



I am excited to roll out our third “Vivid Vision” showing what Acceleration Partners (AP) will look like in January 2024. When we introduced our first Vivid Vision in 2016, the goals we’d set for our company were so high we questioned whether they were overly ambitious. Then, we went on to meet or exceed almost every one of them, including tripling revenue, taking our company global and winning numerous Best Place to Work recognitions.

Now, it’s time to set our sights even higher and make an even greater impact!

Acceleration Partners has long been a respected thought leader in our industry. We are now in a unique position to substantially redefine and elevate our industry as it expands to the broader scope of partner marketing, while also making a difference in the lives of our employees and within our communities.

This Vivid Vision is intended to draw a clear picture of where AP will be three years from now so that current employees, prospective employees and partners can understand our company’s goals.

While this Vivid Vision describes the WHO, WHAT and WHY of Acceleration Partners in 2024, including the roles that various people and teams will play in

helping us achieve those goals, it does not provide the roadmap for how to get there.

HOW we reach these goals is up to every AP team member, including people who have not yet joined the AP team. With everyone’s help, we will make this vision a reality.

So, please read carefully and think deeply. In your first read-through of this 2024 Vivid Vision, just absorb the content. Then, perhaps highlight a sentence or two that describes an area where you think you can make a difference. Step away from it and then come back to it again a few days later to consider where you might need guidance around big decisions.

Read. Reflect. Take Action.

By doing so, we’ll also be pooling our mental energies and ideas towards the same ambitious goals.

I am really excited to begin this next three-year journey with you. We will have successes, we will face failures and, most importantly, we will learn and grow. Month-by-month, quarter-by-quarter, the vision that’s laid out in this document will start to unfold before our eyes.

— Bob (June 2021)

Dear Team,

As 2023 draws to a close, we are wrapping the last day of our incredible 16th AP Summit, which began with a climb up to the top of a mountain and a celebratory dinner to symbolize the conclusion of our four-year journey.

Acceleration Partners has never been in a better position, and it's amazing to see how we have grown over the past four years. Since partnering with Mountaingate Capital in December of 2020, we have grown to become the first \$100M global partner marketing agency through both organic growth and strategic acquisitions. We have built an incredible team of 500+ employees in 15 countries, and we are frequently recognized as one of the most successful remote companies in the world, leveraging our unique hub strategy to ensure team members have both personal flexibility and connectivity with their colleagues. Today, AP has 10 hubs around the world, each with 30 employees or more.

AP has become the world's leading integrated agency in partner marketing, which has finally developed into a fully consolidated channel commanding attention of the C-Suite and incorporating with several different tactics—affiliate, partner, influencer—that are managed and measured at scale. Our growth plan to \$100M consisted of three interconnected strategies that formed a distinct competitive advantage.

\$100 Million
Company

Technology-Enabled Services

Today, 100% of our programs are managed via the APVISION platform. This proprietary platform allows us to offer the first technology-enabled partner management solution in the world. Offering predictive, analytical, and workflow capabilities, APVISION enhances the performance of client programs, provides seamless global integration and executes automation that allows our teams to focus on the strategic work they most enjoy, and which adds the most value. Through automation, machine learning and data mining, we can achieve better results and greater efficiencies, creating a clear competitive advantage. Our algorithms also allow us to precisely calculate the optimal performance fees for program partners and clients, allowing us to optimize our pricing and reducing upfront risk for clients.

500+

Employees in 15 Countries



Expanded & Productized Service Offerings

Over the past four years, we have expanded our suite of services under the performance partnerships umbrella, including influencer and channel partnerships. Today, 20% of our revenue comes from services other than traditional affiliate management.

20% of Revenue from
Services Other Than
Traditional Affiliate

We have also successfully transitioned from a service level-based model to a product-based model, with teams of employees in delivery, sales, and marketing oriented around certain business lines (traditional affiliate, non-traditional affiliate marketing, influencer marketing, etc.) and integrated across clients that buy multiple products. This transition has allowed for significant increases in upsell and cross-sell revenue, has reduced annual client churn by 20%, and has expanded the average client engagement by 20%.

