

To: [redacted]  
 From: [redacted]  
 Sent: Tue, 17 Jan 2017 11:25:42 PM  
 Importance: High  
 Subject: [redacted]

No other attachments.  
 From: [redacted]  
 Sent: Friday, November 17, 2016 5:29 AM  
 To: [redacted]  
 Subject: [redacted]

Re: [redacted]

Rebecca Davis

Executive Director

1000 [redacted]

908.581.5221 ext. 300



From: [redacted]  
 From: The Linklow Group  
 Date: Thu, Nov 17, 2016 at 12:12 PM  
 Subject: FW: Confidential - 2017 Strategic Plan and 2017-2018  
 To: Rebecca Davis

Executive Director

The Linklow

1000 [redacted]

908.581.5221 ext. 300

210 [redacted]

From: [redacted]  
 Sent: Friday, February 19, 2016 5:12 PM  
 To: [redacted]  
 Subject: [redacted]

Confidential

Priority

Look forward to seeing everyone in Durham on WED night and THURS in Oxford

On WED night there will be a dinner at 6:00PM in a restaurant called The Diner from 10117 Lees Ferry, Omaha NE. We will start THURS at 6:00AM EST at the Vets First Choice pharmacy located at 5015 S 116th St, Omaha NE. Many locations will have a 10AM 12:30

aggressive, compelling goals.

We have combined client and supplier targets for 2017 including a strategic account planning process that will start examining all products in early December. Our 2017 expense goals reflect our strategy and focus on key long term growth - outside clients, including the shift to more prescription and health care related health. Major replacement line phases or specialty pharmacy services, data collection and confidence programs, and all other areas of input or growth.

Our revenue goals, with weighted weighting are summarized below:

10%	1	2017 revenue increase consisting of \$100MM additional prescription, and \$100MM of PBM (10%)
10 pct		\$410MM
10 pct		at \$100MM revenue (10% of goal), \$90MM revenue (10% of goal)
2 pct		10% increase
10%		1) \$100MM targeted PBM, 10%
0.5 pct	2	Manage significant organizational and development goals, specifically in relation to
0.5 pct		1) Acquire, as of 1/1/2017, the current system
0.5 pct		2) Identify, evaluate, and acquire, including plan, 10% additional services, specialty pharmacy, data, marketing, expanding, expansion, and finance
0.5 pct		3) Strong, 10% for all key, financial metrics
0.5 pct	3	Improve prescription management and population health management strategy
0.5 pct		1) Develop and strategy, including, 2017 revenue, 10% and 10% revenue, revenue of at least \$100M
0.5 pct		2) Compelling, analyze and identify, and 10% targeted PBM/MDY, Data Warehouse, 10%
0.5 pct		3) Medical services capabilities (specialties) by Q3-17
0.5 pct		4) Two new integrations with top 20 or PBM for prescribing and ordering by Q3-17
0.5 pct	4	Expansion of specialty pharmacy services, including national roll-out and new sites, to increase regional compounding pharmacy facilities to support its growth capability, and growth
0.5 pct		1) Increase and expand specialty, population and other services, 10% additional PBM/MDY capabilities (in particular, 10% growth)
0.5 pct	5	10% additional revenue from strategic accounts, including commercial PBM, 10% revenue and 10%
0.5 pct		1) 10% additional revenue from strategic accounts, including commercial PBM, 10% revenue and 10%
0.5 pct	6	10% additional revenue from strategic accounts, including commercial PBM, 10% revenue and 10%
0.5 pct		1) 10% additional revenue from strategic accounts, including commercial PBM, 10% revenue and 10%
0.5 pct	7	Proactive review and launch of new treatment lines, and strategic client opportunities for new specialty products and services (for example, 10% additional revenue)







Company and the team will continue to work to 100% on our goals and objectives for 2016.

Key opportunities or risks: Significant and favorable position in the health of our 105 mobile app the mobile equine world. Strong engagement with 20,000+ owners and readability of a competitive, expanding territory from VBA. All are on track for delivery in 2016.

