

10X<sup>®</sup>

Entrepreneur

# COVID-19 LEADERSHIP FIELD GUIDE

Managing Liquidity and Scenario Planning

Shell Foundation Webinar – Session #1  
25 June 2020

In partnership with



# WELCOME AND INTRO



Jason Goldberg

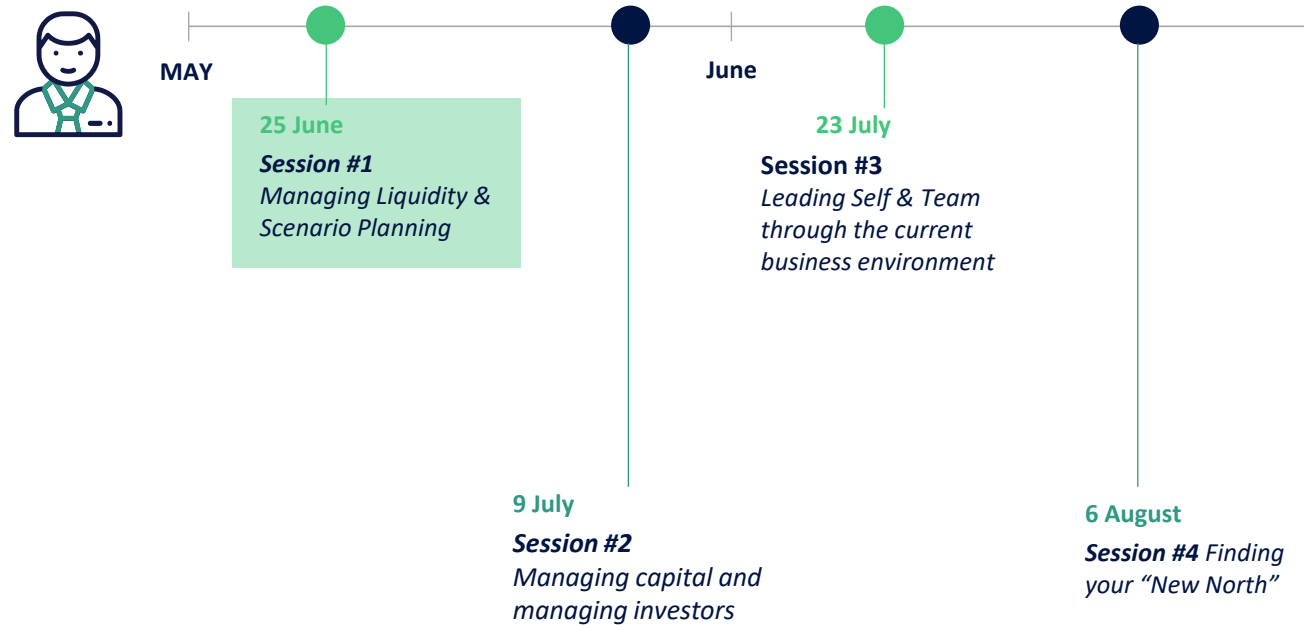
CEO  
10X-E



Vikas Bali

CEO  
Intellectap

# INTERACTIVE EVENT SCHEDULE FOR SHELL FOUNDATION



# Agenda

	PAGE
1. Who is 10X-e?	6
2. Responding to the crisis	9
3. The CV-19 Leadership Field Guide	12
4. Content from the Field Guide	23
Scenario Planning	
Cost Cutting	
Cutting Payroll	
5. Q&A	36
6. Next Steps	38