Global Growth

Through organic growth and acquisitions around the world, we've expanded our footprint to become the largest independent partner marketing agency in Europe and Asia, increasing our cultural diversity and becoming the preferred partner to manage complex global programs. Since 2021, our EMEA business has tripled and our APAC business has quadrupled and our team members speak a total of 25 languages. We are both winning large global programs and helping existing companies to expand to new, high growth countries with a proven “land and expand strategy.”

EMEA Business **3X** | APAC Business **4X**



Better People + Better Process = **Better Outcomes**

The formula for AP's success has been a virtuous circle of capacity building, seeking to find a better way in everything we do, and maximizing our impact within AP and beyond the walls of our organization.



We Start With **Better People**

Today, thanks to the incredible work of our Talent & Culture team, AP consists of the most talented employees in the world. With over 10,000 applications each year, we have an acceptance rate that is lower than Harvard or Oxford, allowing us to choose from the best and brightest. Our global expansion, and an overall commitment to diversity and inclusion, has created a community representative of many backgrounds, cultures and perspectives. Today, our extended leadership team reflects this diversity of talent that emulates the make-ups of the markets in which we operate.

The Best People Lead to a **Better Culture**

Our core values “Own It,” “Excel and Improve” and “Embrace Relationships” are universal across the globe. Team members around the world feel a strong connection to these principles both at work and beyond it. APers love seeing the global impact of the company's success on the people they lead, the clients they serve, the communities where they work and their own friends and family. Working at AP means having “all-in” experiences both at work and in life, without sacrificing anything important.

In addition to hiring the best people, we're also dedicated to helping our team build their capacity and improve their market value. Anyone at AP who wants a mentor or coach has one, and there are over 100 active one-to-one coaching/mentorship relationships within AP. Our focus on learning and talent development continues to be a top competitive advantage that makes people want to work with us.

The vast majority of our senior leaders are homegrown; many even started as associates and rose to leadership levels through our professional development programs. This year, we announced over 200 promotions and have enjoyed watching 20 of our AP alumni over the past four years go on to lead prominent in-house programs.

AP University

Our AP University curriculum extends from new-hire orientation and onboarding to advanced leadership and capacity building training. Employees learn how to identify their strengths and core values, and are trained to build their spiritual, intellectual, physical and emotional capacities to excel both at work and beyond it.



We have also continued to invest in the programs that make AP's culture unique.



Dream Program

Our employee Dream Program is now entering its seventh year. We've granted more than 75 dreams/wishes to date, including connecting employees to people, passions and opportunities that they would otherwise not have had. One of our wishers even met their life partner through an experience they were gifted.

AP Summit

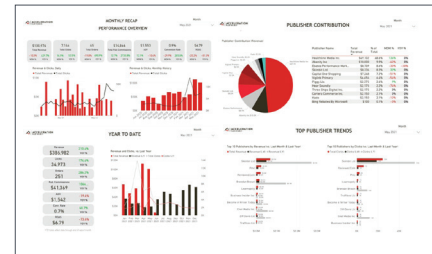
Our annual AP Summit continues to inspire our team and change many employees' perspectives on, and achievements in, work-life integration. Connecting with our core value theme each year in new and different ways, we bring in world-class thought leaders and experts to push team members out of their comfort zones and create life-changing experiences. As we have expanded our global footprint, we have continued to reimagine and innovate our keystone event and have impacted over 1,000 current and past employees through AP Summit.



Better Processes

When you look under the hood of AP, you see world-class systems and processes that drive the public-facing aspects of our services. Our teams excel at balancing processes designed to keep things from going wrong, with innovation via continuous development of a world-class toolkit of best practices.

Central to our processes is our APVISION product suite, which has been a gamechanger for our business and the industry. APVISION has significantly improved our reporting, customer relationship management and partner recruiting. It also combines our best practices, machine learning and artificial intelligence to create the ultimate high-tech/high-touch solution for our clients. New associates are trained on the system and, as a result, are getting up-to-speed on client accounts and our client services methodology more efficiently. Clients can choose the level of service that best meets their needs, from our full range of partnership marketer services.