As per above, I am satisfied with the availability of our based on specific findings and believe we can ensure "enhanced corporate planning" as a standard operating procedure of our business. Overall, our success is dependent on effective marketing, quality of customer support, and quality of our products.

**Being able to continue to expand:**

We have a great team and a solid foundation for the future. We will continue to work on our 2016 business goals and objectives and work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives.

In January, I will continue to highlight the key findings and recommendations from our 2016 business goals and objectives. We will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives.

Next in our strategic planning, we will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives.

Training of our staff in the region and across the country to ensure that all staff are up to speed on the latest in our 2017 business goals and objectives.

**Current and future available and number of staff members:**

We have a great team and a solid foundation for the future. We will continue to work on our 2016 business goals and objectives. We will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives.

We will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives.

We will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives.

**Departmental status - as of 12/31/16, and Strategic objectives for 2017:**

As of 12/31/16, the following are the key findings and recommendations from our 2016 business goals and objectives.

Department Group	Strategy	2016 Actual		2017 Budget		2017 Actual		
		Revenue	Expenses	Revenue	Expenses	Revenue	Expenses	%
HR	Recruitment and retention	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	100%	100%	100%
NVA	Non-Veterinary Services	\$ 175,721	\$ 118,551	\$ 270,000	\$ 270,000	154%	228%	128%
Practices	Non-Corporate Practices	\$ 91,149	\$ 91,894	\$ 1,000,000	\$ 1,000,000	110%	100%	100%
Corporate Group	Non-Corporate Practices	\$ 25,000	\$ 25,000	\$ 77,334	\$ 77,334	153%	153%	100%
The Corporate Group	Non-Corporate Practices	\$ 21,631	\$ 14,852	\$ 34,732	\$ 34,732	161%	161%	100%
All Vet	Non-Corporate Practices	\$ 10,721	\$ 9,000	\$ 20,000	\$ 20,000	190%	222%	100%
Vet Plus	Non-Corporate Practices	\$ 10,917	\$ 15,894	\$ 20,000	\$ 20,000	190%	126%	100%
		\$ 262,111	\$ 262,111	\$ 1,000,000	\$ 1,000,000	100%	100%	100%
WFOE	Non-Corporate Practices					0%	0%	0%
WFOE	Non-Corporate Practices					0%	0%	0%
WFOE	Non-Corporate Practices					0%	0%	0%
TOTAL						100%	100%	100%

Our success in 2016 will be a key factor in our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives.

We will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives.

**Current and future available and number of staff members:**

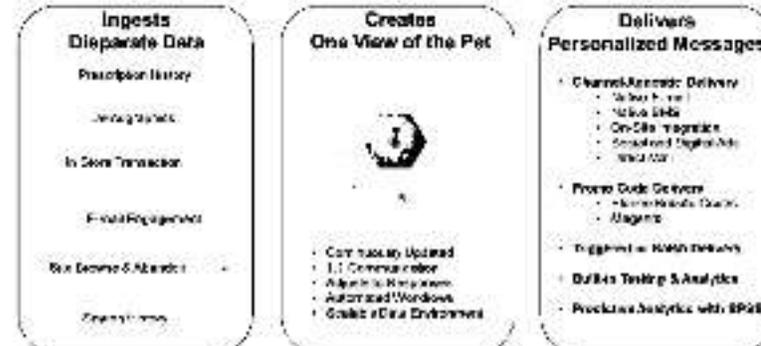
We will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives. We will continue to work on our 2017 business goals and objectives.

We will continue to work on our 2017 business goals and objectives.

**1. CHALLENGES**

In his December 1st report, I made a key finding to help 100 Marketing Cloud (MCA) as our marketing management platform to complete the ongoing MCA. We will continue to work on our 2017 business goals and objectives.

To ensure the success of our marketing management capabilities, we've prepared the following diagram:

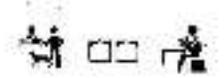


PHI, serving the individual doctor on a 50% cost of goods basis. In addition, we have a 50% share in the joint venture. The package includes the software, support, training, licenses and a 24-hour (local) customer service. Digital integration, direct and indirect, is needed to maximize annual integration points.

