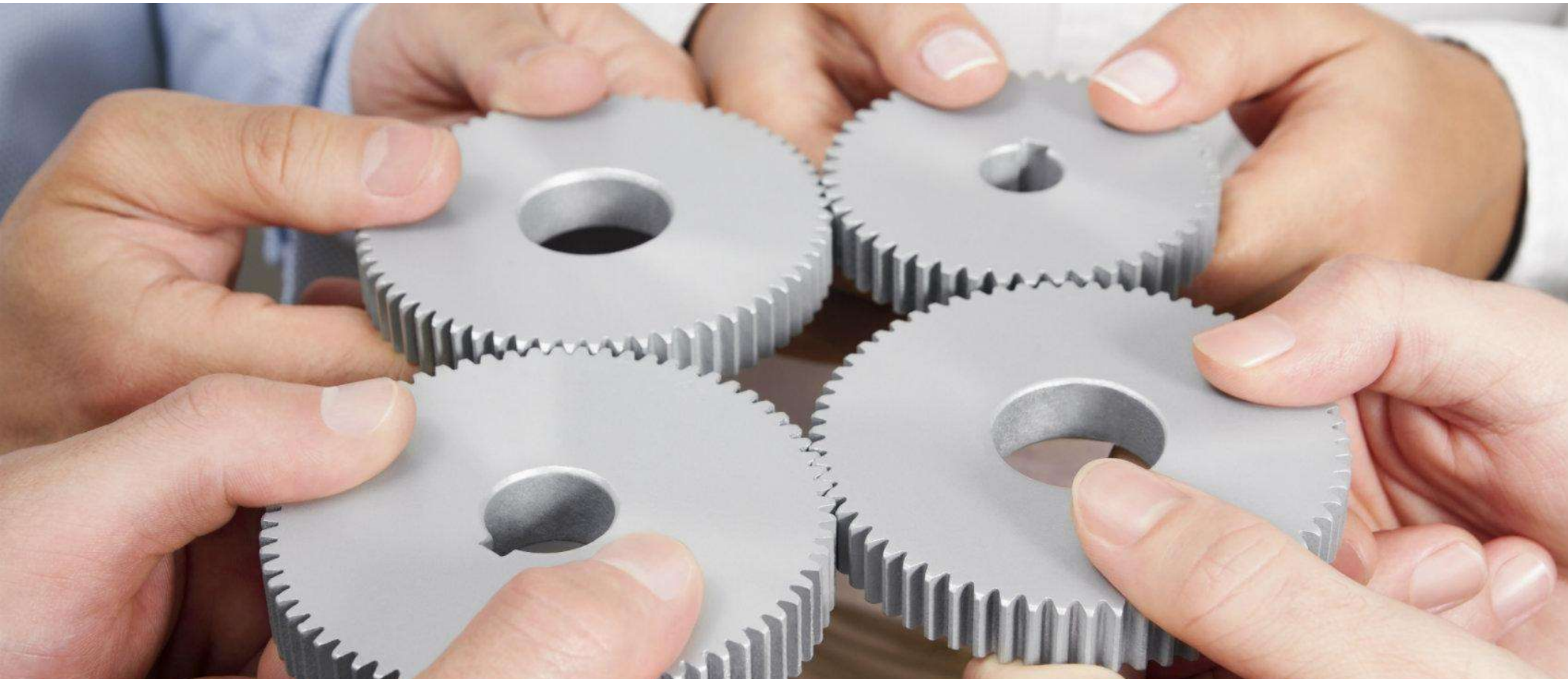


GROWTHstrata♦gems

FOUR DECISIONS™
BUSINESS GROWTH TRAINING PROGRAM



Training Program Overview and Objectives:

Program Overview:

The Growth Stratagems Four Decisions™ Business Growth Training Program, is a classroom style training program which trains employees to apply proven best practices in the four key areas of business: Strategy, People, Execution, and Cash. The program is based on Verne Harnish's intellectual property for mid-market growth companies and is conducted by Richard Holbrook as a certified trainer in implementing this methodology. The program consists of 12 courses as fully described on the following pages.

Program Objectives:

The objective is that by learning and applying the concepts to their company, the trainees increase their own knowledge and management and leadership skills, thereby improving their personal contribution to their company, while also developing the management and leadership skills that are required broadly in the workplace.

