Bain’s client training mission

We are obsessed with results and with helping our clients to become even more effective through world-class learning experiences.

We achieve this by bringing the “best of Bain’s” knowledge and training content, highly customized to each of our clients.

We are collaborative by nature and design training solutions hand-in-hand with our client partners to address their specific objectives.

We are experienced business practitioners and leverage our extensive client experience in designing and delivering content.
We support Bain clients across two distinct offerings

**MASTERCLASS**

- 100+ interactive masterclass offerings on expert topics, designed and delivered through in-person or live, virtual training

- Blend of multi-day programs, full day workshops, single modules, and certifications

- Customized learning delivered in fun, interactive sessions which utilize the latest research in adult learning

- Programmatic, practical, highly tailored solutions to build capabilities and embed learnings

- Scaling of learnings across organizations via Train the Trainer approach

**EXECUTIVE PROGRAM**

- Executive Programs are designed to enhance the general manager and strategic toolkit and advance leadership skills for senior to mid-career executives

- Multi-day, multi-session programs of our masterclasses include participants from one or several companies, learning in highly interactive, small group collaboration through stimulating and fun exercises

- Programs are highly customized and adapted to participants’ needs and interests, ensuring participants receive the most relevant learning experience possible

- Regional and global experts bring the ‘best-of’ in topic mastery and maximize experience sharing through networking and inspirational guest speaker forums
Bain is world class in training top business talent; we consistently outrank our key competitors.

<table>
<thead>
<tr>
<th>Asia</th>
<th>Europe</th>
<th>North America</th>
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</thead>
<tbody>
<tr>
<td>#1 Bain &amp; Company Asia</td>
<td>#1 Bain &amp; Company Europe</td>
<td>#1 Health Advances</td>
</tr>
<tr>
<td>#2 McKinsey &amp; Company Asia</td>
<td>#2 McKinsey &amp; Company Europe</td>
<td>#2 Bain &amp; Company</td>
</tr>
<tr>
<td>#3 Boston Consulting Group Asia</td>
<td>#3 Implement Consulting Group</td>
<td>#3 ClearView Healthcare Partners</td>
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<tr>
<td>#4 Roland Berger Asia</td>
<td>#4 Roland Berger Europe</td>
<td>#4 McKinsey &amp; Company</td>
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<td>#5 Simon-Kucher &amp; Partners</td>
<td>#5 QVARTZ</td>
<td>#5 Boston Consulting Group</td>
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<td>#2 McKinsey &amp; Company Europe</td>
<td>#2 Putnam Associates</td>
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<td>#3 Boston Consulting Group Asia</td>
<td>#3 Teneo (Management Consulting)</td>
<td>#3 McKinsey &amp; Company</td>
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<tr>
<td>#4 Roland Berger Asia</td>
<td>#4 HTS Consulting</td>
<td>#4 ClearView Healthcare Partners</td>
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<tr>
<td>#5 Oliver Wyman Asia-Pacific</td>
<td>#5 Implement Consulting Group</td>
<td>#5 Boston Consulting Group</td>
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</table>
We have developed a unique set of ‘golden rules’ which defined our 35+ years of training experiences

<table>
<thead>
<tr>
<th>Make training real</th>
<th>Immediate use</th>
<th>Constant repetition</th>
<th>Apprentice-ship model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Live group learning</td>
<td>Fully immersive</td>
<td>Training consistency</td>
<td>Enjoyment of learning</td>
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</table>
We bring a proven approach to client capability building, beginning with strategic business context

1. **Strategic Business Priorities**
   - Envision an ideal future state for the organization, that clearly defines what talent will be able and need to do
   - Develop customized learning programs that link outcomes to specific goals

2. **Define**
   - Get meaningful results by defining the scope of the learning program
   - Identify and prioritize critical skills people need and develop learning experiences to quickly acquire those skills

3. **Design**
   - Create learning experiences that clearly define what talent will be able to do
   - Develop customized programs that link outcomes to specific business goals

4. **Deliver**
   - Execute a learning experience that flows with a balance of experiential and conceptual learning
   - Delivery by blended visual presentations, interactive exercises, and interpersonal discussions

5. **Reinforce**
   - Define KPIs to measure success of training program
   - Track results and use to continuously improve training

