

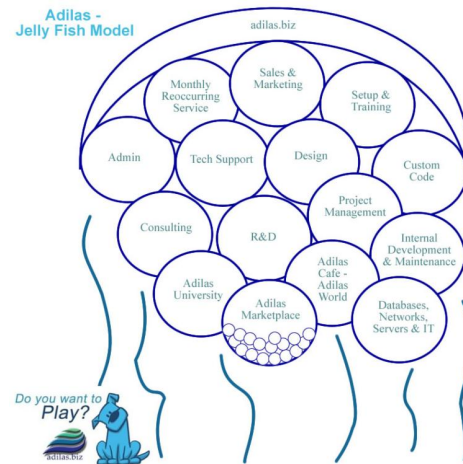
## **Future Adilas Business Model Planning – Where are we headed?**

Steve has had the idea of putting Adilas into a trust for many years. We would like to advance that ball forward. We are interested in hearing some of your ideas and input on creating a plan for moving in that direction.

1. How big do we want to get? - Although I am very new to the ADILAS Team, I know Steve's goal has always been to keep the core as small as possible, but the whole, big enough to successfully service all of our clients.
2. What is our time frame to get there? - As Brandon mentioned, this has been a known need, for quite some time, but I think a solid plan can definitely be achieved within 30-60 days.
3. What do we want to do/have for our company/user culture? - From what I have experienced, so far, the culture is very relaxed and each individual has a lot of flexibility, as far as the assignments that they take on, and the time that they put into those assignments. This has been a very successful model, so far, but depending on how big ADILAS gets, there might need to be some tightening up of duties and assignments, but hopefully, the laid back culture will continue.
4. What are some of the things you like about what we are doing right now? - I think it is great that nearly all of the work can be done remotely, without having to report to an office or location every day. In my brief experience, it also seems like everyone knows where they stand, where they excel, and where they can contribute to the whole.
5. What are some things you would want us to change? - Coming in as a brand new addition to the Team, without specific clients, but having a lot of ADILAS experience, I would love to be able to assist some of the smaller issues, for companies, that no longer have an ADILAS Consultant. I also know and understand that Steve wants he and I to focus on acquiring new accounts, and that is what I have mostly been focusing on.
6. As far as structure, what do you like? Do you like the independent model or would you like it more solid? - From what I have seen, the Independent Model has been working great, so far. However, at some point, as ADILAS grows,

and newer support roles are brought in, there might need to be more of a solid structure, for the newer additions.

7. Do you like the jellyfish model? (Organized with a loose, flowing feeling. Adilas is the overarching umbrella and there are a number of sub departments or subsets.) - I do like this model, especially if you have some people who have responsibilities within several of the different subsets. As long as everyone understands the subsets, that they have responsibilities in.



8. Would you want to see something different (company structure)? I don't think I have a deep enough knowledge of the general flow of things, to recommend any structural changes, yet.
9. What products and services do you think we should focus on? - Main focus should be on always improving the end-user experience, for our clients, using ADILAS. I think we should continue to improve those offerings, that are built into ADILAS, but most clients use a Third Party solution to achieve. Such as e-commerce, the Phone Tree(when it's ready), and menu boards.
10. Do we want to continue to internally fund this or seek outside investments? - In my experience, bringing in investors, from the outside, can often times lead to internal friction and bad outcomes, for the company. Of course, if there are

internal sources, who are interested in funding some operations, equitable terms could be agreed upon.

11. What do we need on the management side? What do we need in leaders and managers? Traditional managers? Or more of a Board of Trustees or Advisors? - Again, I'm not sure I've been doing this model for long enough, to suggest improvements, but it seems like there is already kind of an understood hierarchy.
12. Do we want some sort of internal loyalty system or revenue sharing plan? - I don't really know enough about the financials, to know if this would be plausible, or not.
13. How do you play? What is your time commitment, scheduling, maxes and mins (hours per week/month)? - I need to work between 35 and 40 hours per week. Mostly Monday through Friday, but occasionally a few hours on Saturday, if needed.
14. What business verticals are you interested in? - I think liquor stores, pawn shops, ski and golf shops, head shops, grow supply stores, CBD shops, wholesale importers, packaging supply businesses, smokers' shops, independent pharmacies, and gun shops are all viable targets.
15. Where would you like to focus? - My beginning focus has been split between learning as much about ADILAS, as possible, and reaching out to prospective clients. As far as the second part of that, most of my time has been focused on Montana Dispensaries, so far. After working on that for a while, I will shift focus to other industries.

16. What are your thoughts on look and feel for the application interface? - I have seen so many improvements, within the last few years, but in the last few weeks, I have seen so much more, that I had never used or been exposed to.
  
17. Let's talk pricing. What are your thoughts? - I don't have a clear enough understanding of what some of our rivals are charging, to know where we line up. Based on comments that I've heard, I'm guessing that we are at the lower end of the pricing range. The question becomes if you want to raise prices to improve quality and reliability, which would probably see us shift more towards larger businesses, if the smaller accounts were priced out.
  
18. What about marketing and sales? - This needs to be a major focus, so we can get new clients in new industries, and continue to build the business.
  
19. What about code, databases, automation, testing, deployment, and other techy stuff? Back-ups, redundancy, mirrors, servers, clusters, etc. - It seems like we need much more overlap in the upper levels of this area. There are not enough highly advanced coders, to ensure that someone is always available, whether we're talking about Servers, or general issues with code and bugs.
  
20. What are your thoughts on education, training, and add-on services? - If there are needs out in the field, such as Manager training at a location that has lost and/or promoted someone, and that account does not have an assigned Consultant, or something along those lines, I would love to help out. I know

Steve wants my main focus to be in sales, but if our customer service is faltering on some accounts, I could help.

21. What about custom and API sockets and integrating with other external products? - I think a major focus of ours needs to be on getting our existing clients to incorporate more of our internal offerings, to ensure that there are as few 3rd party solutions as possible.
  
22. If we do a trust what are the other rules or parameters we want to set up? Is it just time, is it time and money, is it investment, what is necessary if you want to buy in? How do we determine who is active and not active? How many virtual family members do we want? Etc. - Again, I have not been here long enough to have much say in those matters, but I am thrilled to be a part of it, and look forward to the future.
  
23. Where do you see us (as a company) in 1 year, 5 years, 10 years? - I think ADILAS will continue to evolve and improve, while reaching further into ever increasing industries.
  
24. Where do you want to be in 1 year, 5 years, 10 years? - 1 year - rocking monthly sales in new industries, and developing markets, within our more established industries. 5 year - Sales, Marketing, maybe Training. I would love to learn some coding, and dip my feet in those waters a bit. 10 year - Heavily involved in some of the coding processes, and working from somewhere else, in this crazy world.

25. Other ideas and thoughts? - I am very appreciative of my place within ADILAS, and I will do my best to increase my knowledge and improve and develop my sales skills, so that I can get many new accounts for us, and increase our revenue. Keep in mind, all of my answers are based off of only 2 weeks of seeing a minimal part of the overall operation, so I apologize if I misunderstood any questions.