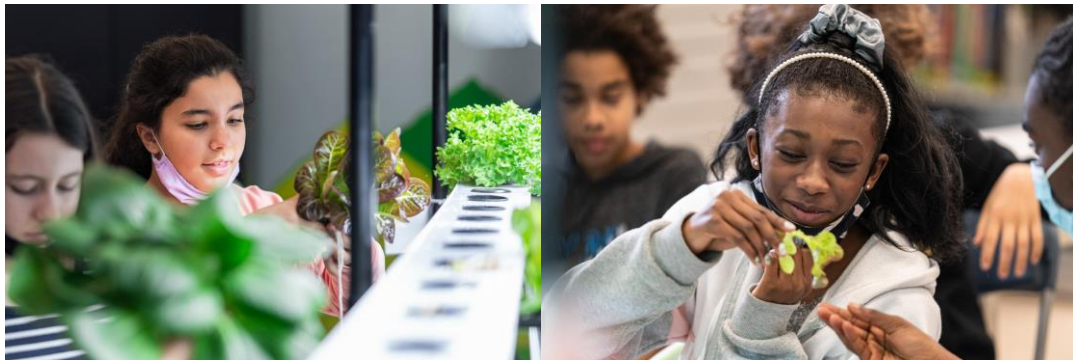


# Vireo

## Partner Playbook

Version 1.0





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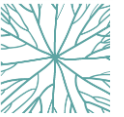
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# 1.0 Introduction to Vireo

## 1.1 Distributor Playbook Objectives

The Partner Playbook's objective is to present useful information about Vireo, its solutions and its dream to become North America's #1 company for any project developing tomorrow's ecocitizens.

This guide is intended to provide you, as a valued Vireo Partner, with all necessary information to achieve peak performance as a member of our broader sales team, or a key contributor to that team. You will find essential pieces of content for a successful completion of your daily tasks, details about our offers as well as various Partner procedures.

We ask you to rigorously take note of all information contained therein.

In a desire to continuously improve and this being our version 1.0 of the Partner Playbook, we welcome any relevant feedback in order to improve our guide.

In the case of a lack of clarity regarding your responsibilities as a Partner, as well as any questions arising from your ongoing efforts in the sales cycles, our team will happily support you. Please refer to the contact information presented in the Playbook.

As you plunge head first into our world, we hope to get you bought-in to our big dreams, our values, and our beautiful journey of making North America reconnect with Nature.

Thank you!

Alexandre Chamberland,  
Founder and President

*Alexandre Chamberland*



## 1.2 The Vireo Story

Vireo is the continuation of a University entrepreneurial project, AgroCité, born in 2014 at the Université Laval in Quebec, Canada. The goal of AgroCité was to feed the entire campus with vegetables grown directly on campus. After the project's immense success, Alexandre Chamberland decided to found Vireo with a big ambition to give nature back to society. The first product to be built was an hydroponic indoor garden. Quickly, these first units were sold to consumers, businesses and various government institutions, including schools. In the Fall of 2019, Vireo started to gain additional traction within Education. By then, it became clear that the *EdTech* niche was lucrative, scalable and that it contained sufficient demand to support the business entirely. Additionally, systems installed in schools celebrate some of Vireo's strongest core values.

Therefore, Vireo has pivoted to sell its solutions exclusively to schools from that day forward, a decision that has proven to be an excellent business decision.

## 1.3 Vireo's 4Ws

- **Who:** As the leader in intelligent indoor hydroponic gardens in North America, Vireo is a group of young entrepreneurs with a dream to reimagine the way people live hand in hand with nature.
- **What:** Vireo's concept introduces unique and sophisticated indoor gardens to young citizens by providing them with a product that allows them to reconnect with nature in a connected, immersive and educational way.
- **Where:** In urban and suburban areas, exclusively in schools.
- **Why:** Vireo's main purpose is in reconnecting humans to nature, promoting values of respect and responsibility to tomorrow's citizens.

## 1.4 Vireo's Values

- **Human:** The human element is at the very core of Vireo's existence. Surpassing any technology or system, the humans helping make Vireo possible are empowered by this greater purpose and this WHY that transpires in everything we do. Furthermore, Vireo's primary mission is to transmit our passion for nature to others. Not only to the citizens of tomorrow, but to the teachers, to Vireo's partners and to all other individuals we have the privilege of working with.
- **Sharing:** Support, collaboration, education, synergy
- **Ambition:** Dynamism, innovation, curiosity, insight
- **Integrity:** Listening, respect, eco-responsible
- **Benevolence:** Commitment, dedication.