**OUR APPROACH**

**Strategic Business Context**
We work with clients to design impactful learning experiences across many topics

*NOT EXHAUSTIVE/EXAMPLE PROGRAMS/

<table>
<thead>
<tr>
<th>Program</th>
<th>Overview/key learnings</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Agile Leadership Bootcamp</strong></td>
<td>• Learn Agile values and Scrum framework and roles&lt;br&gt;• Practice innovating in Scrum through building a LEGO® city&lt;br&gt;• Conditions and leadership behaviors required for success&lt;br&gt;• Anticipating and mitigating impediments</td>
</tr>
<tr>
<td><strong>Micro-battles and Agile Team Launch</strong></td>
<td>• Learn the fundamentals of Micro-battles, Agile values, and the Scrum framework and roles&lt;br&gt;• Mobilize for your team’s Agile launch&lt;br&gt;</td>
</tr>
<tr>
<td><strong>Strategic Thinking Bootcamp</strong></td>
<td>• Learn Bain’s fundamental analytical toolkit and presentation skills including:&lt;br&gt;</td>
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<tr>
<td></td>
<td>- Answer First&lt;br&gt;• Answer First workplanning&lt;br&gt;• Presentation development&lt;br&gt;• Presentation delivery</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average NPS (2019)</th>
<th>• 50-70%</th>
<th>• 70-80%</th>
<th>• 60-70%</th>
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</thead>
<tbody>
<tr>
<td>Timing</td>
<td>• Half-day workshop</td>
<td>• ~2-3 day team workshop</td>
<td>• ~1-2 day bootcamp</td>
</tr>
</tbody>
</table>
We work with clients to design impactful learning experiences across many topics

/NOT EXHAUSTIVE/EXAMPLE PROGRAMS/

<table>
<thead>
<tr>
<th>Overview/key learnings</th>
<th>Executive Program</th>
<th>Procurement University</th>
<th>Personal and team effectiveness</th>
</tr>
</thead>
</table>
| Multi-day, multi-session executive forum focused on comprehensive ‘CEO agenda’ | Topics include:  
- CEO fireside chats  
- Strategy  
- Team skills  
- Change management  
- Digital innovation  
- Design thinking  
- Inspirational Leadership | Learn strategic procurement skills including:  
- Category management  
- Market intelligence  
- Supply base management  
- Compliance and demand management  
- Strategic sourcing | Develop core capabilities (may include):  
- Myers-Briggs Type Indicator (MBTI®)  
- High impact communication  
- Managing upwards  
- Coaching and mentoring  
- Inspirational Leadership  
- Personal productivity  
- Leadership and team capability development using LEGO® SERIOUS PLAY® |

<table>
<thead>
<tr>
<th>Average NPS (2019)</th>
<th>65-75%</th>
<th>~90%</th>
<th>80-90%</th>
</tr>
</thead>
</table>

| Timing | Multi-day or multi-session program | ~2 day workshop | Single modules/Half-day/Full day |
Reasons our clients love to work with us

Deep knowledge and expertise
“Very impressed to see you all come in with so much knowledge and understanding of a new industry. You were very helpful and respectful at all times and did a fantastic job facilitating.”

“Overall, this was an excellent opportunity. The Bain team was knowledgeable, patient and very helpful in explaining the process. You are fabulous!”

Collaborative partnership
“Appreciate the late hours the Bain team put in to… make sure that we were fully prepared for each day. The attitude and energy was always positive and infectious!”

“I really feel like we are in a collaborative partnership, like Bain is invested in our success.”

“I appreciate the effort and approach of the Bain team, compared to previous consulting experiences, you feel far more like part of team.”

Practical in-line solutions
“You gave us a lot to consider and some immediate things that we can start to change.”

“Thank you for helping us pull our real world scenarios in to the agile process!”

“I have found this to be incredibly useful right out of the gates… Really appreciate all the time you spent with us bring concepts to life!”