**WHO IS 10X-E?**

**10X**<sup>®</sup>  
Entrepreneur

# EDGE GROWTH:



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



SGB Finance



Supplier  
Development Programmes



Capacity building



# EDGE IN NUMBERS



Industry benchmark: G4G Report, Stats from competitor websites

\*\* For early growth and growth businesses

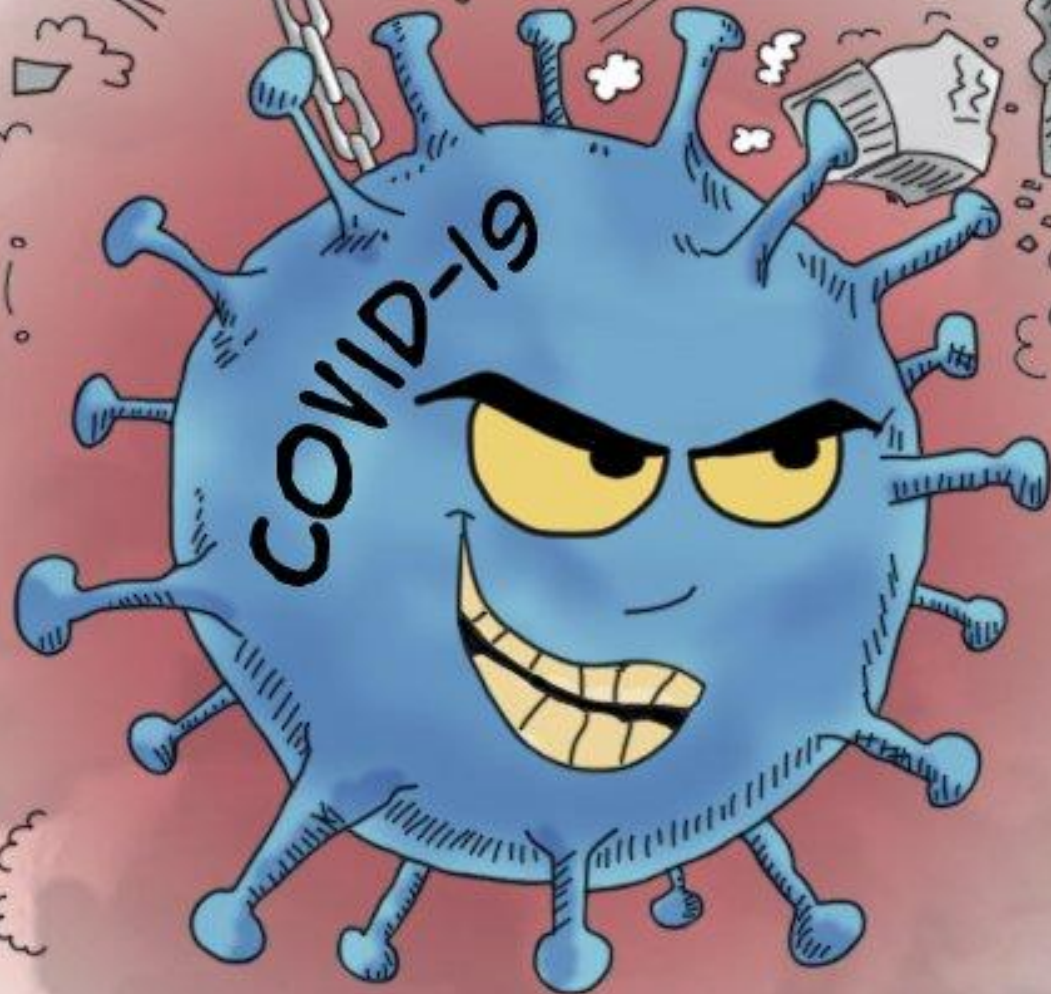
\*\*\*Enterprise and Supplier Development (ESD) involves growing small and medium sized businesses from disenfranchised race groups in corporate supply chains by providing finance, support and assisting business development and sustainability





# RESPONDING TO THE CRISIS

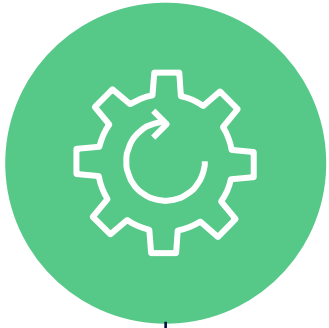
I CAME IN LIKE A  
WRECKING BALL...



