



The K² Velocity Program

Program Overview

Mission: Keiretsu²'s mission is *“To Radically Accelerate A Company's Path To Market Growth and Liquidity.”* We are here to both actively build best-of-breed investment opportunities with executives and reduce the risk of private equity investing for investors.

Approach and Differentiation: The three-month long K² Velocity Program brings each Participant an interdisciplinary group of experts who work hands-on in a cohesive manner to both solve the challenges companies face and proactively address the problems they may eventually face.

We take the wisdom to identify blind-spots, and add action to wisdom. Where many accelerators advise and guide, we participate and work. Then, we bring-forth the power of the Keiretsu Forum's global network to access the relationships and opportunities that help companies grow faster.

Measurable Outcomes: The process starts with a team alignment process when executive team members and lead investors fill out our Company Overview individually, then evaluate their responses to complete a final Overview. Clear outcomes are refined with a K² Specialist who makes certain that we will be collectively stretching what is possible. We fulfill on our mission, in part, by achieving those outcomes.

Venue: The Program is open to companies from around the world, through the use of teleconferencing and videoconferencing for meetings with Specialists. Yet, local Participants can also meet with local Specialists in person.

Structure: Each participant's senior executive team works sequentially with different types of Specialists. Some Specialists work in sub-teams, so Participants benefit from the wisdom of several Specialists. Moreover, the entire K² Team of Specialists is in continuous dialogue about all Participants, passing specific directions about what actions other Specialists should take to assist Participants.

Concurrently, Specialists lead weekly, working conference calls that include all current Participants. The content of each call is developed specifically for the Participants on the call, based on the content in the Company Overviews, the individual work in progress with each Company, and the recommendations of the other Specialists. While some educational content may be covered, the bulk of the calls involve working on solutions for Participants' specific situations.

Specialists: Both K² and the K² Velocity Program are led by the Author of The Keiretsu Forum's Due Diligence Process Handbook. It outlines the process Keiretsu Forum members use to evaluate potential investments. The entire team balances discipline specific and industry specific knowledge, centered on both bringing products to market and increasing market share in a broad range of industries. Finance and Operations Specialists may be brought in to specifically match a Participant's industry or market.

Cost and Program Expansion Modules: The total Program's cost varies depending on whether a Participant takes full advantage of several options that expand the Program's scope. Some of these are developed on a case by case basis. Others are standardized, and include active work in preparing Due Diligence Binders, expanded sales support, and intensive participation in negotiations, among others.

Application Procedure: Potential Participants should click “Apply to Join Program” and complete the application process at Keiretsusquared.com. We encourage senior executives to first click “Begin Team Alignment Process” and consider and complete together responses to the questions on the Company Overview Form. Please call or email us for more details.

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“The Power of The
Keiretsu Forum Squared”

Starting Weeks For Participant-Specialist Meetings:

- ✓ Week 1: The Strategy and Negotiation Accelerator works with Participants to build unified, executive team alignment behind objectives and approaches.
- ✓ Week 1: Either the Lead Accelerator or an Industry Specific Accelerator conducts a full status assessment and diversified strategy analysis to open up additional, leveraged, growth strategies.
- ✓ Week 2: The Strategy and Negotiation Accelerator conducts an assessment of current or potential future conflicts or matters to be resolved and commences a process of resolving any matter distracting the executive team from operating at its full potential effectiveness.
- ✓ Week 3: The Technology Acceleration Team begins the process of expanding potential applications and markets, and begins working with executives and engineers to revise the technology development roadmap.
- ✓ Week 3: Alternatively, an Industry Specific Accelerator conducts a comprehensive analysis of the company’s assumptions and growth plan, and makes recommendations to all other Specialists on how best to serve the Participant.
- ✓ Week 4: The Commercialization Acceleration Team begins the process of reviewing, assessing, and refining all production, distribution, and supply chain efficiencies, including identifying inaccurate cost assumptions and adjusting capitalization requirements.
- ✓ Week 5: The Branding, Marketing, PR, and Communications Accelerators assess the Participant’s overall marketing plan and work with Participants to refine the core brand and enhance the related messaging.
- ✓ Week 5: Concurrently, the Sales Development Accelerators re-work the Participant’s sales plan to maximize the speed of future market growth and develop enhanced approaches to increasing sales.
- ✓ Week 6: A Finance Accelerator conducts a thorough review of both the assumptions underlying the financial model and the changes to costs and projections that have resulted from the work with other Specialists, and proceeds with the Participant’s executives to make alterations to the revenue model, capitalization model, and cash flow management plan.
- ✓ Week 7: The Branding, Marketing, PR, and Communications Accelerators resume their work with Participants by developing enhanced promotional plans and materials.
- ✓ Week 8: The Lead Accelerator meets with the Participant to address any critical needs and refine the Team’s collective work with the Participant as needed.
- ✓ Week 8: The Deal Structure and Resolutions Accelerator, incorporating the prior work of the Finance Accelerator and Negotiation and Strategy Accelerator, reviews and recommends structural options for any in process negotiations.
- ✓ Week 9: An operational Management Accelerator develops with the Participant’s executives enhanced plans for adapting to rapid growth in areas including structural systems, operational processes, and process efficiencies. The Accelerator then works with the Participant to develop the foundation of a one-year project management plan that addresses the interaction of all departments and initiatives.
- ✓ Week 10: The Human Capital Accelerator works with the Participant to map out desired corporate culture, purpose systems, enhanced processes for operational efficiencies and effectiveness, feedback systems, and a scoreboard and reward systems in support of the foundations for high-performing teams.
- ✓ Week 11: The Deal Structure and Resolutions Accelerator, based on a review of all changes that have been developed during the Program thus far, recommends any potential enhancements to the Participant’s investment deal structure that might expand the strength of the Participant’s capital offering.
- ✓ Week 12: A final meeting takes place to provide feedback on leveraged actions, which will involve either an Industry Specific Accelerator, the Lead Accelerator, or the Strategy and Negotiation Accelerator.

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Schedule For Working Conference Calls:

- ✓ Week 1: The Lead Accelerator, or other designated Accelerator, leads a Participant introduction and Program orientation call.
- ✓ Week 1: The Lead Accelerator leads the first of two calls focused on helping Participants address the concerns underlying the investor questions they are currently facing.
- ✓ Week 2: A Sales Development Accelerator leads a call centered on both helping Participants overcome current customer or partner concerns and helping Participants position their products more effectively, and to leveraged decision makers.
- ✓ Week 3: The Strategy and Negotiations Accelerator leads a call centered on helping Participants develop leveraged strategic alternatives and approaches to reducing potential future risks.
- ✓ Week 4: A Finance or Deal Structure and Resolution Accelerator leads a call centered on addressing how Participants can adjust deal structures to reduce or minimize investor resistance.
- ✓ Week 5: A Finance or Deal Structure and Resolution Accelerator leads a call centered on addressing how Participants can structure deals to anticipate and meet challenges from potential customers.
- ✓ Week 6: A member of the Marketing Acceleration Team leads a call focused on enhancing how Participants are marketing their companies and creating improved communications processes.
- ✓ Week 7: A member of the Marketing Acceleration Team leads a call focused on further improving Participants’ brands and positioning.
- ✓ Week 8: An Operational Management Accelerator leads a call centered on preparing Participants’ organizations for accelerated growth, including addressing situations related to handling personnel and internal team dynamic issues, as well as developing a dynamic and mission driven corporate culture.
- ✓ Week 9: A Product Commercialization Accelerator leads a call focused on both proactively addressing potential, and solving actual, manufacturing, distribution, supply chain, logistics, and related issues.
- ✓ Week 10: The Project Management Accelerator leads a call centered on implementing cohesive plans to maximize forward progress.
- ✓ Week 11: Either the Lead or an Industry Specific Accelerator leads the second of two calls focused on helping Participants address the concerns underlying the investor questions they are currently facing.
- ✓ Week 12: Either the Lead or an Industry Specific Specialist leads a call focused on refining how effectively Participants handle Q&A during investor presentations.

Specialist Roles:

The K² Velocity Program is sequenced to increase each Specialist’s effectiveness with Participants. The Team functions as a cohesive unit, yet each type of Specialist fulfills a specific element in maximizing the fulfillment of each Participant’s full potential.

The **Lead Accelerator’s** role is to assess what each company needs the most to have breakthroughs in its rate of growth, and then work to make sure the resources are aligned and the interactions coordinated among the other Specialists to maximize the benefit received from each interaction. He also helps companies assess what investors are really looking for during the due diligence process and helps executives identify and respond to the real concerns underlying investor questions.