“Using activities to walk through the process… relieved the anxiety of how we would start.”
We deliver a differentiated virtual training experience, with consistently positive feedback

**Experience with multiple digital platforms**

- Communication platforms: Zoom, BlueJeans, Microsoft Teams, Cisco WebEx, Skype for Business
- Team coordination and planning: Trello, JIRA, VersionOne, Slack
- Brainstorming and whiteboarding: Mural, Stormboard, Miro
- Feedback and real-time input: Waggl, Remesh, Qualtrics, Officevibe, TeamRetro, Poll Everywhere

**Leading IP on virtual effectiveness**

- Playbook to work confidently in a virtual environment
- Tactical “how-to” for virtual sessions

**Positive client feedback**

“The fact that we were able to get all the participants through Bain’s Agile training virtually at such high quality is just simply amazing.”
- Vice President, US Retailer

“Thank you for an awesome training. You not only made the training engaging via video, I think it helped us see that video meetings really can work and keep us productive moving forward.”
- Participant

“You all did a fantastic job in general and moving us in and out of breakout rooms, simulating the whole virtual exercise seamlessly on Zoom.”
- Director, EMEA Digital Media Company

“*The best virtual training I’ve ever experienced, and the best possible use of my time over the past few days*”
- VP, E-Commerce Co.
Agile Leadership Bootcamp
program overview

Agile bootcamp program overview

What is Agile?
• Agile is a time boxed method for getting work done in an iterative and incremental approach
• Agile is characterized by the division of activities into short phases of work and frequent reassessment and adaption of plans
• While developed for software development, Agile is applicable more broadly to companies across industries

What are the benefits?
• Increases project success rates with faster time to market and lower risk
• Ability to manage changing priorities and test and learn based on customer feedback
• Increases team productivity, morale and motivation
• Focuses on highest value work
• Complimentary to design thinking and rapid prototyping

Recommended length of Agile bootcamp for a leadership team is 4-5 hours, to allow for discussion on leadership mindsets, behaviors, and commitments

Agile simulation example

• Teams experience all Scrum roles and events and use scrum tools (e.g., visual backlog, estimation)

Virtual session - Teams work iteratively and incrementally in sprints

In person session - Teams review sprint output at sprint reviews
**Agile Team Launch**

Comprehensive training and hands-on working sessions

In-person / Virtual offerings highly customized for client context

2.5 day in-person agenda

### Agile Team Launch

<table>
<thead>
<tr>
<th>Day 1 (-6 hours)</th>
<th>Day 2 (-6 hours)</th>
<th>Day 3 (-3-5 hours)</th>
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<tbody>
<tr>
<td>Target</td>
<td>Time</td>
<td>Target</td>
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<tr>
<td>Team</td>
<td>Time</td>
<td>Target</td>
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<tr>
<td>In-person Agile team launch</td>
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<tr>
<td>Planning session</td>
<td>9:00 AM</td>
<td>Planning session</td>
</tr>
<tr>
<td>Workshop: draft backlog</td>
<td>10:00 AM</td>
<td>Workshop: draft backlog</td>
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<tr>
<td>Kick-off</td>
<td>11:00 AM</td>
<td>Kick-off</td>
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<tr>
<td>Keynote</td>
<td>1:00 PM</td>
<td>Keynote</td>
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<tr>
<td>Lunch</td>
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<td>Lunch</td>
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<tr>
<td>Team of teams</td>
<td>2:00 PM</td>
<td>Team of teams</td>
</tr>
<tr>
<td>Workshop: draft backlog</td>
<td>3:00 PM</td>
<td>Workshop: draft backlog</td>
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<tr>
<td>Workshop: draft backlog</td>
<td>4:00 PM</td>
<td>Workshop: draft backlog</td>
</tr>
<tr>
<td>Workshop: draft backlog</td>
<td>5:00 PM</td>
<td>Workshop: draft backlog</td>
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</tbody>
</table>

5 x half-day virtual agenda

### Virtual Agile team launch (2/2)

<table>
<thead>
<tr>
<th>Day 4 (-3.5 hours)</th>
<th>Day 5 (-3-4 hours)</th>
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</thead>
<tbody>
<tr>
<td>Target</td>
<td>Time</td>
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</table>

Differentiated approach to prepare the backlog and ensure the full agile team is ready for the initial sprints

- Program NPS 73-100%;
- **Agile boot camp training** covering Agile ways of working, Scrum team activities and immersive Scrum simulation
  - Teams experience all Scrum roles and events and use scrum tools (e.g., visual backlog, estimation)

- **Hands-on working sessions** to prepare team for sprint 1 and beyond:
  - Review the initiative/product vision and hear key insights from diagnostic
  - Draft and refine the backlog:
    - Understand the customer and draft user stories
    - Break work into small, manageable modules
    - Draft and refine acceptance criteria
    - Estimate the backlog
  - Participate in Scrum events: daily scrum, sprint 1 planning, retrospective
  - Identify and discuss impediments
  - Agree on team norms (virtual or in-person) and plan for team connectivity/fun
Strategic Thinking Bootcamp
sample management training program
overview, Software Co.

