

THE WORLD'S LEADING CHIEF EXECUTIVE ORGANIZATION



VISTAGE[®]

better leaders • decisions • results



Vistage® combines the words “vista” and “advantage.” Our members gain the advantage of a broader outlook and the ability to see more clearly from the higher ground provided by the experiences and insights of other business leaders, experts and coaches. Vistage members outperform their competition because they become better leaders, making better decisions and achieving better results. They give and share advice and knowledge, with no vested interest beyond helping each other succeed.

building better business leaders for half a century

On an October morning in 1957, a Wisconsin businessman named Robert Nourse met with four chief executives in the office of the Milwaukee Valve Company to test a simple but revolutionary idea—by sharing their knowledge and experience, they could help each other get better results for their businesses. Soon this group of businessmen was probing, asking questions and making suggestions. They challenged each other, working together to solve issues and to grow. In that moment, TEC (The Executive Committee) was born.

Today, more than 50 years later, Vistage International (TEC’s successor) and its global affiliates are in 15 countries with nearly 14,500 members. Members meet in small groups every month under the same guiding principles—to help one another make better decisions, achieve better results for their businesses, and enhance their lives. They’re also connecting in ways Nourse could never have imagined back in 1957, collaborating over the Web, tapping into a vast online resource library, and learning from hundreds of unmatched expert resource speakers.

Vistage members are more successful than their competitors and, on average, grow their revenues at twice the percentage growth rate after joining Vistage.



Members of the first TEC Group



group experience

The core component of the Vistage experience is the group meeting. Vistage members meet once a month for a full day in groups of up to 16 chief executives, presidents or business owners from non-competing industries. In a trusted and confidential setting unique to Vistage groups, members grapple with the issues that can make or break a business. They share hard-earned expertise and fresh ideas to reach better solutions.



better leaders. better decisions. better results.

Vistage International helps chief executives become better leaders, make better decisions and achieve better results. Only Vistage offers a unique combination of resources, delivering the Vistage Advantage™:

- Monthly problem-solving peer group meetings
- One-to-one executive coaching sessions
- Expert resource speaker workshops
- The Vistage Gateway™ to global content and members
 - Extensive online best practices library and other actionable content
 - Local and regional member conferences
 - Access to a global network of nearly 14,500 business leaders

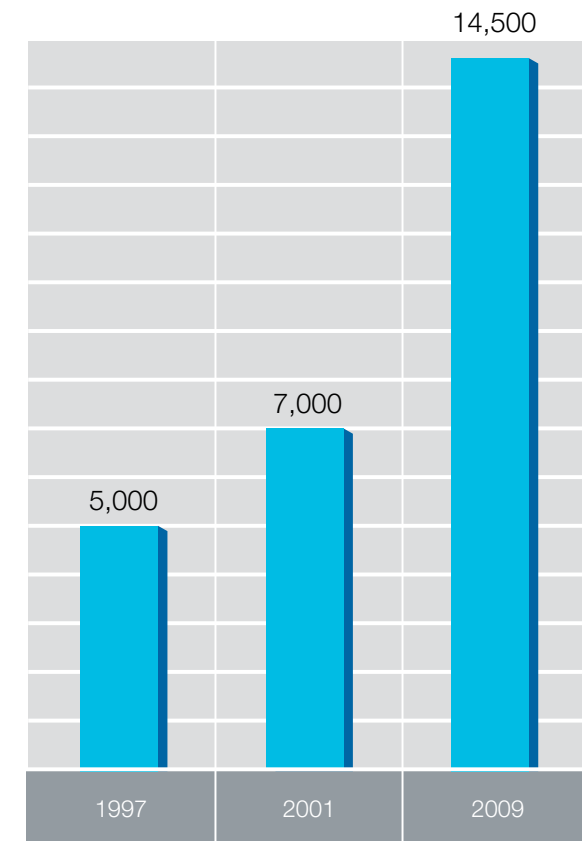
Chief executives, senior managers and professional service providers can choose among the range of Vistage programs. Through these programs, members rise above day-to-day operational issues and reap the benefits of other leaders' seasoned experience, knowledge and judgment.