The Gazelles Four Decisions™ Training Program trains people to apply proven best practices in the four key areas of the business:

- Strategy
- People
- Execution
- Cash

Training Program Details:

Structure:

The Four Decisions™ Business Growth training program consists of four modules called Decisions. They are the People Decision, Strategy Decision, Execution Decision, and Cash Decision.

Each Decision contains 3 courses. Employees can enroll and take from 1 to 4 courses at a time. Employees can take the 3 levels in each Decision (eg Strategy levels 1 2 & 3) simultaneously, although generally it is recommended the employees enroll to take one course in each of the four Decisions simultaneously (eg. enroll in level 1 of People, Strategy, Execution, Cash) so they become equally capable in all Decisions, as this will accelerate their development as managers and leaders.

Each trainee will receive 24 hours training per course, over the maximum 12-month duration of each course.

Schedule:

The selected courses will begin in the same training session and will be presented concurrently in either half day (4-5 hours/session) or full day (8-9 hour) sessions as mutually agreed with each client.

Courses will start during the 3rd week of the month following the company's receipt of notification their training grant application has been approved. Scheduling thereafter will be monthly as mutually agreed by client and trainer.

Deliverables:

Creation of a Gazelles™ 1 page strategic plan for the company. A certificate of achievement will be provided to each trainee on successful completion of each course. See course outlines following for specific learning assessments.

Training Program Terms:

Pricing & Terms:

The price for each course is:

For up to 4 trainees*: \$3,500 per trainee

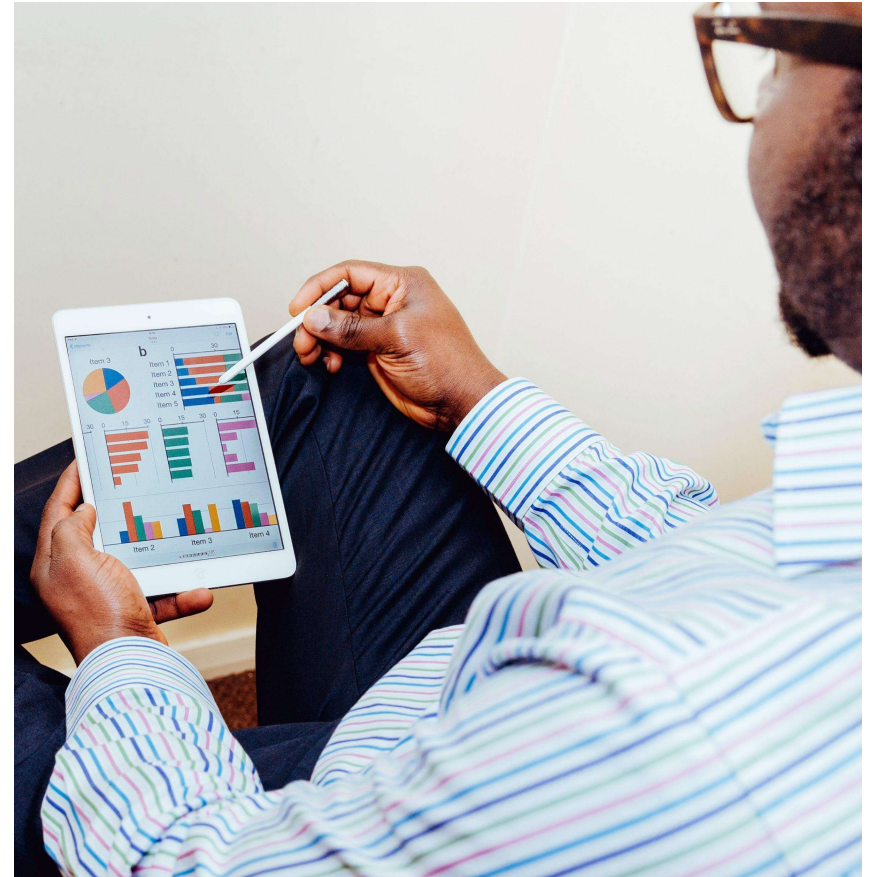
For each additional trainee* \$1,000

Course workbooks and use of the intellectual property associated with each course or combination of courses is \$100 per trainee.