Program overview

• **1-day Strategy Bootcamp** to develop skills within the Junior team of a senior Bain client; 9 participants

• Training focused around three learning objectives:
  
  - **1)** Answer First approach
  
  - **2)** Analytical Toolkit
  
  - **3)** High Impact Communications

  • Trainers employed tailored Software Co case examples to make the learning realistic and practical

Program results

• **Overall program NPS 88%**

• **Participants highly engaged** in the full program

  - “Hearing the Software Co examples were fantastic. The internal language and team members mentioned during the session really helped illustrate the principles.”

  - “The case grounds the theory in practice, which is great.”

  - “I like having a use case and examples to back concepts into.”

  - I would agree the session was very successful and I can’t thank you enough for your effort and time on this! The whole program and our interactions exceeded my expectations. It was fantastic watching the team employ the learning and use the language (“Answer First,” “Hypothesis”, “Assertions,” etc.) throughout the week, with other team members, and across the various exercises we conducted – Learn teach learn…the appetite is strong so I would like to continue doing more of this.”

• We continue to discuss options for future Client Training
Program design

- Bain Academy Executive Program is a multi-day, multi-session program focused on developing emerging CXO talent

- Development of each program focused on identifying the specific capability gaps of emerging Executives to build a program that addresses relevant learning objectives

- Internal Bain staff drive end-to-end program development
  - Capability gap assessment in-market and program scope
  - Module and content design, including company projects (co-operation with client CEOs) and a tailored integrative exercise through the program
  - Participant identification and selection
  - Delivery channel
  - Trainer selection and Train the Trainer
  - Speaker selection (Bain and externally sourced)
  - Logistics, including international travel and accommodation

Program results

- Average program NPS across all geographies ~85% (participants) and 100% (partner companies)
  - “It was different to any other program I have been on. It was extensive and included real Bain experts in their field”

- ~35% of participants promoted to a new role within 12- months of completing the program
Category management training overview

This program is a customized, interactive session that covers procurement best practices, applying Bain’s Buy Better, Spend Better sourcing levers in their organization, and improving supplier negotiations through more thorough preparation guidelines and techniques.

What will employees from my organization get out of a Procurement training program?

- Understand the key elements of a best-in-class category mgmt. strategy & procurement org
- Become familiar with key analysis to gain spend visibility
- Recognize the benefits of understanding supplier landscape & dynamics
- Master Buy Better & Spend Better sourcing levers to devise saving initiatives
- Acknowledge importance of increasing knowledge of sourcing needs and conducting thorough RFx process
- Understand need for effective preparation before a negotiation

What makes this program different?

- Personalized & applicable: Training will include exercises specific to your organization and is tailored and relevant to participants
- Hands-on expert training: Bain will facilitate the session in person to upskill your employees on procurement best practices and apply them via hands-on exercises and proprietary learning games that bring the concepts to life
- Customized training takeaways: Bain will provide a takeaway pack after the session so that participants can refer back to what they learned and use it on the job

Who should participate?

- Participant tenure and role: New and experienced category management team members
- Suggested number of participants per session: <25 people per session

Typical session example – short version

Buy Better +
Spend Better®

Example agenda | Timing
---|---
Introduction & Learning Objectives | 45 Min
World Class Procurement Orgs. | 45 Min
Break | 15 Min
Spend Analysis | 30 Min
Category/Supplier Landscape | 30 Min
Lunch | 1 Hour
Sourcing Levers | 1 Hour
Defining Requirements/RFx processes | 30 Min
Negotiations | 1 Hour
Wrap-up/Q&A | 30 Min
**Personal and Team Effectiveness decision-making effectiveness (RAPID®) Train the Trainer overview**

**RAPID® Train the Trainer program overview**

**When to use RAPID® Train the trainer**

- Appropriate for clients who have engaged Bain to help teach, install and reinforce high quality RAPID® in their organization
- **Train the trainer will help build the client’s internal capabilities** and embed RAPID® in the daily routines and lexicons of the organization

**What is included**

- A RAPID® Train the trainer program typically includes—
  - Design phase: Bain co-creates client-specific exercises for participants to use during the session to learn RAPID®
  - An in-person session training the ‘trainers’: Bain provides a half-day training to the ‘trainers’ so they achieve content fluency and be ready to coach others in the organization
  - Training content: Bain provides content after the session so that trainers can be ‘ready to go’

