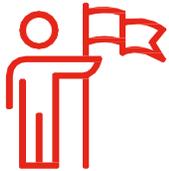


| BAIN
ACADEMYSM

Bain's client training mission

OUR APPROACH



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

WHO WE ARE

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

WHO WE ARE



	Asia	Europe	North America
Formal training	<ul style="list-style-type: none"> #1 Bain & Company Asia #2 McKinsey & Company Asia #3 Boston Consulting Group Asia #4 Roland Berger Asia #5 Simon-Kucher & Partners 	<ul style="list-style-type: none"> #1 Bain & Company Europe #2 McKinsey & Company Europe #3 Implement Consulting Group #4 Roland Berger Europe #5 QVARTZ 	<ul style="list-style-type: none"> #1 Health Advances #2 Bain & Company #3 ClearView Healthcare Partners #4 McKinsey & Company #5 Boston Consulting Group
Informal training	<ul style="list-style-type: none"> #1 Bain & Company Asia #2 McKinsey & Company Asia #3 Boston Consulting Group Asia #4 Roland Berger Asia #5 Oliver Wyman Asia-Pacific 	<ul style="list-style-type: none"> #1 Bain & Company Europe #2 McKinsey & Company Europe #3 Teneo (Management Consulting) #4 HTS Consulting #5 Implement Consulting Group 	<ul style="list-style-type: none"> #1 Bain & Company #2 Putnam Associates #3 McKinsey & Company #4 ClearView Healthcare Partners #5 Boston Consulting Group



We have developed a unique set of 'golden rules' which defined our 35+ years of training experiences

OUR APPROACH

Make training real

Immediate use

Constant repetition

Apprenticeship model

Live group learning

Fully immersive

Training consistency

Enjoyment of learning

We bring a proven approach to client capability building, beginning with strategic business context

OUR APPROACH



We work with clients to design impactful learning experiences across many topics

/NOT EXHAUSTIVE/EXAMPLE PROGRAMS/



Agile Leadership Bootcamp



Micro-battles and Agile Team Launch



Strategic Thinking Bootcamp

Overview/key learnings

- Learn Agile values and Scrum framework and roles
- Practice innovating in Scrum through building a LEGO® city
- Conditions and leadership behaviors required for success
- Anticipating and mitigating impediments

- Learn the fundamentals of Micro-battles, Agile values, and the Scrum framework and roles
- Mobilize for your team’s Agile launch
 - User story drafting
 - Product backlog building/refinement
 - Prioritization
 - Effort estimation
 - Sprint planning

- Learn Bain’s fundamental analytical toolkit and presentation skills including:
 - Answer First
 - Answer First workplanning
 - Presentation development
 - Presentation delivery

Average NPS (2019)

• 50-70%

• 70-80%

• 60-70%

Timing

• Half-day workshop

• ~2-3 day team workshop

• ~1-2 day bootcamp

We work with clients to design impactful learning experiences across many topics

/NOT EXHAUSTIVE/EXAMPLE PROGRAMS/



Executive Program



Procurement University



Personal and team effectiveness

Overview/key learnings

- | | | |
|--|--|---|
| <ul style="list-style-type: none"> • Multi-day, multi-session executive forum focused on comprehensive 'CEO agenda' • Topics include: <ul style="list-style-type: none"> - CEO fireside chats - Strategy - Team skills - Change management - Digital innovation - Design thinking - Inspirational Leadership | <ul style="list-style-type: none"> • Learn strategic procurement skills including: <ul style="list-style-type: none"> - Category management - Market intelligence - Supply base management - Compliance and demand management - Strategic sourcing • Features SAVE! Strategic Procurement Game | <ul style="list-style-type: none"> • Develop core capabilities (may include): <ul style="list-style-type: none"> - 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® |
| <h3>Average NPS (2019)</h3> | | |
| <h3>Timing</h3> | | |

•65-75%

•~90
%

•80-90%

•Multi-day or multi-session program

•~2 day workshop

•Single modules/Half-day/Full day

Reasons our clients love to work with us

OUR
RESULTS



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



Team coordination and planning



Brainstorming and whiteboarding



Feedback and real-time input



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

/EXAMPLE/

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

/EXAMPLE/

In-person / Virtual offerings highly customized for client context

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

2.5 day in-person agenda

Day 1 (~6 hours)		Day 2 (~6 hours)		Day 3 (~3-5 hours)	
Topic	Time	Topic	Time	Topic	Time
Introduction and goals	10	Team norms	15	Team norms	15 min
Agile ways of working (Part 1)	120	Add output during sprint	30	Plan for sprint 1	45 min
Scrum	45	Customer stories for the backlog	45	Standup	10 min
Agile ways of working (Part 2)	90	Standup	15	Plan for sprint 1 (cont.)	30 min
Backlog	75	Position items for the backlog	90	Lightning talk	20 min
Scrum planning	60	Standup	15	Plan for sprint 1 (cont., as needed)	30 min
Agile best practices	30	Assess + review the backlog	60	Backlog	30 min
Clearing up requirements	30	Standup	15	Class reflections and questions	20 min
Backlog	15	Sprint retrospective	30		
Introduction to user stories	45	Who is attending	20		
Reflections and questions	30	Estimate the backlog	45		
		Assess + review backlog (cont.)	75		
		Reflections and questions	20		