* There is a minimum of 3 and maximum of 10 trainees per course.

“...1 year later I'm pleased to say that, our managers know and are achieving their quarterly priorities, our cash flow and operating margins have improved, our culture is more positive and I'm more confident in our ability to achieve our goals. I'd recommend Rick to any business leader who wants to improve and grow their business.”

Jason Burke, President , Unified Systems Group



FOUR DECISIONS™ Training Program

PEOPLE DECISION™



Course Name: PEOPLE DECISION Level One

Course Description and Objectives: This course introduces the trainees to the fundamentals of organizational design, company culture, people leadership, and leadership dynamics. The course objective is that by learning and applying the course elements to their own company, the trainees will increase their own knowledge, experience and skills. The course is presented classroom style using various presentation methods including powerpoints, videos, case studies and workbooks.

Curriculum: The trainees will:

- Learn the concepts and importance of proper organizational structure, document the structure of their company and create a vision of their future structure **Instructional Hours: 6 hours**
- Learn the concepts and importance of assessing team talent levels and methods for improving overall talent levels. **Instructional Hours: 6 hours**
- Learn the concepts and importance of Core Values in a company and a methodology to uncover the Core Values of their own company. **Instructional Hours: 8 hours**
- Learn the concept and importance of healthy leadership team dynamics and a model for measuring and improving those dynamics at the company. **Instructional Hours: 4 hours**
- **Total Instructional hours for this course is 24**

Total cost of course: see pricing and terms page for per trainee rates.

Learning Outcomes:

The trainees will:

- Understand the strengths and weaknesses of their company's current organization structure
- Understand the impact overall talent level has on the company performance
- Understand the importance of leadership team dynamics
- Understand importance of core values to company culture.

Learning Assessment:

Learning will be evident by their:

- Creation of future organization structure for company.
- Documenting their Team Talent assessment and actions to upgrade talent.
- Draft and agreement by leadership team of core values

Course Name: PEOPLE DECISION Level Two

Course Description and Objectives: This course introduces the trainees to best practices of establishing people performance measures. improving team dynamics, improving hiring and onboarding practices and defining their core purpose. The course objective is that by learning and applying the course elements to their own company, the trainees will increase their own knowledge, experience and skills. The course is presented classroom style using various presentation methods including powerpoints, videos, case studies and workbooks.

Curriculum: The trainees will:

- Learn the concept and importance of establishing leading and lagging KPI's for key functional positions **Instructional Hours 6 hours**
- Learn exercises and best practices to improve team dynamics at their company **Instructional Hours 6 hours**
- Learn the importance of improving hiring practices, calculate the cost of mishires and create a plan to improve hiring at the company **Instructional Hours 6 hours**
- Learn the importance of defining a core purpose and discover their company's core purpose **Instructional Hours 6 hours**
- **Total Instructional hours for this course is 24**

Total cost of course: see pricing and terms page for per trainee rates.

Learning Outcomes:

The trainees will:

- Understand and define leading and lagging performance indicators for key functional roles.
- Understand leadership team dynamics, their individual role and how to improve the team's dynamics.
- Understand and apply the recommended hiring best practices to new hires and set % improvement goals for successful hiring

Learning Assessment:

Learning will be evident by their:

- Documentation of leading & lagging performance indicators by function.
- Documentation of cost of mis-hires for company and creation of % improvement goals.
- Completion of prescribed exercises and action plans.

Course Name: PEOPLE DECISION Level Three

Course Description and Objectives: This course introduces the trainees to best practices to improve team capability, the fundamentals of process improvement, succession planning and leading from a framework of core values and core purpose. The course objective is that by learning and applying the elements to their own company, the trainees will increase their own knowledge, experience and skills. The course is presented classroom style using various presentation methods including powerpoints, videos, case studies and workbooks.

Curriculum:

The trainees will:

- Learn the importance of growing the capability of their respective teams and methods for doing so. **Instructional Hours: 4 hours**
- Learn the importance of identifying key processes and a methodology to improve them **Instructional Hours: 6 hours**
- Learn how to identify team strengths, weaknesses and improvement opportunities. **Instructional Hours: 6 hours**
- Learn how to lead through core values and core purpose and create actions and activities that elevate their role within the company. **Instructional Hours: 8 hours**

Total Instructional hours for this course: 24 hours

Total cost of course: see pricing and terms page for per trainee rates.

