



4ward Sciences: The Strikingly Different Company

We like working for 4ward Sciences. We each have different reasons why, and a good list of advantages to choose some personal favorites from: our coworkers expect us to deliver our best, but we don't have to worry about fitting in with a rigid corporate culture. We don't back down on ethics, but we work with the fewest rules possible.

But what's *really* extraordinary about 4ward is that it's 100% employee owned, and unlike so many companies where the lion's share of ownership is retained by a handful of the most senior employees, our ownership is widely distributed among all employees, according to their personal contributions to 4ward's growth. Likewise our profit sharing program, in which both consultants and employees may participate, is 40% of 4ward's pre-tax profit. That is all-but-unheard of in other companies.

We want to be a magnet for highly talented people and great ideas. We are creating a spontaneous growth engine where growth leads to more growth. So we make it *very* worthwhile to join 4ward. We hope that as you continue reading you will find your own favorite reason to work with us as an employee or as a consultant.

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What Are We Like?

(We're team-oriented and like to be challenged)

Our company is an employee-owned alliance of innovative, savvy people who have an array of talents and experience, and who create, develop and manage business opportunities; everything from government programs to advanced technology products.

Geographically dispersed throughout the US, we're nonetheless a close-knit team. United by a passion for significant projects that challenge our creativity and intellect, we love to work hard and share the rewards of that hard work. 4ward takes "teamwork" to a new level in a positive, collegial atmosphere where brainstorming is encouraged and nobody has a needy ego.

Specifically, What Does 4ward Sciences Do?

(We do a lot of different things, so here's a summary...)

4ward is managing and supporting the portal development, hosting, help desk, and maintenance of a large web database. We host using our reseller partnership with NTTA and their world class, commercial data centers. NTT, Inc., the owner of NTTA, is among the 50 largest corporations in the world. NTTA actively assists 4ward's information technology professionals and proposal writers aggressively pursuing more of this type of work.





4ward does business development consulting for small and large businesses, helping them find, pursue, win, and perform services work for government agencies. We use our prospecting service accounts to find business opportunities for our clients and ourselves. We consult for roughly 20 companies – the diversity of work we pursue on their behalf is very broad. We are: specialists identifying new opportunities, capture managers, proposal managers and writers, cost strategists and cost proposal experts, and production people. Those of us who work in this line of work are self reliant – we find our own clients and revenue – if we don't bring in revenue, we don't get paid.



We are developing a satellite communications system and service using a 4ward developed microprocessor product. We are partnered with Celestech, an Iridium satellite Value Added Reseller. Our service will use our device controlled remotely from a 4ward developed portal and database hosted and connected through multiple NTTA data centers nationwide. This new market is very large and potentially very lucrative. We expect to deploy the first version in the fall of 2009. One of our people has another related product in the test phase in a whole different market. A very large number of similar satellite controlled products will be easier to produce once we get these first two versions off the ground. See our start at rapidalertnet.com

We have an e-commerce web-site, Berlz.com. Today, it is a very simple Amazon Associate e-commerce site. 4ward donates a percentage of the proceeds to charity. We have a proprietary progression plan, developing and stepping up to a very exciting, new type of naturally commercial viral web site. Feel free to use Berlz.com today and pass the word to your friends. You buy from the huge diversity of Amazon's products at the same price you pay if you buy directly from Amazon, and you use their product delivery, but because you are buying at Amazon through Berlz, a portion of your proceeds will go to charity. The charity is just one part of the appeal – keep an eye on it – you won't see hints of the viral idea yet, but if we are successful it has the potential to be a very exciting and different kind of commercial site.



We have two more ideas just entering the incubator. One is an investment fund; another is an automated design tool. Several 4ward employees own intellectual property for products that they are asking us to develop. We'll be looking for people to help on these projects, and are open to more ideas.

It should be evident that 4ward pursues a wide range of work. We hope that six months from now, the snapshot of 4ward activities will include new projects in totally different arenas. That means we're doing what we most enjoy: growing startups, developing new ideas, and continuing to learn in the process.

It will also mean that we're attracting new employees to our organization. Should one of those new employees be you? You may want to participate in what we are doing currently. You may want to bring an idea or program of your own. We try our best to say yes to every good idea whether or not it is in our current mold.