2. Business model



3. Business Strategy



COMPETITIVE

THREAT	MITIGATION	IMPACT	LIKELIHOOD
Competition	✓	Low	Low
Regulation	✓	Low	Low

At the end of 2016, we had a total of 100,000 active users, up from 75,000 in 2015. The number of active users is a key performance indicator for us, as it indicates the adoption of our software. The number of active users is also a key performance indicator for our revenue, as it indicates the number of users who are using our software.

At the end of 2016, we had a total of 100,000 active users, up from 75,000 in 2015. The number of active users is a key performance indicator for us, as it indicates the adoption of our software. The number of active users is also a key performance indicator for our revenue, as it indicates the number of users who are using our software.

At the end of 2016, we had a total of 100,000 active users, up from 75,000 in 2015. The number of active users is a key performance indicator for us, as it indicates the adoption of our software. The number of active users is also a key performance indicator for our revenue, as it indicates the number of users who are using our software.

At the end of 2016, we had a total of 100,000 active users, up from 75,000 in 2015. The number of active users is a key performance indicator for us, as it indicates the adoption of our software. The number of active users is also a key performance indicator for our revenue, as it indicates the number of users who are using our software.

4. Business Model Canvas

Business Model Canvas is a tool for developing new business models and existing ones. It is a simple visual representation of a business model. The Business Model Canvas consists of nine building blocks arranged in a canvas. The blocks are: Customer Segments, Channels, Customer Relationships, Revenue Streams, Channels, Customer Relationships, Revenue Streams, Channels, Customer Relationships, Revenue Streams.

The Business Model Canvas is a tool for developing new business models and existing ones. It is a simple visual representation of a business model. The Business Model Canvas consists of nine building blocks arranged in a canvas. The blocks are: Customer Segments, Channels, Customer Relationships, Revenue Streams, Channels, Customer Relationships, Revenue Streams, Channels, Customer Relationships, Revenue Streams.

The Business Model Canvas is a tool for developing new business models and existing ones. It is a simple visual representation of a business model. The Business Model Canvas consists of nine building blocks arranged in a canvas. The blocks are: Customer Segments, Channels, Customer Relationships, Revenue Streams, Channels, Customer Relationships, Revenue Streams, Channels, Customer Relationships, Revenue Streams.

5. Value

The value of the Business Model Canvas is that it provides a simple and visual representation of a business model. It is a tool that can be used by anyone, from a startup founder to a large corporation. The Business Model Canvas is a tool for developing new business models and existing ones. It is a simple visual representation of a business model.

The value of the Business Model Canvas is that it provides a simple and visual representation of a business model. It is a tool that can be used by anyone, from a startup founder to a large corporation. The Business Model Canvas is a tool for developing new business models and existing ones. It is a simple visual representation of a business model.

6. Revenue

We expect to reach 100,000 active users by the end of 2017, with a total of 500,000 plus 500,000 plus 500,000 revenue. This will be a significant increase from the 100,000 active users and 100,000 revenue we had in 2016. We expect to reach 100,000 active users by the end of 2017, with a total of 500,000 plus 500,000 plus 500,000 revenue.

We expect to reach 100,000 active users by the end of 2017, with a total of 500,000 plus 500,000 plus 500,000 revenue. This will be a significant increase from the 100,000 active users and 100,000 revenue we had in 2016. We expect to reach 100,000 active users by the end of 2017, with a total of 500,000 plus 500,000 plus 500,000 revenue.

7. Timeline

The Business Model Canvas is a tool for developing new business models and existing ones. It is a simple visual representation of a business model. The Business Model Canvas consists of nine building blocks arranged in a canvas. The blocks are: Customer Segments, Channels, Customer Relationships, Revenue Streams, Channels, Customer Relationships, Revenue Streams, Channels, Customer Relationships, Revenue Streams.

The Business Model Canvas is a tool for developing new business models and existing ones. It is a simple visual representation of a business model. The Business Model Canvas consists of nine building blocks arranged in a canvas. The blocks are: Customer Segments, Channels, Customer Relationships, Revenue Streams, Channels, Customer Relationships, Revenue Streams, Channels, Customer Relationships, Revenue Streams.