explosive growth

In 2007, Vistage celebrated 50 years of uninterrupted growth. In its first 40 years, Vistage grew from a handful of members to more than 5,000 by 1997. After this, as chief executives around the world became aware of the benefits of Vistage, membership increased dramatically:

Worldwide annual membership growth



Includes members of Vistage affiliates

During this time, each of our programs has thrived, including the Chief Executive Program (for leaders of larger businesses), the Small Business Program, the Key Executive Program (for direct reports to the CEO) and the Trusted Advisor Program (for professional service providers).

Unlike executive seminars, consulting or educational programs, membership in Vistage provides ongoing, sustained value for the business leader. For this reason, Vistage has exceptionally high member retention rates, with chief executives actively staying in Vistage month after month, year after year.

milestones in Vistage history

- 1957** THE EXECUTIVE COMMITTEE (TEC) FOUNDED BY ROBERT NOURSE IN MILWAUKEE
- 1968** TEC CALIFORNIA FOUNDED BY FRED CHANEY AND BILL HALL
- 1977** 20TH ANNIVERSARY OF TEC; 245 MEMBERS IN 23 GROUPS, NOW INCLUDING TEXAS AND NEW MEXICO
- 1978** TEC HEADQUARTERS MOVES TO SAN DIEGO
- 1986** TEC CANADA AND TEC AUSTRALIA ARE FOUNDED
- 1987** 30TH ANNIVERSARY OF TEC. 650 MEMBERS IN 84 GROUPS IN 17 STATES AND 3 COUNTRIES; TEC INTRODUCES KEY EXECUTIVE PROGRAM
- 1988** TEC REACHES 1,000 MEMBERS
- 1989** TEC UK FOUNDED
- 1990** TEC HIRES 100TH CHAIR
- 1992** TEC REACHES 3,000 MEMBERS
- 1995** TEC INTRODUCES TEC FOR EMERGING ENTREPRENEURS; TEC ASIA IS FOUNDED, HEADQUARTERED IN MALAYSIA
- 1996** TEC BRAZIL IS FOUNDED
- 1997** 40TH ANNIVERSARY OF TEC. 5,000 MEMBERS IN 470 GROUPS; 750 MEMBERS IN 70 KEY EXECUTIVE PROGRAM GROUPS
- 1998** KNOWLEDGE UNIVERSE ACQUIRES TEC; TEC ONLINE WEB SITE IS LAUNCHED; TEC REACHES 6,000 MEMBERS
- 2000** THOMSON LEARNING BECOMES MAJOR SHAREHOLDER IN TEC
- 2003** TEC WISCONSIN/MICHIGAN AND TEC FLORIDA REACH 500 MEMBERS EACH
- 2004** TEC REACHES 10,000 MEMBERS WORLDWIDE; TEC UK AND TEC CANADA EACH REACH 500 MEMBERS
- 2005** TEC REACHES 12,000 MEMBERS WORLDWIDE; TEC AUSTRALIA REACHES 1,000 MEMBERS
- 2006** NEW VISTAGE INTERNATIONAL BRAND LAUNCHED; LOCAL OFFICES OPEN IN MAJOR U.S. MARKETS; VISTAGE EXPANDS INTERNATIONAL COMMUNITY
- 2007** VISTAGE MARKS 50TH ANNIVERSARY; VISTAGE CHINA FOUNDED
- 2008** TEC ASIA BECOMES VISTAGE MALAYSIA
- 2008** MEMBER, CHAIR WEBINARS UNVEILED
- 2009** TEC FLORIDA BECOMES VISTAGE FLORIDA

Vistage programs



the Vistage Chief Executive Program™

Designed for chief executives and presidents running larger businesses, the Chief Executive Program enables members to gain fresh perspectives and find new solutions to outperform their expectations.