Consider Joining 4ward Sciences

(We already have a feeling that you're a good fit)

4ward capitalizes on ideas that require multiple specialties, whether the work is product development and sales or providing services. We assemble the best-performing specialists in leadership, management, marketing, selling, conceiving, building, operating, and administering.

We bring together people with knowledge and drive: people who are not quite done with their careers, people who are just starting, people who will never be done, consultants between jobs, consultants working multiple jobs, part-timers and full-timers, people who like to work hard and make very good money and also laugh, relax and take short vacations or extended time off.

4ward is currently pursuing new work in diverse fields: product development and support, systems development, communications, information technology, help desk, systems operations, maintenance, administrative support, commercial and government services. We're recruiting friends who have managed and won programs in the past, providing any support they need to accomplish new objectives.

- Using Monster and similar services, we are actively recruiting "capture managers" – people who specialize in winning new work based on their relationships with decision-makers and their business expertise. They may do billable business development for our clients and grow work for 4ward when not working for a client.
- We have well-established partnerships with several firms collaborating to pursue work together. We offer these firms the assistance of our deep business development staff in exchange for a portion of the work if we win.
- Our consultants and employees help on these efforts for a share of the profits if we win. The more of these people we have, the faster and broader we can grow.
- We never have enough good business development people and proposal developers. These people extend our reach to a much broader range of new pursuits.

A Progressive Compensation Model and Employee Ownership

(We're not just paying lip service to the ideas of employee ownership and profit sharing)

How are we different? Put simply, our most important distinction is that we compensate according to the value people add. This applies equally to employees and consultants. Employees own 100% of 4ward Sciences, in proportion to our contribution to 4ward's value. We also have a lucrative performance-based profit sharing plan for consultants and employees that allows us to reward good ideas.

By rewarding performance, we attract the best performers who bring great ideas and new work. They exploit our resources and collaborate to increase their personal net worth. With this allocation of ownership according to performance and profit sharing for both insiders and outsiders, we encourage both self-reliance and collaboration. We are unorthodox not only because it is a little more fun, but more importantly because we think our approach will lead to faster growth.



Ownership in Detail

4ward was organized around ownership – stock ownership by employees, and ownership of intellectual property by the company and our consultants – because we have learned that the best way to create wealth is through collaborative ownership. Our goal is to maximize long term wealth.

4ward Sciences is and will remain 100% employee owned; we give stock options to every person the day they join us. Employee ownership stimulates fast growth and benefits everyone. Each employee/owner knows that they are working for their own company with like-minded owners, and this realization is very motivating.

No one outside of 4ward owns any of our stock. We are not working hard to make wealth for passive owners. We answer only to ourselves. We may borrow if we need funds to help push an idea very fast, but we do not sell any of our ownership to outsiders. We like very fast growth but we also want the freedom to be patient, develop great ideas, make decisions based on hunches that some great ideas may take a while to develop. We don't want passive investors looking for short term gains telling us what to do. We will be more successful running an employee-owned company than being a bunch of company-owned employees.

Most employee-owned companies offer a small portion of the ownership to most of the employees and a large portion to a few of the executives. In contrast to that model, at 4ward more than 99% of the value shares of 4ward are non-voting shares distributed and available to all. Less than 1% of the corporate value is held by the founders in voting shares to retain control, prevent hostile takeovers, and preserve and perpetuate this extraordinary growth model.

Why would the founders distribute so much of the value? Earlier in their careers, 4ward's founders were instrumental in growing other companies where, as senior executives, they shared many of the benefits of growth with large groups of passive investors. Our founders did very well, but they had to row upstream. It was hard to recruit the best performers because big incentives were not available for those who added the real value.

We learned the easiest way to grow quickly is to use the best incentives to attract the best talent – the high-energy performers – by rewarding them for the value they add to the company. As word spreads about the opportunity available at 4ward, and more such people join the company, we all benefit.

The Share Distribution Process: At the end of each year, we determine how much the value of the company increased. We authorize more shares, evaluate each employee's contributions, and issue more options. Options vest at a rate of 33% per year. That means they are issued at the current price and therefore are not taxed. One-third of these options can be exercised each year that you stay, and as the share price rises, your vested value grows without incurring a taxable event. You will only pay taxes on the profit you make when you sell them. If you chose to leave, we buy back all of your vested shares at the latest price. We avoid stock dilution, restricting the total number of new shares so the price of each share will still go up.

