

10X[®]

Entrepreneur



CEO LEADERSHIP FIELD GUIDE

Survive and thrive
in and after the Covid-19 crisis

Virtual Launch
28 April 2020 12h00-13h00

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WELCOME AND INTRO



Jason Goldberg

CEO
10X-E



Wayne Hartmann

CEO Mentor, Program
Director
10X-E



Nwabisa Gage

Product Manager
10X-E

Agenda

1. Who is 10X-e?
2. Responding to the crisis
3. The CV-19 Leadership Field Guide

Needs

Mission

Terms

Method

Demo

Fit in your ecosystem

4. Next Steps
5. Q&A

PAGE

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32



WHO IS 10X-E?

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EDGE GROWTH:

12 YEARS SCALING IMPACT BY GROWING SGBS WITH CAPITAL
& BDS/TA



SGB Finance



Supplier
Development Programmes



Capacity building



EDGE IN NUMBERS



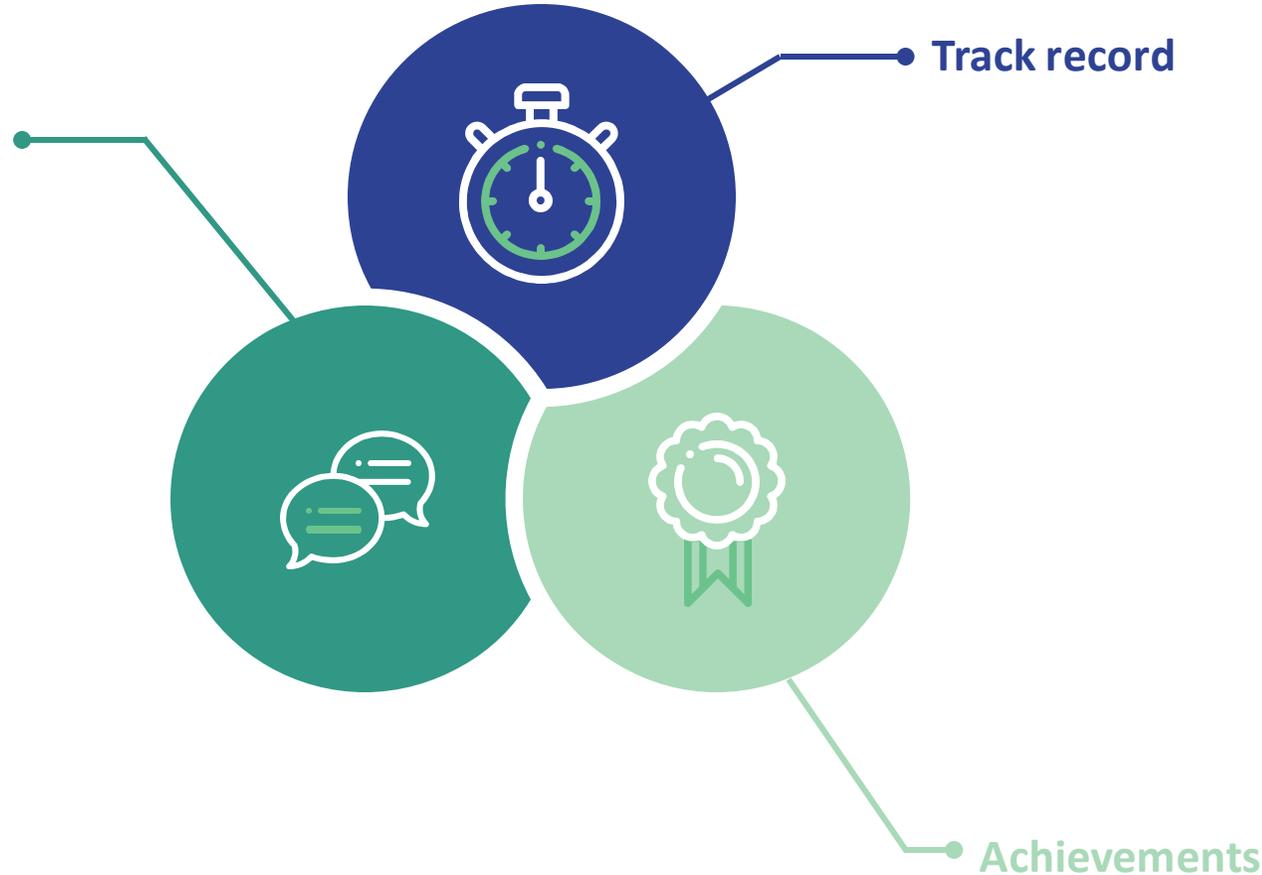
How do we fare?