- Monthly, full-day problem-solving meetings with up to 16 chief executives, presidents or business owners, professionally facilitated by a seasoned business advisor, a Vistage Chair
- Monthly, personal coaching sessions with a Vistage Chair
- Up to eight workshops per year led by a Vistage expert resource speaker

The Vistage Gateway to global content and members

- Online best practices library
- Local and regional member conferences
- Access to a global network of nearly 14,500 business leaders



the Vistage Small Business Program™

Tailored to the particular challenges of leaders running smaller companies, the Small Business Program sharpens its members' focus on strategy and growth.

- One full-day and two half-day problem-solving meetings per quarter with up to 16 chief executives, presidents or business owners, professionally facilitated by a seasoned business advisor, a Vistage Chair
- Monthly personal coaching sessions with a Vistage Chair
- Up to four workshops per year led by a Vistage expert resource speaker

The Vistage Gateway to global content and members

- Online best practices library
- Local and regional member conferences
- Access to a global network of nearly 14,500 business leaders



the Vistage Key Executive Program™

The Key Executive Program offers a professional development experience for senior executives and other direct reports of the chief executive—helping them perform better in their current roles, building their skills for the next level, and achieving greater alignment with their chief executives.

- Monthly, full-day problem-solving meetings with up to 16 senior executives, professionally facilitated by a seasoned business advisor, a Vistage Chair
- Up to eight workshops per year led by a Vistage expert resource speaker
- Ongoing guidance from a Vistage Chair

The Vistage Gateway to global content and members

- Online best practices library
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- Access to a global network of nearly 14,500 business leaders



the Vistage Trusted Advisor Program™

The Trusted Advisor Program is for professional service providers such as bankers, attorneys and accountants. Members gain an instant network with new perspectives on how to grow their practices, meet tough challenges and better serve their clients.

- Monthly half-day problem-solving meetings with up to 16 leaders from the business services sector, professionally facilitated by a seasoned business advisor, a Vistage Chair
- Ongoing guidance from a Vistage Chair

The Vistage Gateway to global content and members

- Online best practices library
- Local and regional member conferences
- Access to a global network of nearly 14,500 business leaders

the Vistage Advantage

Through Vistage, members gain the tools and skills to grow their companies faster and smarter than before. Around the world, chief executives and business leaders are leveraging a suite of services that delivers the Vistage Advantage: fresh perspectives and practical solutions to the most pressing business challenges and opportunities.



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group meetings

In a trusted, confidential setting unique to Vistage groups, executives from diverse, non-competing industries meet once a month in a peer-to-peer environment to solve problems and take advantage of opportunities.



individual coaching

Vistage members engage in one-to-one coaching with their Vistage Chair, an objective business advisor (and often a former chief executive) offering advice, insights, accountability and support. This singular focus on members' specific issues results in greater professional growth and peace of mind.



“ Since joining Vistage, our company has grown 235 percent in revenue, and our current five-year growth plan envisions another 250 percent growth. With Vistage, I know this will happen. ”

Mike Dubowitch, President
Oak Lane Printing
Vistage member

“ I can't think of a more challenging and rewarding career than guiding a group of successful people who run companies to ideally resolve their issues and maximize their opportunities. Vistage CEO members are practical, tough-minded men and women who are deeply committed to their own development and success, and to helping their fellow members. ”

Bob Dabic
Vistage Chair

expert resource speakers

Vistage resource speakers are leading experts in all aspects of business and life balance, who deliver professional guidance, new ideas and real-world learning in interactive workshops.

These expert resource speakers work with members to achieve results by providing critical insights and profitable tools that business leaders can effectively implement in their companies.



the Vistage Gateway to global content and members

Local and regional conferences

Members converge at local and regional conferences to exchange ideas and connect with Vistage members and Chairs beyond their own groups. Expert speakers and interactive workshops create extraordinary learning experiences, with members gathering in a group setting to discuss topics of mutual interest.

worldwide member network

Every Vistage member belongs to an ever-expanding global network of nearly 14,500 business leaders, expert resource speakers, Vistage Chairs and other professionals—all sharing their best practices and experience to help each other succeed. Vistage members meet in groups in 15 countries and hundreds of cities worldwide. The online Vistage Member Network™ allows members to post questions concerning business and life-balance issues and receive guidance and suggestions from the global Vistage network.

best practices library

Vistage View is the password-protected Web site for the worldwide Vistage community. Vistage View gives each member an online “view” through rich, problem-solving audio, video and written content (including a searchable library of more than 5,000 articles). The Vistage online library offers practical tips, advice and best practices, available at the click of a mouse.