GLOBAL  
ECONOMY

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 uncharted waters



Waiting for it to pass is not an option

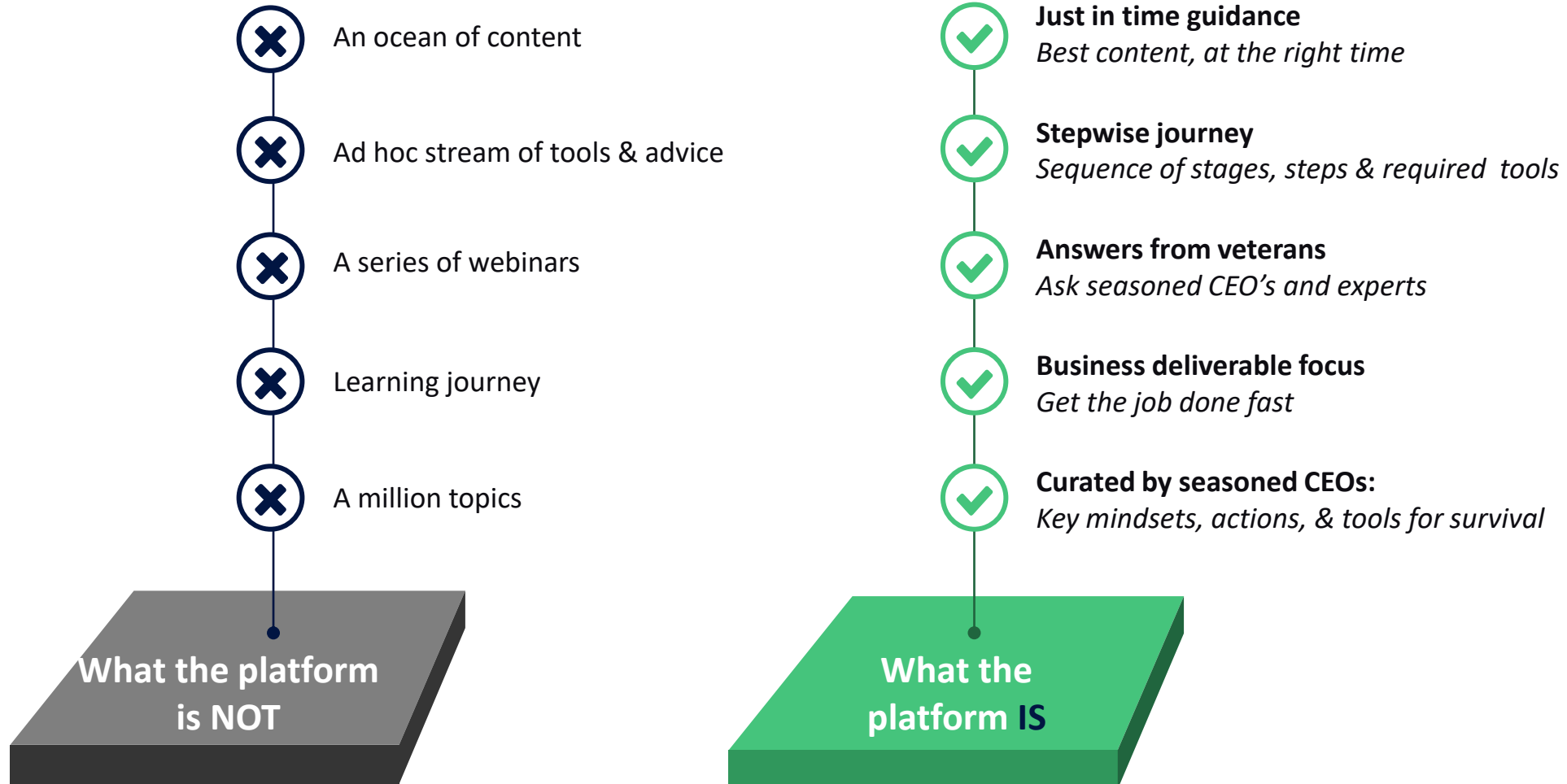
**So, what do we do?**

A conceptual image showing two hands shaking in a firm grip. The hand on the right is holding a glowing, spiky virus particle. The background is a blurred, green-tinted scene of people in a crowd. The overall tone is professional and focused on business and health.