Learning Outcomes:

The trainees will learn to:

- Create plans for onboarding, coaching and development of team members.
- Identify the key processes within the company and assign accountability and metrics for each.
- Identify future leaders and creation of succession plans.

Learning Assessment:

Learning will be evident by their:

- Creation of individual skill improvement plans for members of the leadership team and their direct reports.
- Creation of succession plan by department.
- Completion of prescribed exercises & action plans

FOUR DECISIONS™ Training Program

STRATEGY DECISION™



Course Name: STRATEGY DECISION Level One

Course Description and Objectives: This course introduces the trainees to the fundamentals of company strategy with the objective that by learning and applying the elements to their own company, they will increase their own knowledge, experience and skills. The course is presented classroom style using various presentation methods including powerpoints, videos, case studies and workbooks.

Curriculum:

The trainees will:

- Learn the concept and importance of a competitive environment review and how to perform this review using the SWOT and SOAR frameworks. **Instructional Hours: 12 hours**
- Learn the concept and importance of identifying a Core Customer and identify their company's Core customer(s) **Instructional Hours: 4 hours**
- Learn the concept and importance of an Uncommon Offering and identify their company's Uncommon offering(s). **Instructional Hours: 4 hours**
- Learn the concept and importance of a measurable Brand Promise and identify their Company's Brand Promise : **Instructional Hours 4 hours**

Total Instructional hours for this course is 24

Total cost of course: see pricing and terms page for per trainee rates.

Learning Outcomes:

The trainees will:

- Learn the concepts by applying them to their company
- Improve their understanding of competitive strategy and the environment the company participates in.

Learning Assessment:

Learning will be evident by their:

- Documentation of SWOT and SOAR results,
- Documentation of Core Customer and Brand Promise
- Completion of prescribed exercises & prioritized implementation of resulting actions.

Course Name: STRATEGY DECISION Level Two

Course Description and Objectives: This course introduces the trainees to more advanced elements of company strategy with the objective that by learning and applying the elements to their own company, they will increase their own knowledge, experience and skills. The course is presented classroom style using various presentation methods including powerpoints, videos, case studies and workbooks.

Curriculum: The trainees will:

- Learn the concept of Core Competence, how it is used strategically and define the core competencies of their company
Instructional Hours: 6 hours
- Learn the concept and elements of the Hedgehog Concept and draft their company's hedgehog.
Instructional Hours: 6 hours
- Learn the concept and importance of setting Strategic Targets and draft strategic targets for their company. **Instructional Hours: 4 hours**
- Learn the concept and importance of an Economic Engine and define their company's economic engine **Instructional Hours 4 hours**
- Learn the concept and importance of defining a Sandbox and define their company's sandbox **Instructional Hours 4 hours**

Total Instructional hours for this course is 24

Total cost of course: see pricing and terms page for per trainee rates.

Learning Outcomes:

The trainees will:

- Learn the concepts by applying them to their company
- Improve their understanding of how to create a competitive strategy.

Learning Assessment:

Learning will be evident by their:

- Documentation of company's core competencies, economic engine, hedgehog, strategic targets and Sandbox
- Completion of prescribed exercises & prioritized implementation of resulting actions.

Course Name: STRATEGY DECISION Level Three

Course Description and Objectives: This course provides training in advanced elements of company strategy, with the objective that by learning and applying the elements to their own company, the trainees will increase their own knowledge, experience and skills. The course is presented classroom style using various presentation methods including powerpoints, videos, case studies and workbooks.

Curriculum: The trainees will:

- Learn the concept and importance of creating a Big Hairy Audacious Goal (BHAG) and draft a BHAG for their company
Instructional Hours: 10 hours
- Learn the concept and relevance of finding an X Factor, how it can be used to gain a strategic competitive advantage and draft their company's X factor
Instructional Hours: 6 hours
- Learn the concept and importance of a Catalytic mechanism, how it can be used to ensure internal alignment with company's strategy and draft a Catalytic Mechanism for their company. **Instructional Hours: 4 hours**
- Learn the use of the 7 Strata of Strategy guideline for mid-market growth companies and complete the remaining elements for their company
Instructional Hours: 4 hours

Total Instructional hours for this course is 24

Total cost of course: see pricing and terms page for per trainee rates.