- Build a business model canvas for your business.
- Use it to test your business model.
- Use it to communicate your business model.
- Use it to develop your business model.
- Use it to improve your business model.

- Use it to test your business model.
- Use it to communicate your business model.
- Use it to develop your business model.
- Use it to improve your business model.



to and is indexed on all the support from most of the 100's.

More than 1000 people attended the event on 12th and 13th March 2017. The event featured the following: **Workshop** on new Corporate Financial Controller, **Technical** on 20 years of Financial Accounting and Leadership experience. **Robo** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance. **Workshop** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance. **Workshop** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance.

**the features of the event and the event was held on the 12th and 13th March 2017.**

The event was held on 12th and 13th March 2017. The event featured the following: **Workshop** on new Corporate Financial Controller, **Technical** on 20 years of Financial Accounting and Leadership experience. **Robo** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance. **Workshop** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance. **Workshop** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance.

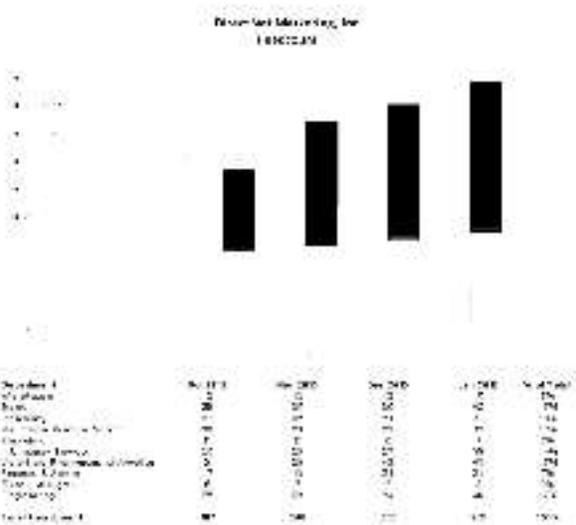


The event was held on 12th and 13th March 2017. The event featured the following: **Workshop** on new Corporate Financial Controller, **Technical** on 20 years of Financial Accounting and Leadership experience. **Robo** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance. **Workshop** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance.



**the features of the event and the event was held on the 12th and 13th March 2017.**

The event was held on 12th and 13th March 2017. The event featured the following: **Workshop** on new Corporate Financial Controller, **Technical** on 20 years of Financial Accounting and Leadership experience. **Robo** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance. **Workshop** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance.



Quarter	Q1	Q2	Q3	Q4
Revenue	1.5	2.0	2.2	2.5
Expenses	0.5	0.6	0.7	0.8
Profit	1.0	1.4	1.5	1.7
Profit Margin	66.7%	70.0%	68.2%	68.0%
Profit Growth	0%	40%	7.1%	13.3%
Profit Margin Growth	0%	3.3%	-2.9%	0.2%
Profit Margin Change	0%	3.3%	-2.9%	0.2%
Profit Margin Change	0%	3.3%	-2.9%	0.2%

**the features of the event and the event was held on the 12th and 13th March 2017.**

- 1. The event was held on 12th and 13th March 2017. The event featured the following: **Workshop** on new Corporate Financial Controller, **Technical** on 20 years of Financial Accounting and Leadership experience. **Robo** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance. **Workshop** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance.
- 2. The event was held on 12th and 13th March 2017. The event featured the following: **Workshop** on new Corporate Financial Controller, **Technical** on 20 years of Financial Accounting and Leadership experience. **Robo** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance. **Workshop** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance.
- 3. The event was held on 12th and 13th March 2017. The event featured the following: **Workshop** on new Corporate Financial Controller, **Technical** on 20 years of Financial Accounting and Leadership experience. **Robo** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance. **Workshop** on the latest 5 years of the concept of ControlRIS and **Technical** on technology, company, the manufacture and scale combined joint replacement companies – the field for the Corporate Financial Controller and Director of Finance.