# THE FIELD GUIDE

**10X**<sup>®</sup>  
Entrepreneur

# NOT ANOTHER STREAM OF CONTENT



# THE TERMS

---



Free. Open. Forever



No strings, no fine print

## Partners

---

10X-E  
First National Bank The  
Vumela Fund

ENS  
Labournet  
Many individuals

# LEADING WITH CLARITY AND SPEED

The Field Guide IS the ultimate guide on “how to lead through this crisis”



## 3 Levels of Leadership

## 8 Areas of Focus

## Leadership Roadmap

EXTERNAL  
INTERNAL

**3**  
**STEER YOUR SHIP**  
*(enterprise leadership)*

**2**  
**SKIPPER YOUR CREW**  
*(team leadership)*

**1**  
**STEEL YOURSELF**  
*(self leadership)*

3. Safety and Compliance
4. Liquidity and Financials
5. Customer and strategy
6. Legal and HR
7. Operations
8. Marketing

2. People and Culture  
(team leadership)

1. Inner game



### Phase 1: REACT Seal the hatches

- Continuity plan
- Urgent cash flow measures
- Task Team
- Leadership Plan
- Communication plan



### Phase 2: RESPOND Survive the storm

- Revenue scenarios (based on macro & industry scenarios)
- Cost cutting targets
- Cost cutting actions
- PLAN A (Customer, Revenue, HR, Ops, Finance, Legal, Marketing, Comms)
- PLAN B
- PLAN C
- Capital plan



### Phase 3: RE-AIM Set new course

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



### Phase 4: RE-LAUNCH Set sail

- Establish goals, management team and structures
- Restructure
- Build momentum
- Nurture wellness and passion

- Keep team safe
- Set up Task Team

- Help team cope
- Keep team focused & motivated

- Help those losing jobs
- Support ‘survivors’
- Build positive culture



- Embrace the future, leave past behind
- Get excited about next phase of mission
- Pick winning strategy & moves

- **Master Your Mindset:** prepare to weather the storm and lead team through storm

- Cope with loss & process grief and trauma
- Get into a positive emotional space
- Nurture wellness

- Get future focused and possibility focused
- Get passionate about “new course”

# CV-19 RESPONSE: LEADERSHIP PLAN

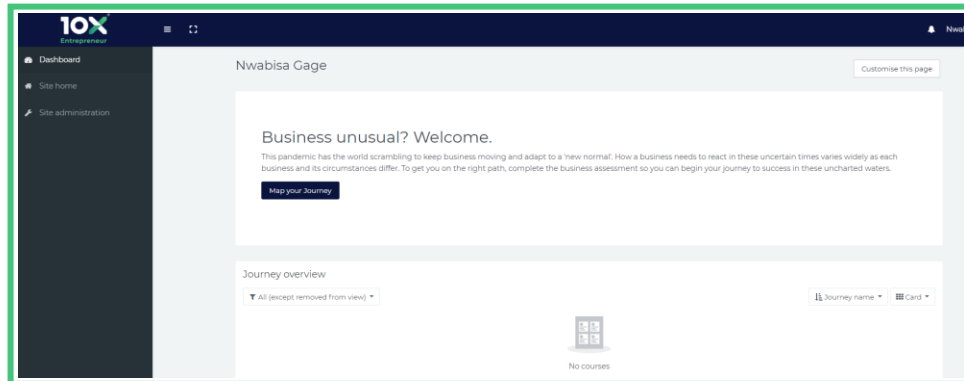
	 <b>AREA</b>	 <b>OUTPUTS</b>	 <b>DATE</b> <small>BOARD/INVESTOR REVIEW</small>	
<b>Phase 1</b> <b>REACT</b>	First response	• Business Continuity plan	[Date]	
		• Urgent cash flow measures in place	[Date]	☆
		• CV-19 Task force established with mandate	[Date]	
		• CV-19 Communication plan	[Date]	
		• CV-19 Leadership plan (milestones & dates)	[Date]	
<b>Phase 2</b> <b>RESPOND</b>	Liquidity plan	• Revenue scenarios <i>(based on macro &amp; 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]	☆	
<b>Phase 3</b> <b>RE-AIM</b>	'New North'	• New future & positioning	[Date]	
		• New offering & business model	[Date]	☆
		• Capital plan - growth	[Date]	☆
	OKRs	• Business OKRs	[Date]	☆