“I learned in two years with Vistage what would have taken me seven or eight years to learn on my own.”

John Dewey, President
Irwin Industries
Vistage member

“CEOs are driven personalities and sometimes we need to be kept in check. My fellow Vistage members aren't shy about letting me know when my thinking or actions are too narrowly focused, and I'm convinced their guidance and advice have saved my company thousands of dollars.”

Jeanne Pomatto, CEO
Cranial Technologies, Inc.
Vistage member

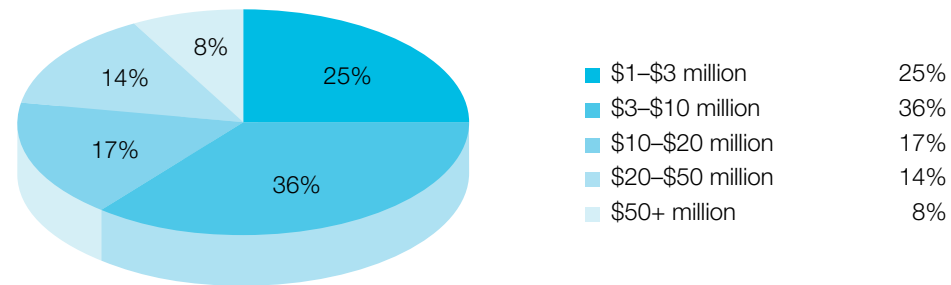
a look at Vistage-member companies

Here is a “snapshot” of the types of companies led by chief executive members of Vistage.

Sales Revenue

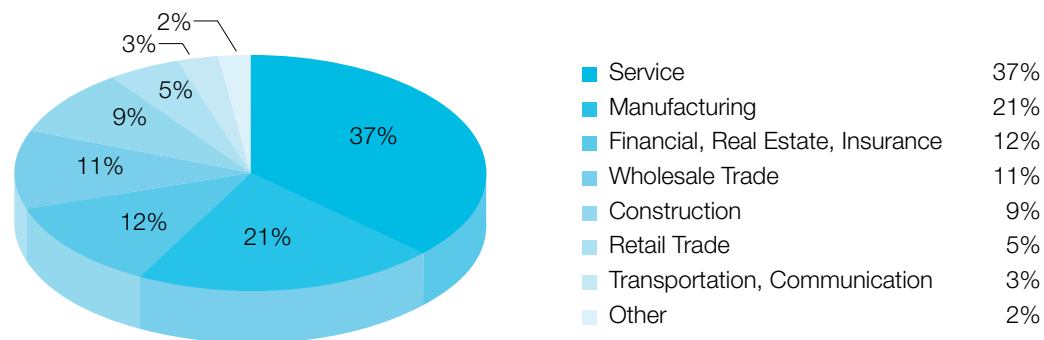
The average annual sales volume of Vistage-member companies is \$26 million.

- More than 900 Vistage members have annual sales over \$50 million.
- More than 350 Vistage members have annual sales over \$100 million.



Industries

Vistage members represent nearly every industry. This chart shows the proportion of members by major industry classification.



Number of employees

23% have more than 100 employees.

47% have between 20–100 employees.