Learning Outcomes:

The trainees will:

- Learn the concepts by applying them to their company
- Improve their understanding of competitive strategy and the environment the company participates in.

Learning Assessment:

Learning will be evident by their:

- Summary of exercise results onto relevant documents such as the 7 Strata of Strategy.
- Creation of strategic priorities
- Completing prescribed exercises & prioritized implementation of resulting actions.

FOUR DECISIONS™ Training Program

EXECUTION DECISION™



Course Name: EXECUTION DECISION Level One

Course Description and Objectives: This course introduces the trainees to the fundamentals of effective execution with the objective that by learning and applying the elements to their own company, they will increase their own knowledge, experience and skills. The course is presented classroom style using various presentation methods including powerpoints, videos, case studies and workbooks.

Curriculum:

The trainees will:

- Learn the Gazelles system of transparent accountability for executing strategic initiatives. **Instructional Hours: 6 hours**
- Learn how the Rockefeller Habits checklist is used to improve companies scalability and ability to execute strategy. **Instructional Hours: 4 hours**
- Learn how effective meetings and a company wide meeting framework are used to improve communication, accountability and execution within the company. **Instructional Hours: 6 hours**
- Learn how to create effective quarterly and annual priorities for the company, team and individuals **Instructional Hours: 8 hours**

Total Instructional hours for this course is 24

Total cost of course: see pricing and terms page for per trainee rates.

Learning Outcomes:

The trainees will:

- Identify and prioritize top 3 items from the Rockefeller Habits checklist for improvement.
- Design and implement a meeting framework for the company.

Learning Assessment:

Learning will be evident by their:

- Implementation of daily huddle and weekly execution meetings.
- Creation of quarterly priorities at the company, team and individual levels.
- Completing prescribed exercises & resulting actions.

Course Name: EXECUTION DECISION Level Two

Course Description and Objectives: This course introduces the trainees to intermediate level elements of effective execution, with the objective that by learning and applying the elements to their own company, they will increase their own knowledge, experience and skills. The course is presented classroom style using various presentation methods including powerpoints, videos, case studies and workbooks.

Curriculum: The trainees will:

- Review the Rockefeller Habits checklist level 2, select 3 items for improvement and identify the action steps required at their company.
Instructional Hours: 4 hours
- Understand the concept and learn the importance of a implementing a metric system which balances people vs process effectiveness, identify and draft leading performance indicators for them.
Instructional Hours: 8 hours
- Learn the Net Promoter system of monitoring employee and customer satisfaction and apply concepts to measuring them at their company.
Instructional Hours: 8 hours
- Learn importance and structure of monthly strategic meetings and bi-weekly top task review meetings **Instructional Hours: 4 hours**

Total Instructional hours for this course is 24

Total cost of course: see pricing and terms page for per trainee rates.

Learning Outcomes:

The trainees will:

- Know how to improve items from the Rockefeller Habits checklist.
- Know how to create a balanced metric system for the company.
- Know how to create a system to monitor employee engagement and customer satisfaction.

Learning Assessment:

Learning will be evident by their:

- Implementation of system to monitor employee engagement and customer satisfaction.
- Implementation of monthly strategic meetings and bi-weekly top task review meetings
- Completing prescribed exercises & resulting actions.

Course Name: EXECUTION DECISION Level Three

Course Description and Objectives: This course requires the trainees to apply elements of effective execution to their own company with the objective that by learning and applying the elements, they will increase their own knowledge, experience and skills. The course is presented classroom style using various presentation methods including powerpoints, videos, case studies and workbooks.

Curriculum:

The trainees will:

- Review the Rockefeller Habits checklist level 3, select 3 items for improvement at their company, create the associated priorities, accountabilities and action steps required.
Instructional Hours: 6 hours
- Learn the importance of and how to use themes and celebration/rewards to align employees to achievement of strategic priorities.
Instructional Hours: 6 hours
- Learn the format and content of quarterly and annual planning meetings and apply these principles to their company.
Instructional Hours: 12 hours

Total Instructional hours for this course is 24

Total cost of course: see pricing and terms page for per trainee rates.