# 4 MAIN ELEMENTS FOR EACH 'MODULE'

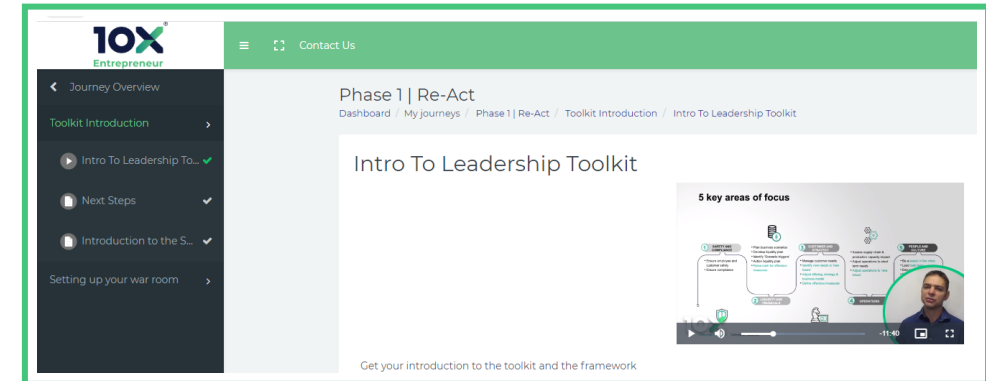
## Frame:

*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
<b>Total cash balance at start of week</b>	<b>ZAR</b>	<b>300 000</b>												
Weekly cash revenues	ZAR	1 000 000												
Weekly cash cost of sales (COS)	ZAR	400 000												
<b>Weekly gross cash revenues</b>														
<b>Total weekly cash expenses</b>														
<b>Closing cash balance at end of week</b>														

		Scenario and Plan Outputs		
Cash Runway (weeks)		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

# POLL 1

## 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

# CV-19 RESPONSE: LEADERSHIP PLAN

	 <b>AREA</b>	 <b>OUTPUTS</b>	 <b>DATE</b> <small>BOARD/INVESTOR REVIEW</small>	
<b>Phase 1</b> <b>REACT</b>	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]	
		• CV-19 Leadership plan (milestones & dates)	[Date]	
<b>Phase 2</b> <b>RESPOND</b>	Liquidity plan	• Revenue scenarios <i>(based on macro &amp; 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]	☆
<b>Phase 3</b> <b>RE-AIM</b>	‘New North’	• New future & positioning	[Date]	
		• New offering & business model	[Date]	☆
		• Capital plan - growth	[Date]	☆
	OKRs	• Business OKRs	[Date]	☆

# POLL 2

## Which of the milestones in this leadership plan have you already completed?

---

Ph 1: Business Continuity Plan

Ph1: CV-19 Task force established with mandate

Ph1: CV-19 Communication plan

Ph1: CV-19 Leadership plan (milestones & dates)

Ph2: Revenue scenarios

Ph2: Cost cutting targets & plans

Ph2: Functional plans – all functions

Ph2: Capital raised

Ph3: New future & positioning

Ph3: Revised offering & business model

# POLL 3

Has your organisation set up a COVID-19 Task Team / War Room, comprised of senior execs, led by the CEO?

1. Yes, many weeks ago

2. Yes, in the last 1-3 weeks

3. Yes, but not led by CEO and comprised of senior Execs

4. No, but we are talking about doing it

5. No, not yet

6. No, and we probably wont. We don't need to

The image features two hands shaking in a firm grip, symbolizing agreement or partnership. The background is a soft-focus photograph of a person's face, overlaid with a semi-transparent green tint. A 3D model of a coronavirus particle is superimposed on the right hand, representing the intersection of business and health. The overall color palette is dominated by blues and greens.

**FROM THE FIELD  
GUIDE...**

**10X**<sup>®</sup>  
Entrepreneur

# LEADING WITH CLARITY AND SPEED

The Field Guide IS the ultimate guide on “how to lead through this crisis”