Biggest ESD
Fund manager***
in SA

Highest direct
job creation
amongst competitors

Leading
access to market
track-record

Strongest
SME revenue growth**



Track record

>R1.5bn
in funds under
management

>70
Staff

>710
SME beneficiaries
& investees

>R675m
in funds deployed

>40
corporate clients
engaged

5 679
jobs created

60%
Programme SME's get
additional contracts

R129m
contract volume
obtained

22%
in average SME
revenue growth

Achievements

Industry benchmark: G4G Report, Stats from competitor websites

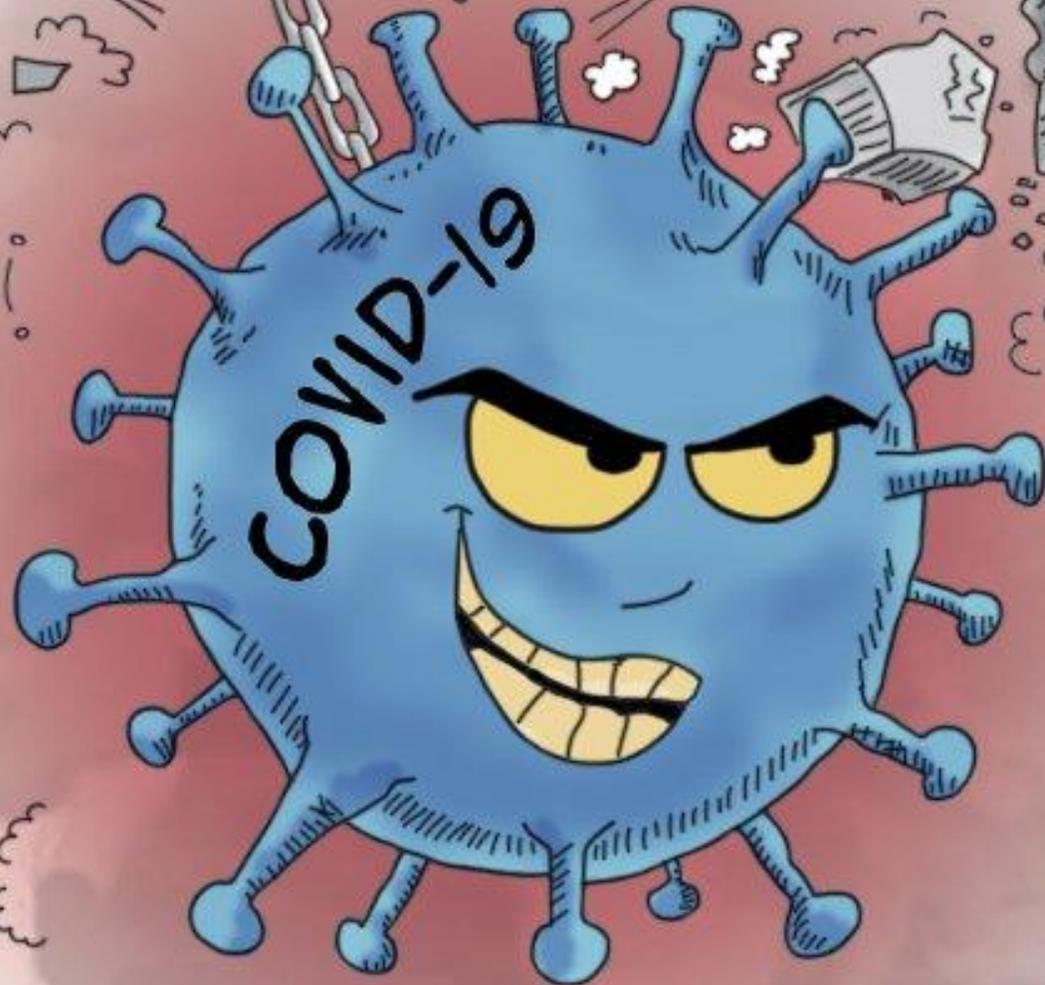
** For early growth and growth businesses