Learning Outcomes:

The trainees will:

- Identify and prioritize remaining items from the Rockefeller Habits checklist for improvement.
- Learn how to create and apply themes to create focus and alignment towards goals

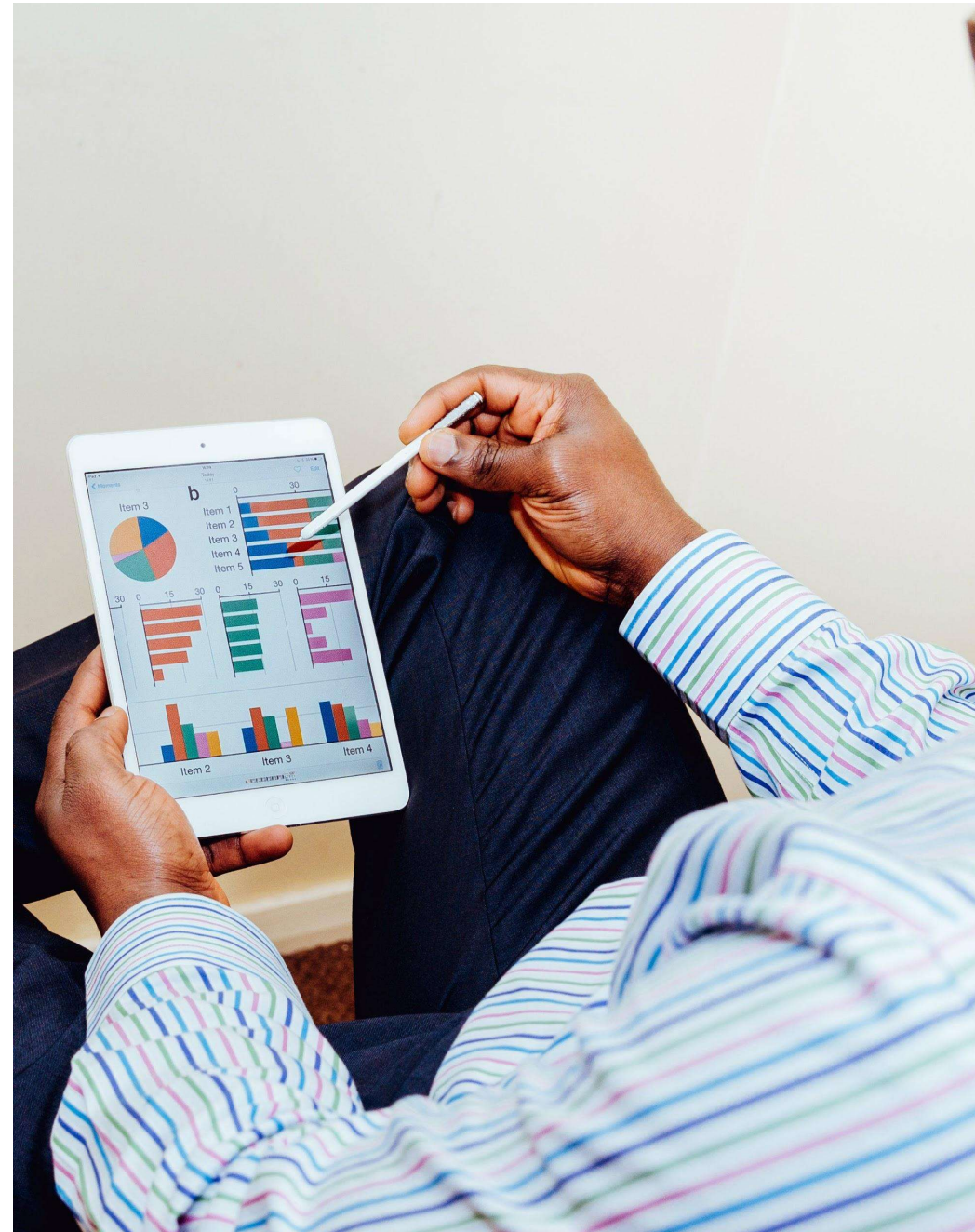
Learning Assessment:

Learning will be evident by their:

- Creation of priorities to complete items on the Rockefeller Habits checklist
- Creation and rollout of a quarterly theme for a strategic priority
- Creating an agenda and scheduling a quarterly and annual planning meeting.
- Relevant information summarized on one page plan

FOUR DECISIONS™ Training Program

CASH DECISIONS™



Course Name: CASH DECISION Level One

Course Description and Objectives: This course introduces the trainees to the fundamentals of business finance with the emphasis on understanding cash flow. The objective is that by learning and applying the elements to their own company, they will increase their own knowledge, experience and skills. The course is presented classroom style using various presentation methods including powerpoints, videos, case studies and workbooks.