## 3 Levels of Leadership

## 8 Areas of Focus

## Leadership Roadmap





# CONTEXT: PHASE 2



Phase 1  
React



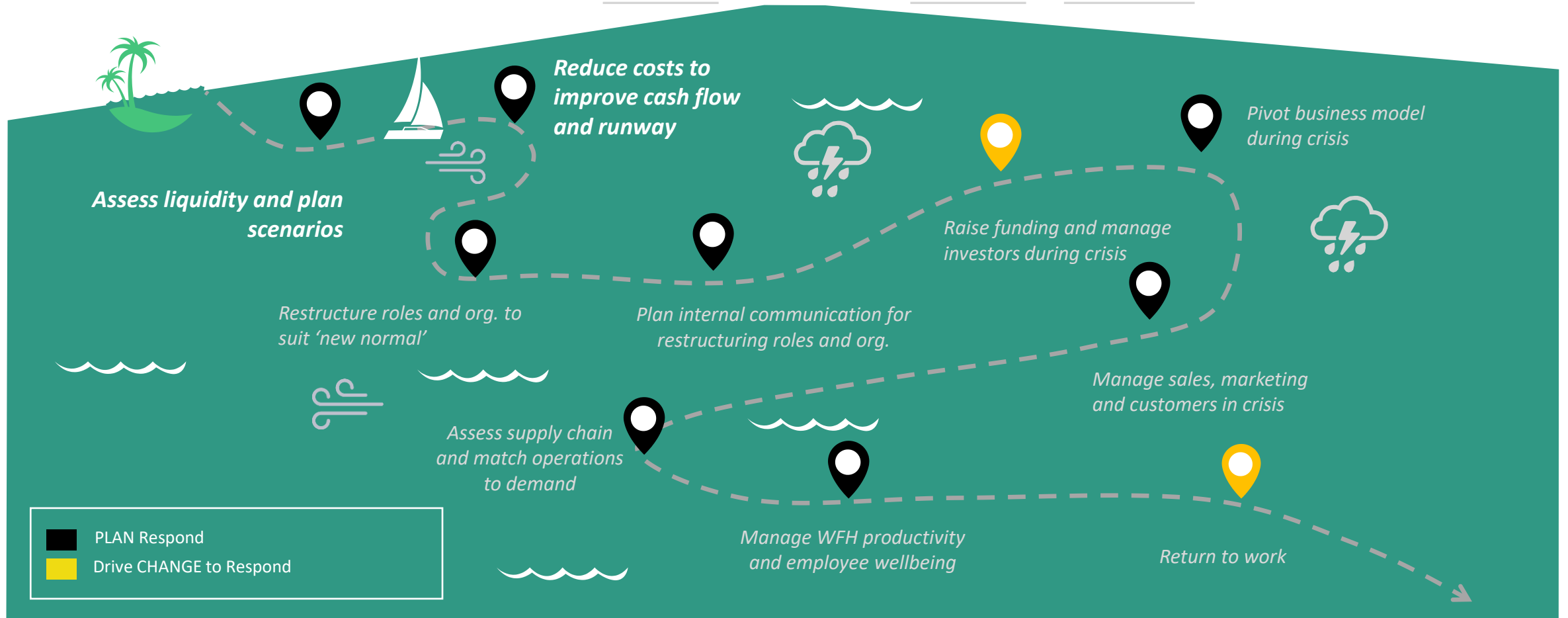
Phase 2  
Respond



Phase 3  
Re-strategize



Phase 4  
Re-launch



# CONTEXT: PHASE 2



Phase 1  
React



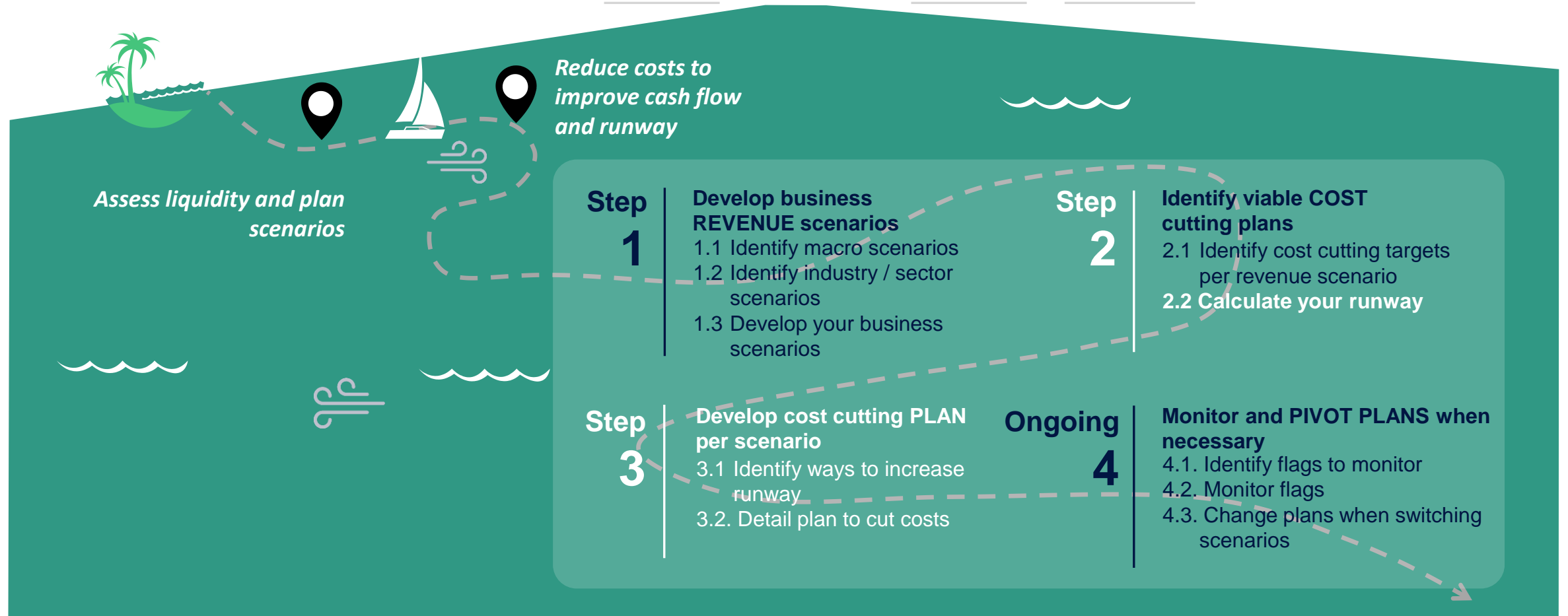
Phase 2  
Respond



Phase 3  
Re-strategize



Phase 4  
Re-launch

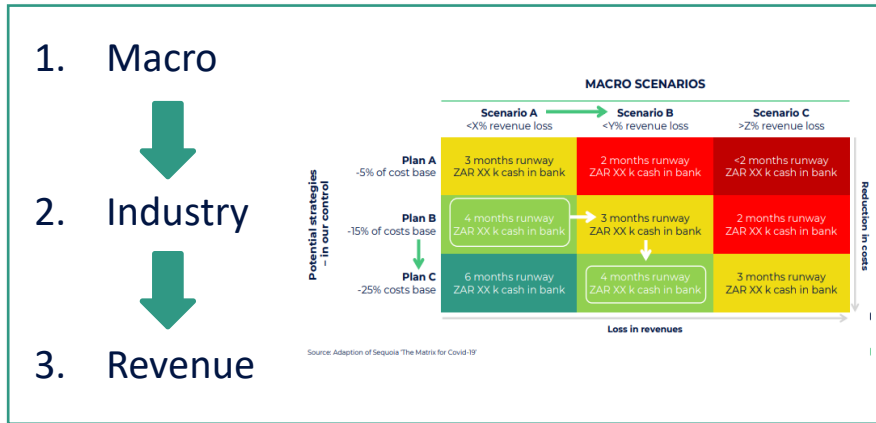


# FROM THE CEO FIELD GUIDE

## PART 1: SCENARIO PLANNING

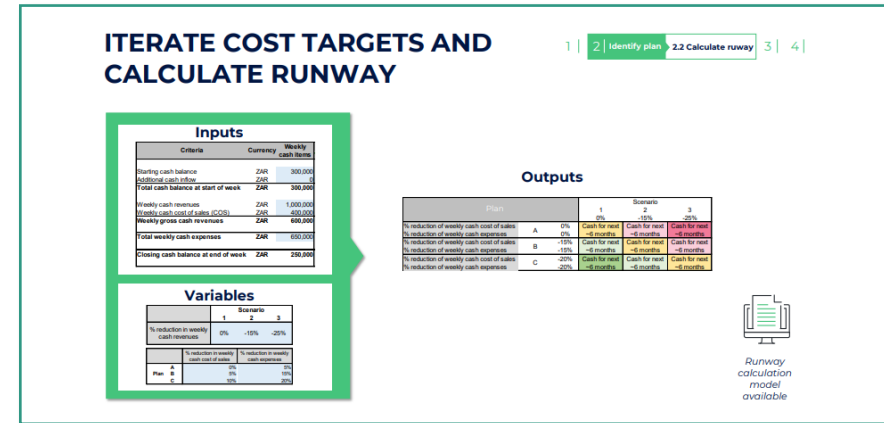
1

### Identify Revenue Scenarios



2

### Iterate on targets



3