***Enterprise and Supplier Development (ESD) involves growing small and medium sized businesses from disenfranchised race groups in corporate supply chains by providing finance, support and assisting business development and sustainability



RESPONDING TO THE CRISIS

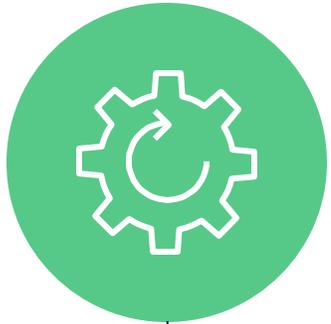
I CAME IN LIKE A
WRECKING BALL...



CREAMER MEDIA
20/03/2020
DARLENE

OUR NEW REALITY?

?



What changes to
come?
Which changes will
last?



How long?



Don't expect a
quick bounce
back

!



We are all in
unchartered
waters



Waiting for it to
pass is not an
option

So, what do we do?

#1. HOPE
FOR BEST, PLAN
FOR WORST

#2. CASH
IS KING

#3. SURVIVAL OF
THE FASTEST

#4. LEAD
FROM FRONT

#5. CUT
DEEP & FAST
BUT BRING
PEOPLE ALONG

#6. ADAPT
& INNOVATE

#7. SURVIVE &
THRIVE

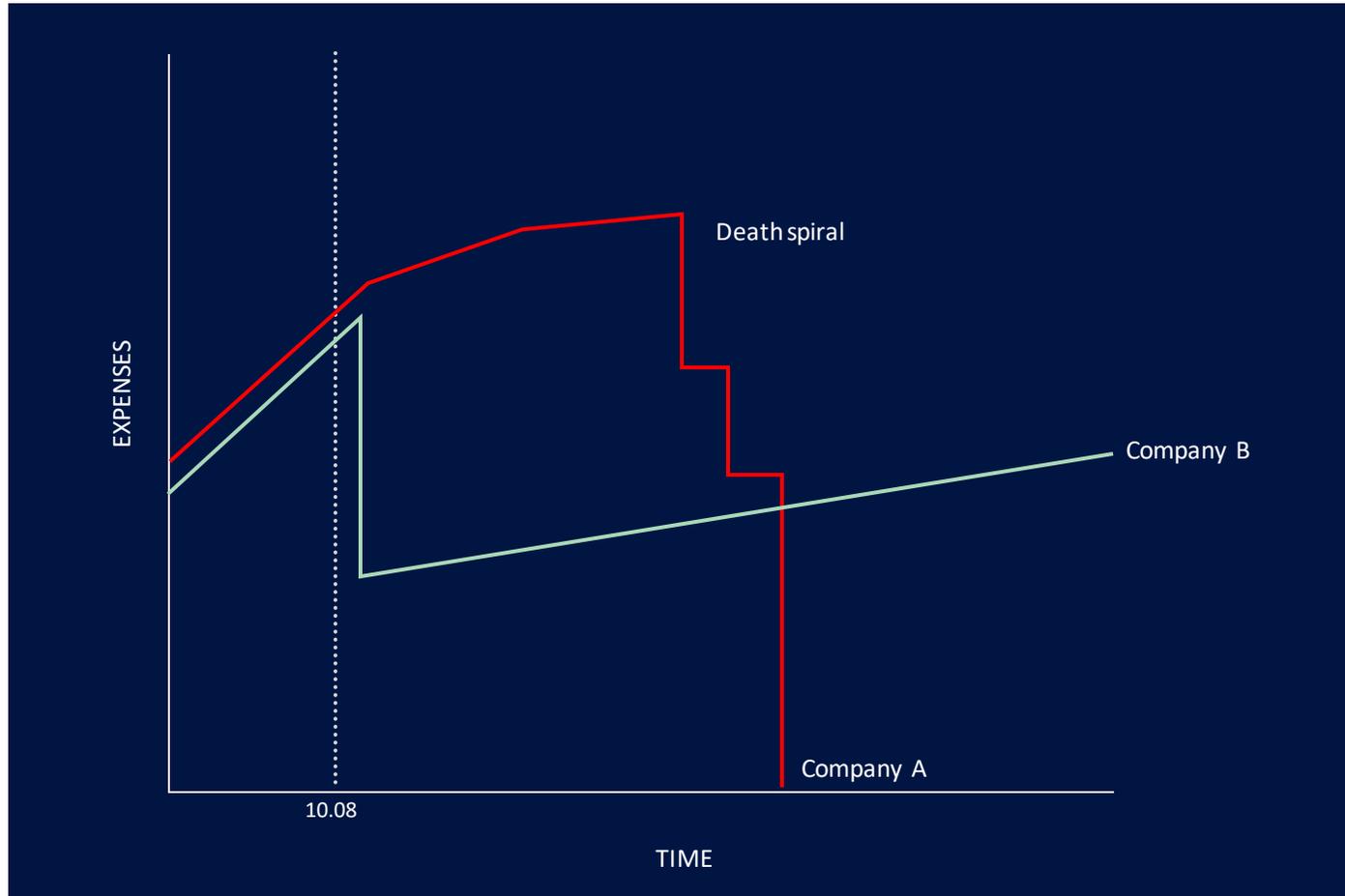
#8. STAY
WELL

#9. VALUES FIRST

#10. GET
HELP

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SURVIVAL OF THE QUICKEST





POLL 1

How are you feeling right now as a business leader:

1. **Excited:** lots of opportunity

2. **Calm:** confident we'll get through this

3. **Mixed:** Some excitement, some anxiety and uncertainty

4. **Anxious:** can't stop thinking about work, 100 worries, 1000

5. **Overwhelmed:** can't stop thinking about work, 100 worries, 1000 questions, a turbulent sea of emotion inside, not enough time, overwhelmed

6. **Paralysed:** too worried and confused to be proactive

7. Other



THE PLATFORM

CEO NEEDS

A crisis leadership field guide made for the moment



You need more than a stream of articles / videos

OUR MISSION

Maximise survival rate of small businesses by putting CEO effectiveness on steroids through the definitive leadership field guide:

- Precise manual: how to lead through this crisis
- Step-by-step guidance
- Practical (no academia, just what works)
- Real (from battle hardened CEOs & Leaders)
- Gives speed (with tools and templates)
- Focused on a true and lasting IMPACT



THE TERMS



100% free, 100% open. Forever



No strings, no fine print

Several partners, supporting our heroes: Africa's entrepreneurial leadership teams

10X-E

First National Bank (First Rand Group)