AP's marketing team continues to set the standard for world-class content, thought leadership and demand generation. The launch of our Moving to Outcomes book in 2021 became a significant platform for our marketing over the next three years and helped us move the message of partnership as a channel into the C-suite. This year, 15 different AP team members spoke at over 75 events around the globe this year, and we have been featured in The Wall Street Journal and CNBC. Our work and culture have also been discussed by marketing and culture leaders such as Tim Ferriss, Gary Vaynerchuk, Arianna Huffington and Adam Grant.

WSJ



\$10 Million

in Annual New Sales

Our integrated global sales team has grown significantly and is consistently recognized for their consultative approach to closing prospects and setting expectations for new clients. This past year, the global sales team sold over 15 multi-market deals totaling over \$10 million in annual revenue.

Operations is the invisible hand of AP, rigorously ensuring that client success translates into predictable financial success. We have world-class budgeting, human resources, strategic planning and core processes that ensure the company maintains the right balance of scalability and risk management, without stifling growth or innovation. We also have developed a core competency of seamlessly integrating new acquisitions into our culture and processes, which has become a differentiator in the marketplace. Companies are coming to us because they want to be part of the ecosystem we have created—market access, leadership development and enterprise value building.

Better People, Culture and Processes Allow Us to Achieve **Better Outcomes**

AP is the number one agency in every market where we have been in operation for at least two years.

Most importantly, we get the best outcomes for our clients, many of which are purpose-driven and align with our values. Over the past three years, our incredible client service team has helped 10 industry-leading companies double their revenue since partnering with AP, including five companies that have gone public.

Our delivery and account team continues to provide world-class service at scale as exemplified by our recent NPS rating of 65. Included in this group is our 40-person partner development team who continually push the boundaries of new partnerships and connects our clients to new hundreds of new opportunities each year that they otherwise would not find, driving substantial incremental value for their businesses and our own.

Our impact also expands beyond our own walls and client base.

We continue to be recognized by as a leader in creating a workplace that prioritizes performance, wellness and work-life integration, and enjoy opening our doors and sharing our experience with other organizations seeking guidance and expertise in these areas.

Our growth and sustained profitability have also allowed us to dedicate 1% of our profits each year to important causes that align with our core values through our Community Impact program. Our goal is to make a positive, life-changing impact on the world around us, using both our financial resources and our talent to contribute and give simultaneously. This year, our profitability allowed us to contribute more than \$200,000 for the first time and our teams are visibly out in the community “doing the work” and giving their time and talent where it is most needed.

\$200K+

Contributed to our
Community Impact Program





The impact of AP, and our commitment to embracing relationships, extends well beyond the company, demonstrating our belief that businesses can – and should – be a powerful force for positive change.

As we reflect on the past four years, we are most proud of the outsized impact and footprint we have made for a company of our size, a legacy that's been made possible because of the contributions made by all members of the Acceleration Partners team.



“ Today’s
accomplishments
were yesterday’s
impossibilities.

ROBERT SCHILLER

As the sun sets, we finish dinner and prepare to head down the mountain the easy way, relishing in the understanding of how far we have come since 2021.

OUR VISION

Drive the Partner Marketing industry to be performance-based and change the work-life paradigm.

OUR MISSION

To lead the Partner Marketing industry through innovation, respect for the brand, exceptional client service and superior results.

CORE VALUES



OWN IT

We step up to the opportunities in front of us, bet on our own abilities and rise to the occasion.

“Owning it” means being proactive and taking accountability for outcomes, even when variables are beyond our control and ambiguity is present. We are confident and accountable in everything we do and are comfortable holding our teammates accountable as well.



EMBRACE RELATIONSHIPS

Relationships advance our personal and professional lives, contributing greatly to our successes.

We focus on long-term outcomes, meaningful relationships and genuine connections with our clients, teammates and partners. We believe that competence and character are fundamental to relationships built on trust and that quality relationships allow us to achieve more.



EXCEL & IMPROVE

We believe that excellence and continuous improvement are inextricably intertwined.

Excellence is a habit created through practice, discipline, and a holistic commitment to quality in all aspects of our lives. We embrace continuous improvement, a love for learning and pushing outside of our comfort zones. We are self-aware and strive to get better in everything that we do.