# 1.5 The Vireo Team

## Important Contacts for Vireo Partners



**Mathieu Coupal**  
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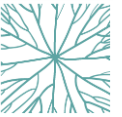
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## Key Stakeholders (for escalations)



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## 2.0 Sales informations

### 2.1 Vireo's Value Proposition

***Reconnecting people to nature.***

Vireo's goal is to reconnect people to nature in a sustainable way to improve collective well-being. To do so, we want to train as many eco-citizens as possible and have an impact on as many school environments as possible with unique indoor hydroponic garden projects that are connected, immersive, educational and fun.

### 2.2 Vireo Solutions: (Garden + Learning Platform + Support)

#### **A-Hydroponic Gardens**



Our hydroponic garden is easy to maintain and highly mobile, making it easy to move around in various school environments, as well as of adjustable sizes so it fits in any school context. All surfaces are interactive and the users can either write on it, use





magnets to pin documents or use the pegboards to hold the tools and anything else they would like to.

**Key Components :** Focused on the educational, personal and social development of each individual. That can be adapted to any educational context. (Elementary, High School and Post Secondary studies)

### **The System**

A 3-storey indoor hydroponic garden, functional in summer and winter, allowing the growth of 102 plants. The vegetable garden is on wheels, which makes it easier to get around the school. All structural, water and electrical components (such as horticultural lights) are included.

The system's dimensions are 5'4" x 2'4" x 6'4" (L x W x H).

### **The Delivery**

Delivery is included and the vegetable garden is delivered on site at the school pre-assembled. Maintenance does not need to be planned for the kit. A representative from the school should be available upon delivery.

### **Maintenance Equipment**

All equipment including measuring instruments, tools for pruning plants and containers for manual water transport are included (non-exhaustive list).

### **Single-use Consumables**

Nutrient solutions, cleaning solutions, substrates and seeds are included for one year. The school is provided with a cultivar guide, with seeds selected for the year. The school's project owner can choose from this selection.

### **Maintenance needs**

On a normal week, the system requires a minimum maintenance of about 30-45 minutes. If so desired, the maintenance can take longer by trimming plants, and it would then take about 90 minutes. A harvest usually takes about eight weeks to grow and once the moment arrives to make the harvest, the allotted time should be around three to four hours. Finally, the system needs to be thoroughly cleaned twice a year and this step would take between four to six hours.





## B-Learning Platform

Vireo offers, via a Web Application, a space for teachers and students to discover, learn, play and understand their project. Access to educational activities related to the vegetable garden and the skills of the school program is included. New activities are also added all year round. It's important to know that the project fits in many curriculums as for example, sciences, mathematics, special education and more.

During the onboarding process, we will discuss with the customer about what project they would like to do. Our goal is to understand their ambitions and goals, both professionally and personally and to try and adapt the project to them. We offer a curated educational path that's personalized to their ambitions, objectives, needs and completed project.

Type of activities found in the educational program: agronomic, scientific, entrepreneurship, sustainable development, health and well-being etc.





### **Access to Digital Platform**

Rental of the digital platform and access to an exchange community allowing you to communicate with other innovative schools. Educational and fun activities integrated into the digital platform allow students to interact and learn from the vegetable garden and satisfy their curiosity, independently.

Access to various intuitive features: Collaborative calendar, interview log, library of educational activities.

The library and the activities integrated into the digital platform will be accessible to the whole school, but the class that will have the project will have additional options that will likely be linked to the vegetable garden and the project itself. We therefore want to have an impact on the entire community with a focus on learning about entrepreneurship, sustainable development, agronomic & environmental science, health and well-being.

The digital platform also gives access to a community of Vireo users.

### **C-Service, Training and Support**

Personalized training approach throughout the whole project.

Receive all the necessary support, both technically, agronomically and pedagogically to ensure the success of your project. In addition to the tools available through the educational kit, we offer you our human support at all times during the first year, whether by email, phone, or teleconference. We follow a 3 step implementation and follow up approach to project success.

## **2.3 Pricing**

- 1 garden: \$8750 + tax
- 2 gardens: \$16,500 + tax
- 5 gardens: \$35,000 + tax
- 10 gardens: \$65,000 + tax

Subsequent years :

- \$3500 yearly, per project
- \$2000 yearly, per additional project



## 3.0 Vireo Customer Success

### 3.1 Client Onboarding

The onboarding process will be a key element in the clients relationship with Vireo going from the Distributor to Vireo's On-Boarding team. Keeping in mind that clients might keep contact with the distributor, it is important to establish the key steps after acquiring the client.

1. Signature of contract
2. Transitioning the client between the distributor and Vireo's onboarding team.
  - a. Introducing the client to Vireo's on-boarding team.
  - b. Organizing a pre-implementation call (30 minutes).
  - c. Settling the support and training for the client.
3. Clarifying the support procedures put in place.
4. Passing on the client from distributor to Vireo.