### Set flags to monitor

LIST OF EXAMPLE 'FLAGS' / 'TRIGGERS' TO CONSIDER

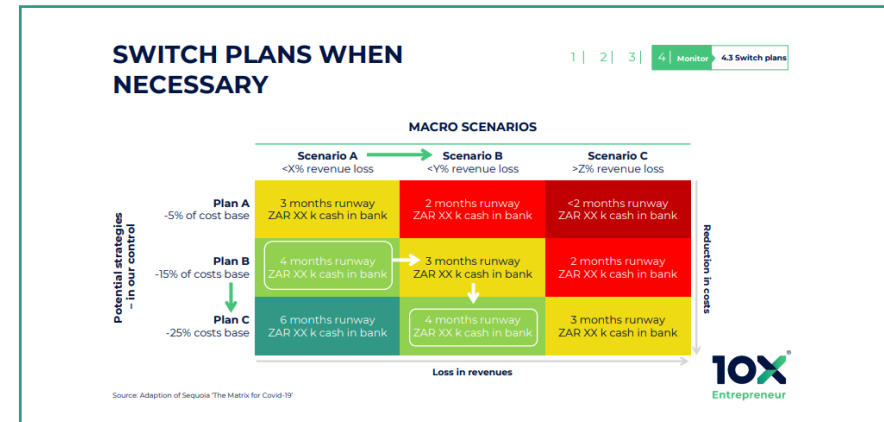
1 | 2 | 3 | 4 Monitor | 4.2 Monitor flags

FLAG / TRIGGER	RELEVANT INDUSTRIES	WAYS TO MONITOR
Extension of lockdown	All industries	Government announcement
7 day rolling avg. new infections (lead-indicator for lockdown)	All industries	Government announcement
B2B spending	B2B businesses	Leverage customer relationships to understand budgets
Manufacturing PMI	Manufacturing	Follow PMI reports
Consumer debt level changes	Retail, consumer goods, food, leisure	Market reports (esp. banks)