Curriculum:

The trainees will:

- Learn the concept and importance of cash flow to a company and details of cash flow at their company **Instructional Hours: 4 hours**
- Learn the concept and importance of improving a company's cash conversion cycle and apply the principles to find ways to improve their company's cash conversion cycle **Instructional Hours: 8 hours**
- Learn about financial statements and understand the company's profit and loss statement **Instructional Hours: 4 hours**
- Learn the concept and importance of knowing a company's self-financing growth rate, how it affects the company, how to positively impact it and improve it at their company **Instructional Hours 8 hours**

Total Instructional hours for this course is 24

Total cost of course: see pricing and terms page for per trainee rates.

Learning Outcomes:

The trainees will:

- Understand their company's cash conversion cycle and ways to improve it.
- Understand their company's self-financing growth rate and how to improve it.

Learning Assessment:

Learning will be evident by their:

- Documentation of company's cash conversion cycle and creation of priorities to improve it.
- Completion of exercises and worksheets & prioritized implementation of resulting actions.

Course Name: CASH DECISION Level Two

Course Description and Objectives: This course introduces the trainees to the subject of efficiency ratios and other analytical tools to monitor company performance. The objective is that by learning and applying the elements to their own company, they will increase their own knowledge, experience and skills. The course is presented classroom style using various presentation methods including powerpoints, videos, case studies and workbooks.

Curriculum:

The trainees will:

- Learn the concept and importance of efficiency ratios, how to manage them & how to use them as a strategic tool **Instructional Hours: 6 hours**
- Learn profitability analysis and analyze their (or a sample) company's financial statements **Instructional Hours: 6 hours**
- Learn the 7 drivers of cash flow, how they can be used strategically to improve the business and the corresponding impact on their company. **Instructional Hours: 6 hours**
- Learn the importance and use of financial dashboards for management and draft a dashboard for their company **Instructional Hours: 6 hours**

Total Instructional hours for this course is 24

Total cost of course: see pricing and terms page for per trainee rates.

Learning Outcomes:

The trainees will:

- Understand the role of efficiency ratios and their historical pattern at company; the composition of company's management dashboard and the drivers of the company's cash flow and profitability.

Learning Assessment:

Learning will be evident by their:

- Documentation of company's labour efficiency ratio and creation of priorities to improve it.
- Documentation of company's cash flow drivers and creation of priorities to improve the most important.
- Creation of company financial dashboard

Course Name: CASH DECISION Level Three

Course Description and Objectives: This course introduces the trainees to the fundamentals and drivers of business valuation and sources of funding for companies and introduces them to tools for evaluating business models. The objective is that by learning and applying the elements to their own company, they will increase their own knowledge, experience and skills. The course is presented classroom style using various presentation methods including powerpoints, videos, case studies and workbooks.

Curriculum:

The trainees will:

- Learn the drivers of business valuation and their use as drivers of company strategy and prioritize these drivers importance for their own company
Instructional Hours: 12 hours
- Learn the characteristics of various sources of financing and understand ways to optimize funding
Instructional Hours: 6 hours
- Learn the various types of business models and tools for explaining them and using the business model canvas to create a new business
Instructional Hours: 6 hours

Total Instructional hours for this course is 24

Total cost of course: see pricing and terms page for per trainee rates.

Learning Outcomes:

The trainees will:

- Understand how businesses are valued by external financial buyers and ways to improve that valuation.
- Understand the practical differences between different sources of funding.
- Understand how different businesses can be modelled

Learning Assessment:

Learning will be evident by their:

- Documentation of strategy to improve company valuation.
- Completion of business model canvas for a new business
- Completing prescribed exercises & prioritized implementation of resulting actions.

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