### 3.2 Training and Support

Keeping in mind that Vireo remains the main source of support and training, a clear support procedure has been put in place in order to facilitate the support requests.

Here is the appropriate procedure in order to respect Vireos support structure :

Any support request must be transferred to support to ensure it is taken care of.

A support manager must then, during the day including:

- Contact [support@vireo.ca](mailto:support@vireo.ca)
- Include any description of the questions that must be answered from the client.
- Include client and Vireo in email
- Make sure all support requests are not left unanswered and or have received a response 24/48 hours after.



# 4.0 Vireo Partner Responsibilities

## 4.1 Developing New Clientele

- Attracting new leads by proactively approaching target prospects;
- Analyzing and understanding customer needs and processes, qualifying the right type of prospects;
- Demonstrating the Vireo solution to interested prospects;
- Closing Partner Sales opportunities;
- Ensuring continual collaboration with the Vireo team and documenting conversations with the given Partner tools;
- Tend to ongoing customer conversations and sales opportunities, identifying sales blockers and reducing friction in the sales cycle.

## 4.2 Ensuring Customer Success

- Ensuring successful client kick off: Plan onboarding calls and ensure the transition to customer success;
- Knowledge Transfer of client information from Partner to Vireo's onboarding team;
- Quality assurance on closed deals, availability to answer Vireo onboarding team's questions, if / when necessary.

## 4.3 Partner Expectations

All Vireo partners should :

- Apply Vireo's principles in business conduct & behave in a way that aligns with Vireo's values;
- Maintain a sense of collaboration with Vireo's internal team, avoiding competition with the internal team by providing proper opportunity information in a timely matter;
- Actively seek market insights and trends, working to identify growth opportunities for Vireo;
- Uphold the highest standards of operational excellence;



- Use the communication channels effectively and efficiently in order to transfer all necessary information to Vireo and other responsible parties;
- Seek out Vireo's best interest in every decision when representing Vireo; when in doubt about how to proceed in peculiar circumstances, reach out to the Partner contacts listed above.

## 4.4 Partner Confidentiality

- The Partner should never disclose confidential operational, financial, or other business information from Vireo without validating with your Partner Manager whether such disclosure is appropriate.
- When there is a business-related need to share confidential information with a supplier, vendor, or other third party, never volunteer more than what is necessary to address the business at hand. Any confidential information shared outside Vireo should be covered by a non-disclosure/confidentiality agreement (NDA).
- Please refer to the standard Vireo Partner NDA for detailed confidentiality clauses.



## ANNEXE 1

### Customer Case Studies

#### **Jean-de-Brébeuf's special education project**

At the start of the 2019 school year, Anabelle started a project with Vireo and her special education students, aged 14 to 16. The main objective of the project was to give students a way to learn about sciences and entrepreneurship and to give them a project that would be in action on a day-to-day basis. With their first harvest, the students organized a sale to the teachers and parents of the school with the intention to fund new equipment for the already implemented smoothie bar. Anabelle and her classes project has been a tremendous success in which students got to learn while practicing real-life skills such as choosing a business model, navigating with a budget, trying to create demand for a product, sell a product and to invest the benefits of the project to try and create more value.

#### **St-Romuald's wish to give back to communities**

Sonya decided that the first steps her year 2 students would make in the entrepreneurial ecosystem would be with a give back to the community, more precisely to the people in need. After a quick survey, Sonya observed that only 3 of her 20 children class had ever seen a vegetable grow from a seed to a mature plant. So, while the harvest was growing, Sonya had the opportunity to show her students how vegetables grow and to introduce them to the scientific side of agriculture.







## ANNEXE 2

### Common Objections

Here are the top objections seen during Vireo Sales cycles.

Objections	Response
It costs more than what I was expecting.	<p>Customers often think we only sell the indoor hydroponic garden (garden) and are shocked by the price. It is very important that they understand the value proposition and other offerings included for teachers and students when working with Vireo.</p> <p>How you can respond: repeat their objection and ensure they have a strong understanding of everything that is included in the offer. Generally, once they understand that the whole school is benefiting from the project, they change their minds.</p>
It is too expensive for us.	<p>School budget, government aid and various grants are applicable to the various types of project achievable by this immersive educational garden.</p>
We don't have enough time for a project like that.	<p>Vireo's offer is made so you don't have to use much time to put into it versus the benefits you'll get from it. Activities are planned to be used without much preparation.</p>
We don't have enough free space.	<p>The indoor hydroponic garden is on wheels and it's specifications (size, weight and power supply requirement) enable you to install the garden in various locations throughout the school. The indoor garden can be placed in a class, lab, library, cafeteria, hallway, etc. It's portability enables the entire school to benefit from the project and therefore have an impact on the entire environment.</p>