- ~4-6 week lead time for design and logistics preparation

**Logistics**

- This program takes ~5-8 hours with participants engaging in high intensity immersive learning
- The ideal participant size is 15 with a max of 30 people so participants have plenty of opportunities to ask questions
- The client typically provides the venue and related minor logistics support

**Further details**

- Train the trainer programs have various legal considerations to protect Bain training IP, including the client is not allowed to share training content outside the client organization or with other vendors

**Typical session example**

**Example agenda**

<table>
<thead>
<tr>
<th>Event</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group intro to RAPID®</td>
<td>15 Min</td>
</tr>
<tr>
<td>RAPID® Rule book</td>
<td>45 Min</td>
</tr>
<tr>
<td>Typical RAPID® questions - Relay game</td>
<td>20 Min</td>
</tr>
<tr>
<td>Break</td>
<td>10 Min</td>
</tr>
<tr>
<td>Training design principles, choices and curriculum development</td>
<td>1 Hr 40 Min</td>
</tr>
<tr>
<td>Break</td>
<td>10 Min</td>
</tr>
<tr>
<td>RAPID® applications</td>
<td>60 Min</td>
</tr>
<tr>
<td>Effective trainer fundamentals</td>
<td>40 Min</td>
</tr>
<tr>
<td>Training roadmap and next steps</td>
<td>10 Min</td>
</tr>
</tbody>
</table>
We have a robust curriculum platform oriented to the critical issues and topics our clients face

/NOT EXHAUSTIVE/

**Agile Innovation**
- Agile Center of Excellence
- Agile Leadership workshops
- Agile Team Launch
- Agile Bootcamp & Scrum Fundamentals
- Product Owner and/or Scrum Master Training
- Training for Certification
- Scaling Agile Training

**Strategy and Strategic Thinking**
- Answer-First Problem Solving
- Answer-First Workplanning
- Founder’s Mentality
- Micro-battles
- Strategy Development: Sustained Value Creation (SVC), Profit from the Core, Repeatable Models
- CEO/GM Agenda
- Elements of Value

**Leadership Development**
- Introduction to Inspirational Leadership
- Inspirational Leadership: Building your Personal Leadership Brand
- Inspirational Leadership: Embedding IL within the Organization
- Influencing Others
- Finding and Following Purpose
- Centeredness
- Personal Productivity
- LEGO® Serious Play® Leadership Reflection
- LEGO® Serious Play® Leadership Development

**High Performing Teams**
- MBTI® Overview
- Managing Your Team
- Giving and Receiving Feedback
- Coaching Skills
- Working Collaboratively in Teams
- Effective Upward Management + Situational Engagement
- Unconscious Bias
- Growth Mindset
- LEGO® Serious Play® Team/Department Identity

**High Impact Communications**
- Presentation Development
- Presentation Delivery
- Facilitation Skills
- Business Storytelling
- Having High Quality Conversations

**Change Management**
- Leading Change: Results Delivery
- Leading During Uncertainty
- LEGO® Serious Play® Organizational Change
We have a robust curriculum platform oriented to the critical issues and topics our clients face

/NOT EXHAUSTIVE/

Organization

- Decision Effectiveness (RAPID®)
- Effective Project Management
- LEGO® Serious Play® Creating a Winning Culture

Visual Effectiveness

- Individual Productivity
- Behind the Scenes of Virtual Trainings
- Team Productivity
- Winning Virtual Meetings
- Virtual Learning

Customer Strategy and Marketing

- Customer Strategy (incl. Intro to NPS)
- Customer Strategy Analysis (Using NPS)
- Customer Strategy: NPS® deployment
- Customer Segmentation

Private Equity

- Lessons from Private Equity
- Private Equity Due Diligence/Commercial Due Diligence
- Value Creation Fundamentals
- Board effectiveness

Performance Improvement

- Category Management Bootcamp with “SAVE! The Game of Strategic Procurement”
- Bain Accelerated Transformation: Results Rhythm
- Supply Chain Simulation
- Zero-Based Budgeting: Package Owner and Budget Owner Launch

Corporate Finance and M&A

- Financial Statements
- Financial Analysis
- Advanced Financial Analysis
- Making Investment Decisions
- Capital Allocation
- CFO Agenda
- Total Shareholder Return (TSR) Tool: Finding Profit and Value

Learning & Development and Training

- Design for Learning