We recognize that everyone at 4ward contributes value – those that don't contribute move on quickly. People's contributions may be quantitative or qualitative. The contributions can be for serving outside customers and for implementing inside advancements, for doing a great job, for growing the work, or bringing in great new employees. All constructive contributions add value and are rewarded.

Our goal is to create a rainmaker stampede – a tight loop of positive feedback. We are creating a spontaneous, self-supporting growth machine. Growth begets even faster growth and the acceleration keeps increasing.

Ownership also encourages thrift. People watch expenses more carefully when they realize that every dollar of expenses not spent adds a dollar to their bottom line profit. A company's market capitalization – a rough approximation of the value of a company – is at least 10 times its annual profit. A dollar not spent on corporate expenses is a dollar added to profit, and a dollar of profit adds \$10 or more to the value of the company. Although we don't hesitate to spend money if that expenditure will make us more efficient or effective, we do our best to maintain a very lean operation; we buy what we need, not what we want. This enables us to use our resources to nurture fledgling ideas, reward employees, and maintain a competitive edge.



Employee or Consultant Status – Features and Benefits

(Either way, it's a good thing, but here are the differences)

You may have heard about an opening at 4ward and want to understand the benefits of being an employee. In an attempt to speak to all prospective colleagues, here's a summary of the benefits for employees and consultants, and other factors affecting the choice (in-depth details are found in the box):

	Pay	Eligible for Stock Options	Eligible for Profit Share	Benefits	We Pay Taxes	Per Cent of 4ward Sales for Expenses	We Cross-Market
Exempt Employee; Exclusive to 4ward	Salary	Yes	Yes	Yes; Shared Expenses	Yes	37.5% or less	Yes
Non-Exempt Employee; Exclusive to 4ward	Hourly			Full- time; Expenses Shared. ----- Part- time; Employee Pays			
1099 Non-Exclusive	Hourly	No		No	No	7.5% or greater*	Some

*We are driving this number lower.

4ward's Profit Sharing – for Both Employees and Consultants

(40%!)

In 4ward's profit sharing plan, we distribute 40% of the net earnings of a project to those who bring the idea to us, help us realize it, and help us deliver it. The 40% profit sharing is available to all – insiders and outside consultants – in proportion to their contribution. Any project – service or product – with tangible profit to 4ward is eligible. 4ward employees choose for each project whether they want a share of the profit or more share options at year end. Consultants are eligible for the same profit sharing as the employees; the contribution to the project determines one's share. Bringing the idea to 4ward is usually by far the most important contribution. If you are familiar with typical profit sharing, you probably know that 40% is roughly 10 to 50 times better than the most lucrative plans at other companies. As with our ownership model, we share so much of the profit to stoke that positive feedback loop. By attracting and rewarding the best ideas and the best people, we will profit, thrive, and attract more excellent ideas and people.

How did we decide to share 40%? As noted earlier, the profits we keep have a multiplier effect, driving up the price of 4ward's stock. With higher share prices, we can raise more money to fund more growth. We keep some profit so we can afford to buy out employees who want to retire or leave. This buy-back increases the price of our shares. We pick the 40/60 split to attract great new ideas, to fund the development of these new ideas, and to reward all of those who make the success a reality. 4ward is becoming a great place to bring programs and a great platform to incubate ideas. While some of us may be off growing a particular program, we are all rewarded every time any 4ward program turns a profit.

**EMPLOYEE:**

As an employee, you will be offered benefits; you are eligible for stock options; and there is more job security than for a consultant. As you know, companies are required to pay mandatory taxes, social security and insurance for you. Additional benefits are available to both full- and part-time employees, and we share expenses with our full-time employees. Benefits include health insurance, personal time off, a 401(k) retirement plan where 4ward may make partially matching contributions at year end, and holidays.

Like all companies, we use revenue generated by your work to cover essential overhead: contracts, invoicing, keeping our books, paying for people's phone and internet, and we pay for a few services that help us grow. The column "Per Cent of 4ward Sales for Expenses" in the table above shows how we pay for these expenses. If we need an office, we pay for it. But in general, we work virtually. As a result, our overhead is very low, keeping us extremely competitive. We stay very lean and invest and spend carefully to grow our stock price to much more than offset our overhead.