Prework
Team: Read Agile and Scrum basics
PO: draft backlog

Homework
Team: Prep for daily standup, submit capacity
PO: Finalize prioritized backlog with acceptance criteria
SM: Impediment tracker + sprint planning prep + schedule sprint 1 meetings

5 x half-day virtual agenda

Day 4 (~3.5 hours)		Day 5 (~3 - 4 hours)	
Topic	Time	Topic	Time
Team norms	15 min		
Who is attending	20 min		
Introduction: Using the backlog	20 min		
Standup	15 min		
Backlog refinement	45 min		
Customer story (cont.)	30 min		
Capacity planning	15 min		
Reflections, questions and sprint planning prep	15 min		

Day 1 (~4 hours)		Day 2 (~3.5 hours)		Day 3 (~3.5 hours)	
Topic	Time	Topic	Time	Topic	Time
Introduction & introduction	30 min	Welcome session	10 min	Daily standup	15 min
Customer story backlog prep	15 min	Introduction to user stories	45 min	Product ideas for the backlog	45 min
Position items for the backlog	90 min	Standup	15 min	Standup	10 min
Standup	15 min	Introduction to backlog items	10 min	Backlog refinement (cont.)	40 min
Scrum cycle	20 min	Customer stories for the backlog	45 min	Standup	10 min
Agile best practices	30 min	Standup	15 min	Backlog refinement (cont.)	15 min
Customer story for the product backlog (cont.)	20 min	Capacity plan for the product backlog (cont.)	15 min	Sprint review	15 min
Agile best practices and acceptance criteria	30 min	Agile best practices and acceptance criteria	30 min	Agile retrospective	15 min
Reflections, questions and sprint planning prep	15 min	Reflections, questions and sprint planning prep	15 min	Sprint planning	15 min
		Reflections, questions and sprint planning prep	15 min	Update sprint backlog	5 min

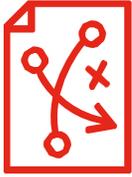
Prework
Team: Read Agile and Scrum basics
PO: draft backlog

Homework
Team: Prep for daily standup
PO: refine backlog
SM: impediment tracker

Homework
Team: Prep for daily standup
PO: backlog acceptance criteria
SM: schedule sprint 1 meetings

- 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.

/EXAMPLE/

Program overview

Strategic Thinking Bootcamp - Day 1 agenda	
Time	Activity
09:30 - 09:30	Welcome and introductions
09:30 - 10:15	Structuring the problem - understand key components and step-by-step process
10:15 - 10:25	Small City Assignment - background and introduction
10:25 - 10:45	Break
10:45 - 11:30	Small
11:30 - 12:15	Small
12:15 - 01:15	Lunch
01:15 - 01:35	Struc
01:35 - 02:30	Shap
02:30 - 02:50	Break
02:50 - 03:50	Shap
03:50 - 04:05	Shap
04:05 - 05:00	Wrap

Strategic Thinking Bootcamp - Day 2 agenda	
Time	Activity
09:00 - 09:45	'Communicating for action' - understand key components and step-by-step process
09:45 - 10:00	'Communicating for action' - debrief
10:00 - 10:15	Recap strategic thinking framework ('Structuring the problem', 'Shaping the solution', and 'Communicating for action')
10:15 - 10:35	Break
10:35 - 11:00	Introduce working session focused on real issues, assign issues to table groups, and time for background reading
11:00 - 12:30	Apply 'Structuring the problem' to real issues (in table groups) - identify critical question, develop hypothesis, and solution assertions - share updates with the broader group
12:30 - 01:30	Lunch
01:30 - 02:15	Apply 'Shaping the solution' to real issues (in table groups) - develop a workplan
02:15 - 03:00	Apply 'Communicating for action' to real issues (in table groups) - write executive summary
03:00 - 03:20	Break
03:20 - 04:20	Executive presentation / readout - each table group presents their executive summary to the broader group
04:20 - 05:00	Wrap up - recap of Day 1 and Day 2, Q&A, and feedback

• **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



Executive Program

executive CEO program overview

/EXAMPLE/

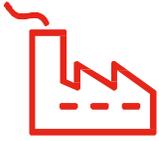
Program design

- 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**



Procurement University

category management training program overview

/EXAMPLE/

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 process	30 Min
Negotiations	1 Hour
Wrap-up/Q&A	30 Min



Personal and Team Effectiveness decision-making effectiveness (RAPID®) Train the Trainer overview

/EXAMPLE/

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'

Logistics

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

Example agenda	Timing
Group intro to RAPID®	15 Min
RAPID® Rule book	45 Min
Typical RAPID® questions - Relay game	20 Min
Break	10 Min
Training design principles, choices and curriculum development	1 Hr 40 Min
Break	10 Min
RAPID® applications	60 Min
Effective trainer fundamentals	40 Min
Training roadmap and next steps	10 Min

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 Impact Communications

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

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

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



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