



VIVID VISION

2017 OCTOBER

THE VISION FOR DECEMBER 2020.

It is December 2020. We had a good three years. We have seen extraordinary growth. We have expanded in the Metro Detroit area and now are a 10-15 minute drive from anyone in a metropolitan service area.

Most of these locations have been brick-and-mortar type meaning that we rented or bought the offices, hired the people, purchased the equipment and beds. But, we have also dabbled in bringing our culture and execution principles into existing office spaces. We have shared our culture and our uncommon service with other existing medical practices.



EXPONENTIAL GROWTH PHASE 1:

We have been successful buying practices in cities that are a nonstop flight from Detroit. These are cities that are desirable and easy to travel to so that our existing staff can easily coach the new offices. In each city, we identified existing practices that were having some degree of distress, and we instilled our culture, execution, and strategy to make the practice effective.

Initially, we have had to purchase medical practices to gain an understanding of how to implement change in culture, leadership, core values, execution, and strategy. We've had some wins and some losses. We have learned from the failures, which made the failures actual successes and we also learned from our successes.

In those existing practices that we bought, we expanded in the same cities with more locations. We were able to leverage the existing provider and staff by letting them run two separate offices which were each about twice as productive as the one single old office.

Dr. Charles Mok, Allure Medical

EXPONENTIAL GROWTH PHASE 2:

We have prepared for the second phase of exponential growth, by thinking the way that fast-growing, disruptive businesses have impacted the economy and communities such as Uber and Airbnb. We have learned that the way medical practices expand in the past, do not predict the way they should expand in the future.

We identified the thing that makes us great. Our culture. We have learned how to implement our culture into existing practices first by buying existing medical offices, and then without owning the physical space, or employing the staff.

To exponentially grow we have realized that the most value of our business is the culture. We understand that our buildings, equipment, marketing, billing and our information technology and even our people, while being outstanding, can be found anywhere, in any city, in any population. We have learned that with the right culture, any of these components can be exceptional.

We have learned how to impact an existing practice by leveraging our culture, including processes, training, execution (such as WIG and WIN), and strategy, into existing medical practices. Instead of an expensive slow process that we have done in the past such as building out an office or buying an existing practice, we realize we can have a positive impact by more or less "renting" space, equipment and personnel for 2-3 days a week.

And even though we are only directly working with those existing practices with our core services 2-3 days a week, we have had a positive impact on the existing practices core business, whether it be family practice, internal medicine, or surgery.

WE CONTINUE TO LEARN AND GROW:

After learning from our successes and benefiting from our failures, we have learned the processes that are required to take an existing medical practice that is mediocre or struggling and make it wildly successful. Building off of this we have become a desirable medical management company, which medical practices want to bring into their business, to help make them more successful.

What we have done was to learn how to leverage our strategies, execution principles, ownership thinking, and most of all, our culture into other existing medical practices.

"...companies that we deal with have all benefited where we have put our strategy in place."

We have learned that the value we bring to all of our stakeholders including our employees, patients, customers, vendors and people we do business with and purchased from, our community, and the health insurance companies that we deal with have all benefited where we have put our strategy in place. We have learned to hyper-focus on the necessity of all of our stakeholders having a benefit for any business decisions that we make.

BUILDING BLOCKS FOR THE FUTURE ARE IN PLACE:

We have been able to map out most of the United States in regards to communities that will most benefit from our presence. We are making plans to go outside of our current regions as well as having secondary hubs besides Detroit.

“We've identified areas of opportunity that we did not know existed in the past and had brought these to the forefront of availability...”

Our practice has continued to thrive and is mainly focused on impact in a positive fashion on all of our stakeholders and in every case, having a positive benefit on the overall US healthcare industry. We've identified areas of opportunity that we did not know existed in the past and had brought these to the forefront of availability so that our customers can experience the evolution of healthcare which makes it easy to look and feel better with less risk.

We have built a first-class training center. We have defined training processes as well as defined expectations of those that we train. Before new employees begin to contact the customer they understand our core values, our strategy, our execution principles, and our culture. Because we understand the importance of impacting the greater community, we have opened our training facility to other practices, even those who we compete with directly, to positively impact our community in the healthcare industry in general.

INNOVATION.

We have continued to understand the importance of innovation in the fast-changing world. We have learned to accept that fear comes along with accepting change. We have learned that the need for courage is equal to the need for growth as well as personal and professional development. We have learned that the desire for a courage free life and the hope that nothing will change is the recipe for failure.

We have accepted and learned that there is a constant need for new commitments, a constant need for courage to make those commitments, and a steady need to develop new capabilities, which has consistently led to confidence to do it all over again, and again.

SELF-MANAGED COMPANY.

We have learned how to avoid old-fashioned, traditional top-down leadership and have successfully developed a self-managed company where people work in teams instead of working for bosses.

Individuals and teams have learned how to maximize their unique abilities as a team, as well as individuals within those teams. We have continually seen each other grow professionally and personally, by taking advantage of the things that give us energy and excitement.

ECONOMICS:

We have been very conscious consistently of our need to make profit. We understand that the purpose of our business is not profit, but without profit, there is no business. We have been able to earn 2-3 times our industry's profit margin. We have been able to raise wages to 1.5-2X our industry standards. We have been able to accomplish this with everybody working about 20% fewer hours than our peers.

Our high-profit margin compared to our industry is largely because our staff is unified in understanding ownership thinking. We have been able to raise wages because we are so effective at monitoring our profit margin, eliminating waste, and delivering outstanding value to our customers. We were able to reduce our working hours by taking a logical approach to when people are needed to be in the office. We have learned how to identify when we need "all hands on deck," as well as how to let people take care of their own needs when we lack significant demand at the offices. Our staff has learned what a "Free Day" is. We have learned how to fairly staff the hours and days that are the peak. This is where the 20% more time off comes from, without a negative impact on production.

DECEMBER 2020:

It is December 2020. We have not executed our vision flawlessly, we have made plenty of mistakes, and we have had failures. But we have executed towards our vision. We have learned from our mistakes. When we have failed, we have "failed forward." We have measured ourselves from where we have come from and have celebrated our successes.

We have continued to be one of the best places to work in Michigan, and we are also becoming one of the best places to work in other regions. We have had a positive impact on countless lives, and look forward to serving many more communities in the future.

Charles Mok, October 7, 2017