We do our best to create exceptional career advancement opportunities for all. 4ward expects dedication, high quality service, and innovative, continually improving approaches to work. Although we can't guarantee employment to anyone, we commit to our administrative employees to make every effort to keep them employed, and we commit to line employees on projects to grow their work and expand its market to its maximum potential. We ask everyone to help us grow existing and new work; and we use their experience, resumes, and contacts to find new work.

CONSULTANT:

Our consultants are our partners; we do our best to make the most of their ideas and work for their benefit and ours. There are great performers who are independent consultants, loners with great ideas who don't want to be tied to one company. There are great innovators who work elsewhere wanting to pursue a great idea, but who can't quit their day job. As consultants, these people earn according to the value they contribute through direct pay and profit sharing. They can either own their intellectual property, or we will negotiate with them to own it, if that suits them.

If you are a successful consultant and you can participate in our profit sharing, why would you want to run some of your consulting work through 4ward? The more you are engaged with 4ward, the more we are inclined to cross market – i.e., find you work. If you have occasional slow spells, we might help you bridge those. And if you occasionally come across clients who need additional consultants, we will help you fill those slots. Should this result in steady income for 4ward, it becomes eligible for profit sharing.

If you are a consultant, you are probably aware that you yourself are a business and therefore pay mandatory expenses yourself: taxes, your personal share and the business' share of social security, and insurance. You pay for any benefits you want. If you find that doing your books, paying your taxes, invoicing, etc., are a poor use of your time, we will do it for you in connection with any work that you run through 4ward. We are constantly investing in making our back office more and more efficient, so you may find that you can have us do it for a small portion of your billable rate leaving you more time to make more money at your higher rate. And if you are paying for benefits, we may be able to get benefits for you at a lower cost. We have several plans now, and are constantly improving them.

PERTINENT IRS RULES:

As you may know, the IRS has rules about who is a consultant and who is an employee, so you will want to be sure you understand those. Basically, if you have multiple clients, you are a consultant, a "1099" (from the name of the IRS form for consultants). If you are exclusive to a single client, you must become an employee. Please understand that it is not our place to explain this difference to you or to determine which you are. You should make those determinations yourself or with a lawyer and a tax consultant.



Some constraints affecting consultants are required by ethics and laws. To be eligible for the profit share as an outsider, you must be legally unconstrained to work with us. Some employers prohibit employees from working with anyone else, and some demand ownership of everything their employees do. You will be able to work with us only if not constrained by another company's employee agreement. We or you will need to own the idea free from any claims by someone else. You will also need to sign an agreement that protects 4ward's proprietary information that you learn while working with us. We fiercely protect the ideas you bring and the ideas we develop together to ensure we can maximize the value you get from your work and efforts.

4ward's Organization and Culture

(Bring your own personality...)

The organization at 4ward is loosely structured and self-reliant; that is, we have no deep reporting hierarchy. People can join and fit in where they will. They can be hired into a group, or they can come in and start a new group. They can bring a group with them. We do have corporate officers who direct corporate operations and make investment decisions, and an administration group that handles contracts, banking relationships, accounting functions, benefits, and human resources. We have some people who specialize in our website development or our marketing. None of us is hung up on titles.

All of us at 4ward get good fulfillment and enjoyment from doing our work. We work hard but separate our personal lives from our jobs. We recognize that we all look at work differently so we do our best to create a culture where anyone can fit in. We are passionate about what we do, but we are not all the same. Some of us are demonstrably passionate and some of us are quiet. We know and enjoy each other; but probably because we operate virtually, we give each other lots of space. We have good tools for collaboration: our web conferencing software, WebPresentNow, is free for all to use, with unlimited simultaneous conferences; we have free phone conferencing for all; we have an intranet with file share, ftp, and good collaborative features.