The Vumela Fund

McKinsey

ENS

Labournet

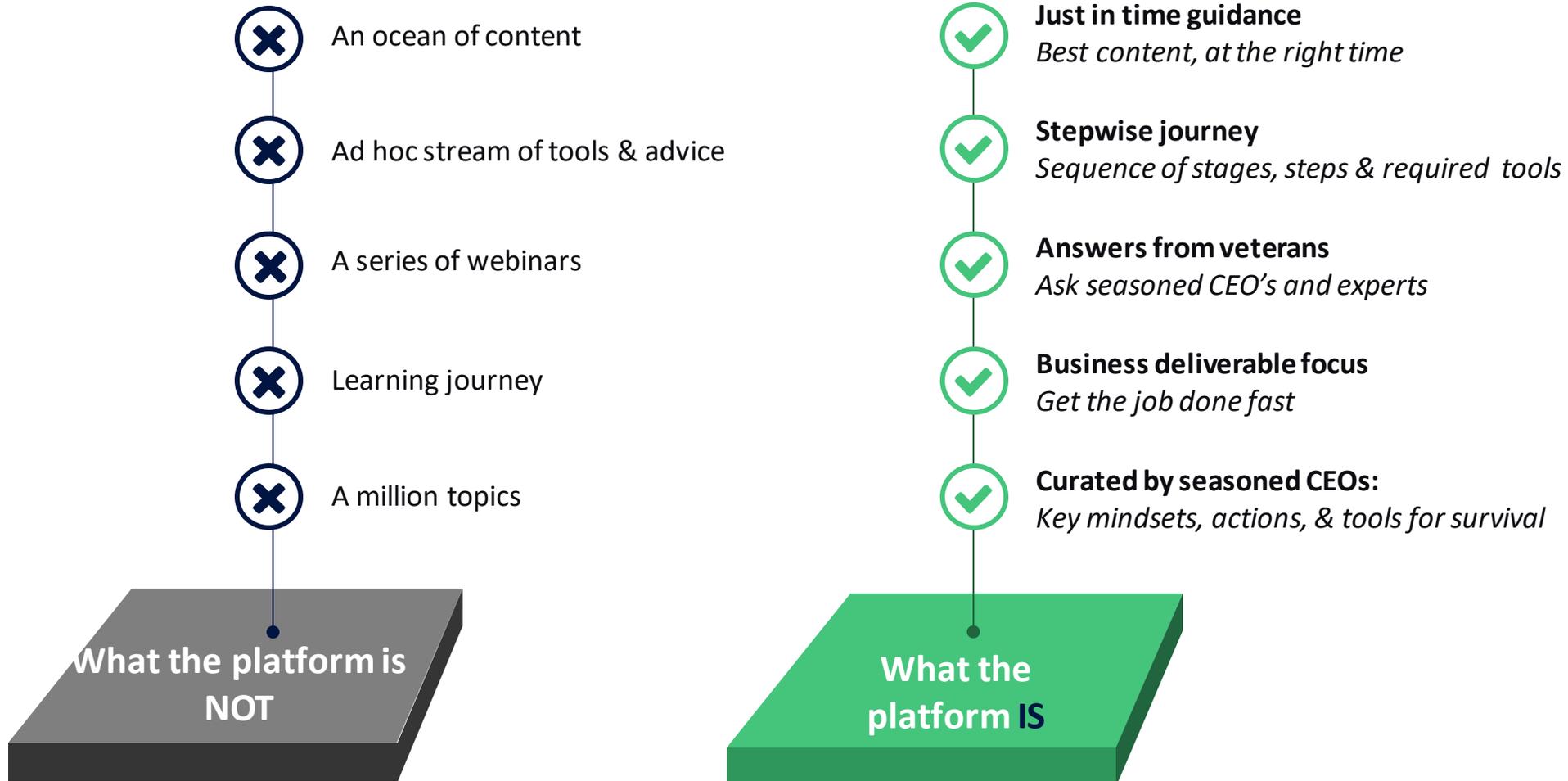
Many individual content contributors



THE METHOD



1 | NOT ANOTHER STREAM OF CONTENT



2 | LEAD WITH CLARITY AND SPEED THROUGH THE 4 PHASES OF THE CRISIS



Hit by a storm



Phase 1: REACT Seal the hatches

- Everyone to safety
- Man the stations



Outputs

- Employee safety
 - Compliance
 - Task team
- ↓
- Continuity plan
 - Urgent cash flow measures
 - Task Team
 - Leadership Plan
 - Communication plan



Phase 2: RESPOND Survive the storm

- Steel your nerves
- Survive the storm
- Ration supplies
- Stop leaks
- Man stations

- A-Game
- Lead
- Plan scenarios

- ↓
- Revenue scenarios (based on macro & industry scenarios)
 - Cost cutting targets
 - Cost cutting actions

- Preserve cashflow
- Cut costs
- Stabilize ops

- ↓
- PLAN A (Customer, Revenue, HR, Ops, Finance, Legal, Marketing, Comms)
 - PLAN B
 - PLAN C
 - Capital plan - survival



Phase 3: RE-AIM Set new course

- Orientate and calibrate new course

- Develop new strategy to suit new normal

- ↓
- New future & positioning
 - New offering & business model
 - Capital plan - growth
 - OKRs



Phase 4: RE-LAUNCH Set sail

- Set sail

- Grow and scale business

3 | 3 LEVELS OF LEADERSHIP | 8 AREAS OF FOCUS



4 | CV-19 RESPONSE: LEADERSHIP PLAN



AREA



OUTPUTS



DATE

BOARD/INVESTOR REVIEW



Phase 1 REACT

First response

- Business Continuity plan
- Urgent cash flow measures in place
- CV-19 Task force established with mandate
- CV-19 Communication plan
- CV-19 Leadership plan (milestones & dates)