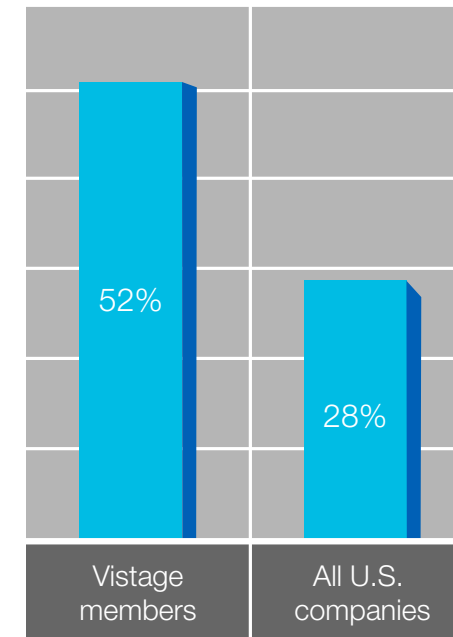
30% have less than 20 employees.

165 average number of employees in Vistage-member companies

Vistage-member companies outperform their competition

Vistage members outperform their industry revenue trend nearly twice as often as all other U.S. companies.

percent of companies who perform better than their competition



“We have grown from a \$1.7 million company to a \$13 million business this year. In fact, we more than doubled in sales last year, while adding only four people. Vistage helped us lay the groundwork to take advantage of growth opportunities so profitably.”

Julie M. Brinkerhoff-Jacobs
President/CFO, Lifescapes International, Inc.
Vistage member

Source: Corporate Research Board 2006.

Vistage CEO Confidence Index™

Since its inception, the Vistage CEO Confidence Index, a quarterly survey of Vistage members in the U.S. and other countries around the world, has become a leading indicator of what leaders of small and mid-sized companies are thinking about and planning for the future. This widely published CEO Confidence Index has raised awareness of Vistage in the global business community and empowered Vistage members to inform and shape public opinion and policy affecting businesses.





creating an impact

Vistage members lead businesses with annual sales ranging from \$1 million to more than \$1 billion, representing the most vital component of the economy. In the United States, the small to mid-sized business sector creates 75 percent of new jobs and generates 50 percent of the nation's revenues. Around the world, Vistage-member companies generate nearly \$300 billion in annual revenue and employ more than 2.1 million people.



looking forward

Vistage looks to the future with enthusiasm and confidence. As a more visibly emergent organization with a rich history, we are balancing continuity and change. We are at the cutting edge of traditional.

Above all else, we are and will always be dedicated to increasing the effectiveness and enhancing the lives of chief executives and those they influence. Vistage Chairs, expert speakers, staff and other resources are all committed to the success of our members and the value Vistage provides to them.

As our brand becomes more widely known as the leader in executive performance, driven as always by our high standards and trusted relationships, our membership and our opportunities will continuously expand.

Our focus on regional markets in the United States and our establishment of a local presence in major cities will optimize the member experience, broaden our business partnerships, and bring us closer to our members and their communities.

We will further globalize our membership network as we enter important markets such as China and India with strong local strategic partners. Vistage and its members everywhere will benefit from this expanded connectivity with international peers.

Empowering business executives with more knowledge and expertise is a high priority for Vistage. We will be augmenting our services through additional expert resources, expanded curricula, issue-focused conferences, new content offerings, and more robust interactive Web capabilities that deliver practical, real-time advice on critical business issues—all delivered in traditional formats as well as through the latest technologies.

Our capital is human capital and our value proposition is business judgment. Vistage leverages business leaders' experiences and learnings in a unique environment of trust and challenge to create a broader perspective, fresh solutions and sound judgment. That's our point of differentiation and competitive advantage.

Vistage is, and always will be, at the intersection of people and business. As such, Vistage is boundless.

Rafael Pastor
Chairman of the Board and CEO
Vistage International





worldwide membership



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The Vistage mission statement is: "Dedicated to Increasing the Effectiveness and Enhancing the Lives of Chief Executives."
The Vistage family of companies includes our international affiliates known by the names TEC, The Executive Connection and The Executive Committee.

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Vistage International affiliates:
TEC, The Executive Committee, The Executive Connection

Argentina	Chile	Malaysia	South Africa
Australia	China	Mexico	United Kingdom
Brazil	Germany	New Zealand	United States
Canada	Ireland	Singapore	

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