OPERATING PRINCIPLES “THE AP WAY”



A BIAS TOWARDS ACTION

We are proactive and believe it's better to play offense than defense. We think through scenarios and anticipate outcomes, and move quickly and decisively where necessary to stay ahead of potential issues.

“A good plan violently executed right now is far better than a perfect plan executed next week.”

GENERAL PATTON

BRING SOLUTIONS

We enjoy solving problems and figuring things out. When presented with a challenge, we always suggest possible solutions and ask clarifying questions to make sure we are solving the real underlying issue.

“Don't find fault, find a remedy. Anybody can complain.”

HENRY FORD



WORK SMARTER

Excellence is about knowing what to do and what not to do, and finding the 80/20. We are measured by our results and our outcomes (our performance), not our inputs or time. Urgent and important are not always the same and we strive to know the difference and remain focused on outcomes.

“There is nothing quite so useless as doing with great efficiency something that should not be done at all.”

PETER DRUCKER



BE PRESENT

We seek meaningful, uninterrupted, “all in” experiences at each end of the work/life spectrum. We offer the freedom and autonomy to manage our time to both achieve results for our clients and attain personal goals. We are self-aware if we need to recharge or take a step back to be able to give our best rather than compromise performance at work or home.

“Be where you are; otherwise you will miss your life.”

BUDDHA

ENCOURAGE AUTONOMY, TRUST & TRANSPARENCY

Our work environment requires trust and autonomous decision making. We trust everyone to act in the best interest of our stakeholders and do the right thing when no one is watching. We share both the good and the bad, so that our team members can make better decisions and understand what is going on around them and why.

“Truth never damages a cause that is just.”

MAHATMA GANDHI



BE A GENUINE PARTNER (NO JERKS)

We form genuine partnerships with our teammates, partners and clients that are based on trust and goodwill. Communicating proactively, showing gratitude and appreciation, and being authentic are part of our day-to-day interactions. However brilliant, we don’t tolerate jerks on our team, as clients, or as partners.

“People won’t remember what you said, they won’t remember what you did, they will remember how you made them feel.”

MAYA ANGELOU



HAVE A GROWTH MINDSET

We embrace both the belief that we can always be learning and increasing our intelligence and capacity, as well as Kaizen, the Japanese concept of continuous improvement. This combination ensures that we are always moving forward and growing.

"If you are not getting better, you are getting worse."

VINCE LOMBARDI

BE FANATICAL ABOUT FEEDBACK

Feedback is essential to growth and improvement. We value giving and accepting direct, honest and timely feedback in a way that's thoughtful, productive and solution-oriented. It's not about the quantity of feedback, it's about the right feedback at the right time.

"There is only one way to avoid criticism: do nothing, say nothing, and be nothing."

ARISTOTLE



ENJOY COMPETING

Compete comes from the Latin root meaning "strive together" and is a foundation of excellence. As a market leader, we compete for clients, partners and talent on a regular basis. We enjoy the challenge of healthy competition and believe it helps us each reach our best and full potential.

"You are not in competition with anybody except yourself; plan to outdo your past not other people."

JAACHYNMA N.E. AGU



KEEP MOVING FORWARD

We avoid the roller-coaster ride of highs and lows. We celebrate our wins, remain humble and move on to the next challenge. Likewise, we reflect on our failures, adjust, and move forward without wondering what might have been.

"Success is never final, failure is never fatal. It's courage that counts."

JOHN WOODEN

BE RESILIENT

We have a fierce resolve in everything we do, demonstrating determination, resilience and tenacity. We use mistakes and problems as opportunities to get better, not to quit. We believe in no whining and no excuses.

"I am convinced that life is 10% what happens to me and 90% how I react to it."

CHARLES R. SWINDOLL



BRING PURPOSE

Every day in our work, there are opportunities to bring purpose. We ask how what we do connects to other people in an important way, and think about small but meaningful ways we can change our work to enhance connection to our values.

"The purpose of life is to contribute in some way to making things better."

ROBERT F. KENNEDY