[Date]

[Date]

[Date]

[Date]

[Date]



Phase 2 RESPOND

Liquidity plan

- Revenue scenarios
(based on macro & industry scenarios)
- Cost cutting targets
- Cost cutting levers/ actions

[Date]

[Date]

[Date]

Scenario plans

- PLAN A, B & C (high level)
- PLAN A Detail *(Customer / Revenue, HR, Ops, Finance, Legal issues, Marketing, Internal comms)*
- Capital plan - survival

[Date]

[Date]

[Date]

Phase 3 RE-AIM

'New North'

- New future & positioning
- New offering & business model
- Capital plan - growth

[Date]

[Date]

[Date]

OKRs

- Business OKRs

[Date]

CONTENT ROLL-OUT SCHEDULE

Once you have signed up to the platform, set up your Task Team and commit to milestones to plan your response. Align with Board / Investors at key milestones



AREA



OUTPUTS



DATE

BOARD/INVESTOR REVIEW



Phase 1 REACT

First response

- Business Continuity plan
- Urgent cash flow measures in place
- CV-19 Task force established with mandate
- CV-19 Communication plan
- CV-19 Leadership plan (milestones & dates)

[Date] ☆
[Date] ☆
[Date] ☆
[Date] ☆
[Date] ☆

Phase 2 RESPOND

Liquidity plan

- Revenue scenarios
(based on macro & industry scenarios)
- Cost cutting targets
- Cost cutting levers/ actions

[Date] ☆
[Date] ☆
[Date] ☆

Scenario plans

- PLAN A, B & C (high level)
- PLAN A Detail *(Customer / Revenue, HR, Ops, Finance, Legal issues, Marketing, Internal comms)*
- Capital plan - survival

[Date] ☆
[Date] ☆
[Date] ☆

Phase 3 RE-AIM

'New North'

- New future & positioning
- New offering & business model
- Capital plan - growth

[Date] ☆
[Date] ☆
[Date] ☆

OKRs

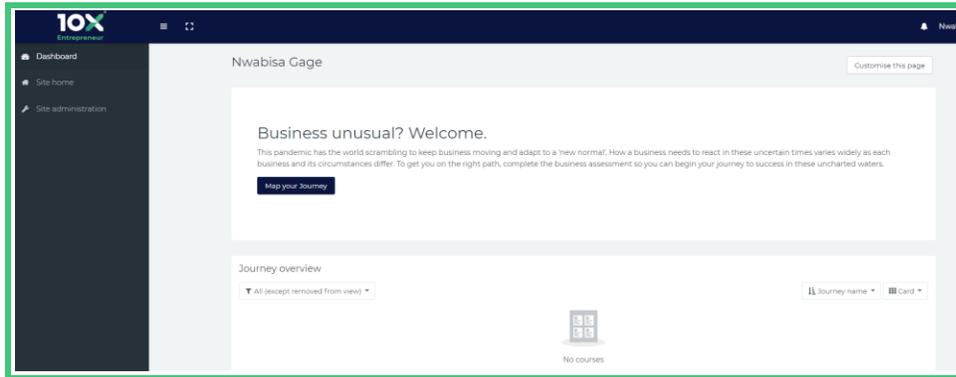
- Business OKRs

[Date] ☆

5 | 4 MAIN ELEMENTS FOR EACH 'MODULE'

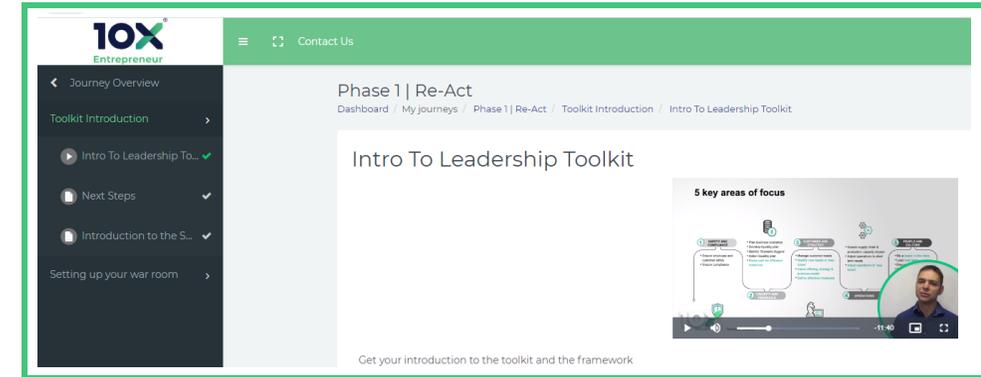
Frame:

Set the scene, get the mindset right



Video:

What, why, how?



Tools:

Download, use right away

Financial Inputs														
Criteria	Currency	Weekly cash items	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12
Starting cash balance	ZAR	300 000												
Additional cash inflow	ZAR	0	0	0	0	0	0	0	0	0	0	0	0	0
Total cash balance at start of week	ZAR	300 000												
Weekly cash revenues	ZAR	1 000 000												
Weekly cash cost of sales (COS)	ZAR	400 000												
Weekly gross cash revenues														
Total weekly cash expenses														
Closing cash balance at end of week														

		Scenario and Plan Outputs		
Cash Runway (weeks)		Scenario		
		1	2	3
		0%	-10%	-20%
% reduction of weekly cash cost of sale:	A	0%	Cash for next 14 week(s)	Cash for next 2 week(s)
% reduction of weekly cash expenses		-5%		Cash for next 1 week(s)
% reduction of weekly cash cost of sale:	B	-5%	Cash for next 24 weeks or more	Cash for next 3 week(s)
% reduction of weekly cash expenses		-10%		Cash for next 1 week(s)
% reduction of weekly cash cost of sale:	C	-5%	Cash for next 24 weeks or more	Cash for next 24 weeks or more
% reduction of weekly cash expenses		-20%		Cash for next 2 week(s)

Plan:

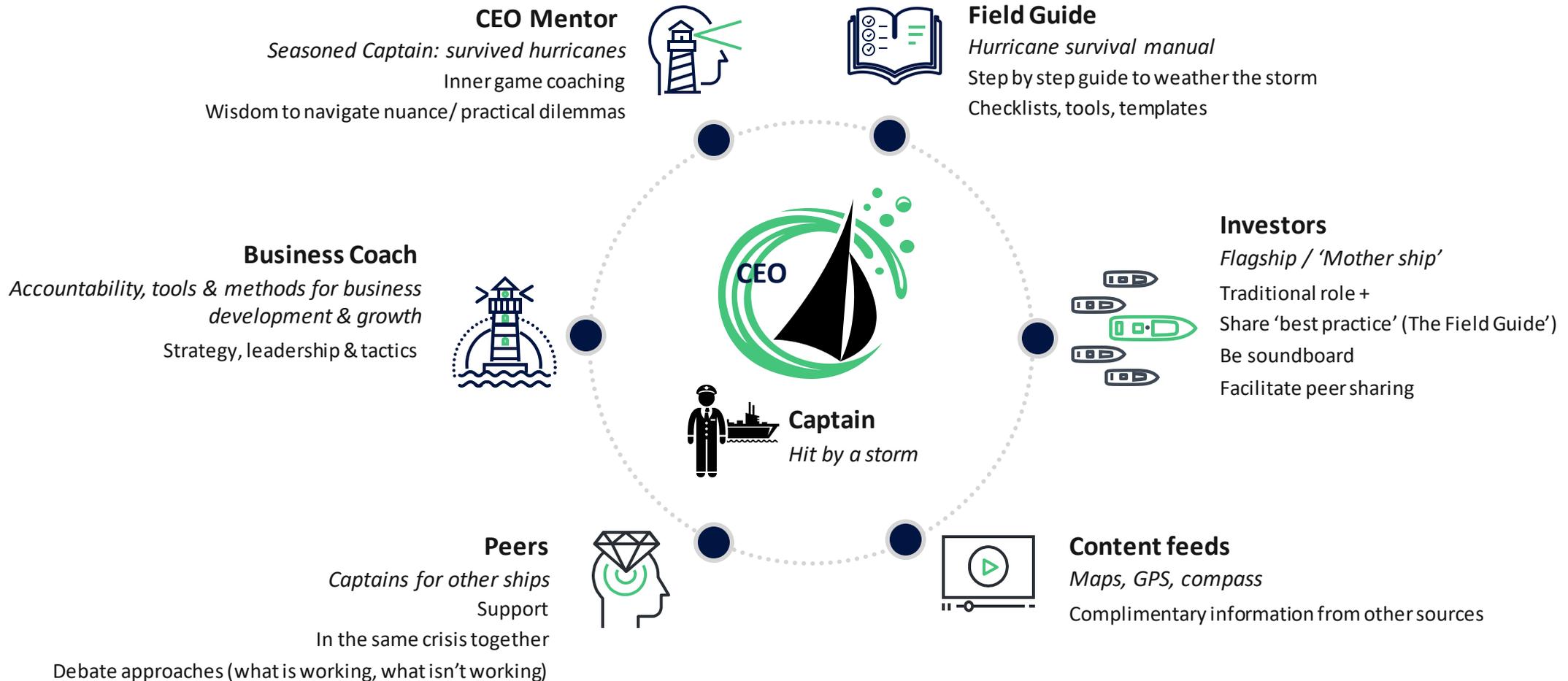
Guidance on next steps and timing

[If that video felt intimidating and overwhelming, don't worry! It's not as complicated as it sounds! Just take this process step by step. We suggest the step-by-step process below to get the job done. If you feel it necessary, get a Strategic Planning Facilitator to support you through this process.

- Step: Assemble scenario team**
 - Action:** List the group that will co-develop your 'Scenario plans'. This is probably a subset of your Task Team, likely including the CEO, CFO, and Head of Marketing / Sales.
 - Suggested timeframe:** Next 24 hours

DEMO

COMPLIMENT EXISTING SUPPORT



CV-19 RESPONSE: LEADERSHIP PLAN

Once you have signed up to the platform, set up your Task Team and commit to milestones to plan your response. Align with Board / Investors at key milestones

	 AREA	 OUTPUTS	 DATE <small>BOARD/INVESTOR REVIEW</small>	
Phase 1 REACT	First response	• Business Continuity plan	[Date]	
		• Urgent cash flow measures in place	[Date]	☆
		• CV-19 Task force established with mandate	[Date]	
		• CV-19 Communication plan	[Date]	
Phase 2 RESPOND	Liquidity plan	• Revenue scenarios <i>(based on macro & industry scenarios)</i>	[Date]	☆
		• Cost cutting targets	[Date]	
		• Cost cutting levers/ actions	[Date]	☆
	Scenario plans	• PLAN A, B & C (high level)	[Date]	☆
		• PLAN A Detail <i>(Customer / Revenue, HR, Ops, Finance, Legal issues, Marketing, Internal comms)</i>	[Date]	
		• Capital plan - survival	[Date]	☆
Phase 3 RE-AIM	'New North'	• New future & positioning	[Date]	
		• New offering & business model	[Date]	☆
		• Capital plan - growth	[Date]	☆
	OKRs	• Business OKRs	[Date]	☆

POLL 2

How mature is your CV-19 Leadership plan?

1. **Survival:** Lots of action, no structured plan yet

2. **Minimal:** Only thinking 1 or 2 steps ahead right now

3. **Rough:** Have a plan with many of those elements;
some gaps; not many clear timeframes

4. **Solid:** Have a solid plan with all key elements and clear
timelines; currently tackling first few milestones

5. **Solid & advanced:** Have a solid plan with all key elements
and clear timelines; already done / almost done with
scenario plans

INTERACTIVE EVENT SCHEDULE



Fund Managers



CEOs



Weekly sessions after the launch for CEO's, founders and leadership providing industry knowledge and advice
 Weekly upload of new content onto the Leadership Field Guide platform



NEXT STEPS

ACCESS THE FIELD GUIDE



Access platform
(click link in email later today)



Lean on Investors for support



Attend interactive sessions
(answers from veterans)



Consider CEO Mentor
(seasoned Co-Pilot)



Q&A



THANKyou

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