The **Finance Accelerators’** roles are to conduct a deep dive into financial models, challenge all assumptions, and work hands-on with companies to build enhanced models and projections.

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The imperative the Program follows is to use Finance Accelerators with years of industry specific knowledge that know how customers in each specific industry will respond to products and services. Realistic assumptions mean fewer surprises. Fewer surprises mean less capital will be burned up before revenue increases. And, that reduces the risk of dilution to both founding executives and investors.

The **Sales Development Accelerators’** roles are to construct and help implement sales plans that reduce the capital needed to increase revenue growth. The team assesses all factors unique to each actual and potential product line, including all potential sales channels, average sales cycles, access to decision makers, number of decision makers involved, and competitive products, among others ... and helps use those factors to the advantage of each Participant. They also improve lead retention and closure processes through enhancements to the sales lead qualification, sales pipeline management, and, if applicable, bid management processes. And, they develop collaborations with other companies that are likely to increase the demand for each company’s products.

The **Operational Management Accelerators’** roles are to participate with founding executives in developing and enhancing the operational processes that will enable companies to respond and adapt to growth quickly and decisively. They are all people who have worked in the capacity of a COO in each Participant’s specific industry.

The **Human Capital Accelerator’s** roles are to participate with founding executives in three ways: proactively preparing each Participant’s human resource plans to scale, developing corporate cultures that optimize the capacity to produce strong results, and developing the systems that build high-performance teams through effective alignment, feedback, and reward systems.

The **Marketing, Public Relations, Communications, and Branding Accelerators’** roles are to maximize the quality and quantity of positive exposure every company receives in the marketplace. With ongoing communication among the entire team, the most tactically important team member works closely with each Participant to develop and implement its overall marketing strategy. This team functions as a cohesive unit.

The **Strategy and Negotiations Accelerator’s** roles are: to assess and resolve whatever internal challenges are distracting (or may eventually begin distracting) senior executives from focusing all of their attention on building their company, to participate in successfully completing external transactions, and to help open up an expanded range of strategies to both cover a Participant’s bases and reduce capital needs.

The **Product Commercialization Accelerators’** roles are to conduct a deep-dive into every aspect of what is critical to distributing products widely, and in mass scale, and to develop efficient, effective, product development and production plans. This includes reducing costs, anticipating unforeseen capital requirements to avoid unnecessary dilution, structuring comprehensive production plans, identifying and developing relationships with the most efficient and best service providers across the entire supply chain, and arranging partnerships that can reduce the need for equity capitalization.

The **Deal Structure and Resolution Accelerator’s** primary role is to work with Keiretsu²’s Finance Accelerators and Lead Accelerator to support Participants in negotiating investment transactions that are more likely to be acceptable to investors. His secondary role is to support the Strategy and Negotiations Accelerator in resolving whatever internal challenges are distracting senior executives from focusing all of their attention on building their company. Though a licensed attorney, he does not formally represent Participants. Rather, he is functioning in a business capacity as part of Keiretsu²’s interdisciplinary approach.

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The **Technology Accelerators**' roles are to develop enhanced plans that reduce capital requirements, increase customer adoption, and reduce the time necessary to increase revenue generation. They work as a unit to consider cohesively all aspects of engineering, product development, marketing, and sales. After thoroughly evaluating Participants' current products and future plans, they recommend both additional potential products and alternative applications of existing products ... to move the company toward prioritizing the development of the products that will gain user adoption and customer traction as fast as possible. They then work with each company's engineering leadership to adjust technology roadmaps and project management plans accordingly.

The **Industry Strategy Accelerators**' roles are to bring to bear their vast understanding of each industry to challenge all current assumptions before each company's next phase of development begins. They fill the same roles that Keiretsu²'s other team members do. But, they tailor this work to the unique issues faced by executives in some industries. That means that they are reducing the industry specific risks faced by both investors and entrepreneurs.

Current and forthcoming Industry Strategy Accelerators include former executives and experts from industries including Life Sciences, Bio Technology, and Medical Devices; Consumer Products and Consumer Electronics; Software; Food and Beverage; Real Estate; Applied Materials; The Internet of Things; and Clean Technology.

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