## ANNEXE 3

### FAQs

Classroom experience	
What about bugs getting into the school? How big of an issue is this?	This is a reality in agriculture and can occasionally occur with our hydroponic garden. We see this problem as opportunities for problem solving and student development. The weekly maintenance of your garden included insect detection. A well maintained garden will be less prone to insect proliferation. Insect traps are included in your material and will help solve the situation. Location of the garden and season can influence the presence of insects. Fall season and proximity to outside doors or windows are the biggest contributors.
How many students does one garden serve?	One garden can serve one single class up to multiple classes. Since the system is highly mobile the entire school can take part in the project. The 3-storeys garden can grow up to 84 plants. This provided numerous configurations to run concomitant educational activities. A typical harvest takes approximately 2 months (2 1/2 month for leafy vegetables and spices) . This provides the school with multiple opportunities to serve as many students as possible.
What support will the teachers have from Vireo?	<ul style="list-style-type: none"><li>● Our team is there for you. The success of every project is our priority.</li><li>● Access to extensive online resources (step by step “How to” and turnkey pedagogical activities).</li><li>● Individual consultation from our educational expert.</li><li>● Individual consultation from our agricultural expert.</li></ul>
What is included and not included?	This is a turnkey project: <u>Hardware:</u> <ul style="list-style-type: none"><li>● Indoor hydroponic garden</li><li>● Maintenance Equipment (Measuring instruments, tools for pruning plants and containers for manual water filling)</li></ul>



	<ul style="list-style-type: none"> <li>• All single-use Consumables for one year (Nutrient solutions, cleaning solutions, substrates and seeds )</li> <li>• Delivery</li> </ul> <p><u>Software:</u></p> <ul style="list-style-type: none"> <li>• Each project includes a one year subscription to the Vireo learning platform (Web App that includes extensive resources and built in educational activities).</li> </ul> <p><u>Service Plan</u></p> <ul style="list-style-type: none"> <li>• 3 step implementation and follow up approach to project success.</li> <li>• Direct access to our specialists</li> <li>• Warranty (part and service)</li> </ul>
<p>What are some challenges other schools have faced when using Vireo in the classroom?</p>	<p>Although Vireo indoor garden uses proven equipment and methodology, we are growing living organisms and therefore a certain unplanned situation can occur. Like in nature, bugs, lack of water, disease can happen in these educational activities. These types of problems are not often and rarely unmanageable. However, we think they are opportunities for problem solving and student development.</p> <p>Measurement instruments included in our system must be calibrated periodically. This is a challenging scientific concept that is now explained in a tutorial video.</p>
<p>How long does it take to build the classroom garden? Do you recommend it be built by the teacher or the students, too?</p>	<p>The initial unpacking and assembly of the indoor garden is very simple and should take no longer than 1-2 hours. We recommend that the teacher or school employee do that one time operation.</p>
<p>What ages does Vireo work best with?</p>	<p>9-14 years old.</p>
<p><b>Hardware and software</b></p>	
<p>Does the Vireo app collect any student data?</p>	<p>No data is collected for the students. The registration is at the school level, so no individual data is collected at the student level. Teacher and school personnel are the only ones with “login” capabilities. Students can write</p>



	<p>some notes following their observations of the garden, but the person responsible for the school account will confirm that no inappropriate content or personal data is written before it's saved.</p>
<p>How do you onboard students and teachers to the application?</p>	<p>For the teacher, there is a complete guided tutorial for the onboarding the first time they connect to the platform. The tutorial covered the receiving steps, the assembly instruction and contact and support information at Vireo.</p> <p>Once they use the platform for the first time, the student and teacher will also have a guide tour for the Web App to guide them on the available resources.</p>
<p>Is any training required or included?</p>	<p>Step by step guides and videos are included in the Vireo learning platform. The platform also included numerous technical, pedagogical and agricultural resources.</p> <p>One on one training, activities and support if needed</p>
<p>What devices is the application compatible with?</p> <p>What browsers is the application compatible with?</p>	<p>Our learning platform is a Web Application. The user accesses the app through a web browser with an active network connection. Thus enabling the user to have access to the most recent version of our platform without downloading or updating a software to their device.</p> <p>We used responsive technology that adapts the content to any type of device.</p> <p>The platform is compatible with the following Browser:</p> <ul style="list-style-type: none"><li>● Google Chrome</li><li>● Safari</li><li>● Microsoft Edge</li><li>● FireFox Version</li></ul>