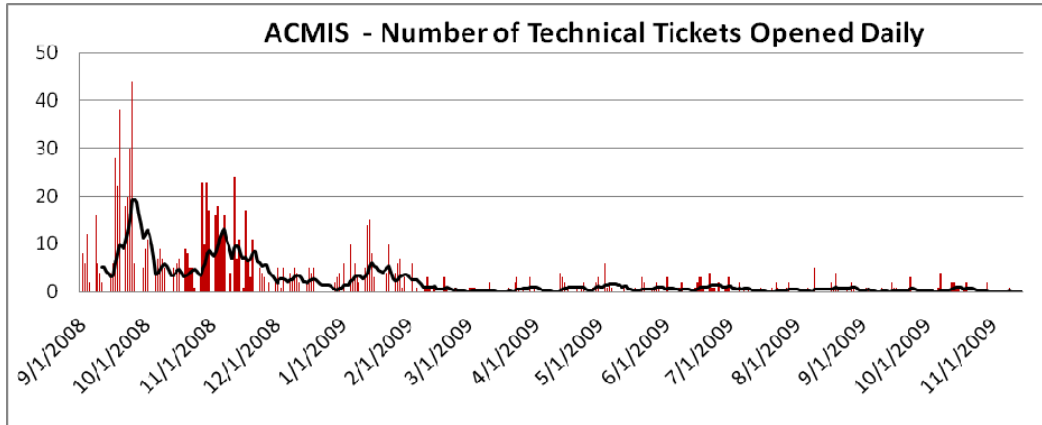
Two Areas of "No Compromise": Quality and Ethics

(Because we really enjoy sleeping well at night)

We like to treat our customers very specially. We do our best to deliver the effective, exceptional, helpful products and services they want. We are obsessive about delivering very high quality products and services and especially about standing behind them, and we live by continuous improvement. We strive for a magical reputation.

Improvement is key to survival – others are innovating and improving themselves, so we work hard to get ahead of the entire pack, and then keep accelerating. Don't mistake our being fair with being soft – we are very aggressive; we love to win and hate to lose, and we NEVER get complacent.

To see one example of our approach to quality, see the chart below. This is our ACMIS web database application hosting job we mentioned above. We were tasked to rehost the system that was performing very poorly. The users were angry, the system was crashing several times an hour, and there were many known and unknown errors. We implemented a program to track and count the problems and we worked around the clock for months to fix the issues and improve the performance. The system hasn't crashed in over three months. The chart shows one result of our continuous improvement program – technical errors are now being discovered at less than once per week.



Quality and Continuous Improvement are Obsessions

We have one rule that is absolute – we abide by laws and regulations – the letter and the intent of the law. For ethics, we like handshakes and verbal commitments – we consider them to be binding. We like working with friends. It may sound a little odd to make this claim but just to be clear, we don’t lie to people. We have some strong partners and we are loyal to them. We are fair to competitors and we honor others’ proprietary information and intellectual property. If an employee wants to push our ethical limits, we make it clear we would rather he or she did it elsewhere, because the rest of us are tight in our ethics. We don’t fetter the majority with rules put in place to control a minority.

Fewer rules is better.

Trust is very important. Our relationships within 4ward and with our consultants, both in our legal documents and our working relationships, are based on a foundation of extreme mutual trust. We begin our relationship by demonstrating that we will strike a balance to be extremely fair to each employee’s and consultant’s interests and the company’s interest. We approach our agreements assuming an individual will not take advantage of us expressly so we can have as few rules and constraints as practical. We tell our lawyers to follow this principle in drafting all documents. To finalize these documents, we solicit inputs from those representing all sides to get the smartest balance possible. In living with these agreements, to make this work, we have no tolerance for abuse of this trust.

Our Secret Mission Statement

(You’ve earned it...)

If you have made it this far, congratulations! A little heavy on the philosophy but you have probably figured out that we want to succeed and enjoy ourselves while doing so. We are sure by this time you understand our point of view on employee ownership and profit sharing – rewarding those who grow us so we will all make very good money and attract more good people. We view the rewards as the cornerstone that makes it all work. We work hard so we can take vacations and enjoy life.

As a reward for making it this far, we will share with you our Secret Mission Statement. It is a little too irreverent to make it our public Mission. It is a corollary of “working hard and playing hard”, recognizing the contributions of good work and the value of widely distributed employee ownership. While some of us are working hard long into the night on something we care about, others of us are sleeping very soundly while our stock appreciates. We take turns. Hence our Secret Mission Statement is “To make money while we sleep.”



If you are passionate about what you do, if you like to enjoy time off, if you like to mix laughter with fulfilling work, if you do what you do very well, if you want to make very good money and grow some wealth, maybe even some while you sleep, we'd like to hear from you – please [contact us](#).