Consumer confidence index	Consumer goods	Follow CCI reports (e.g. from the BER)
Exchange rate changes	Import dependent industries	Websites, banks
...		

10X Entrepreneur

4

### Monitor and switch scenarios (and plans) as required



**#1.** HOPE  
FOR BEST, PLAN  
FOR WORST



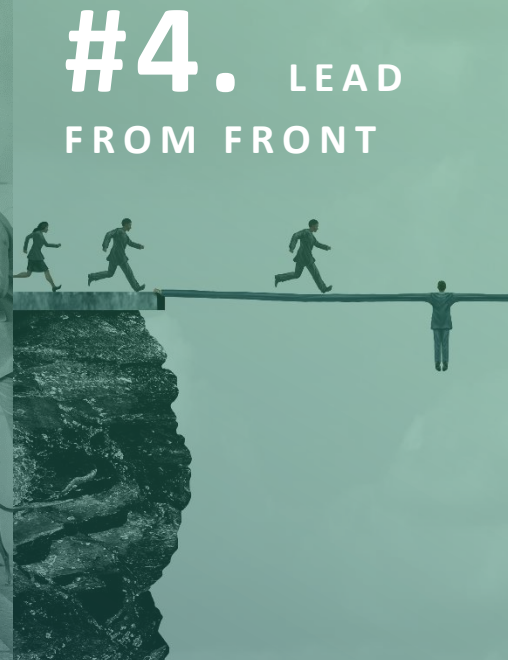
**#2.** CASH  
IS KING



**#3.** SURVIVAL OF  
THE FASTEST



**#4.** LEAD  
FROM FRONT



**#5.** CUT  
DEEP & FAST  
BUT BRING  
PEOPLE ALONG



**#6.** ADAPT  
& INNOVATE



**#7.** SURVIVE &  
THRIVE



**#8.** WIN THE INNER  
GAME FIRST



**#9.** VALUES FIRST

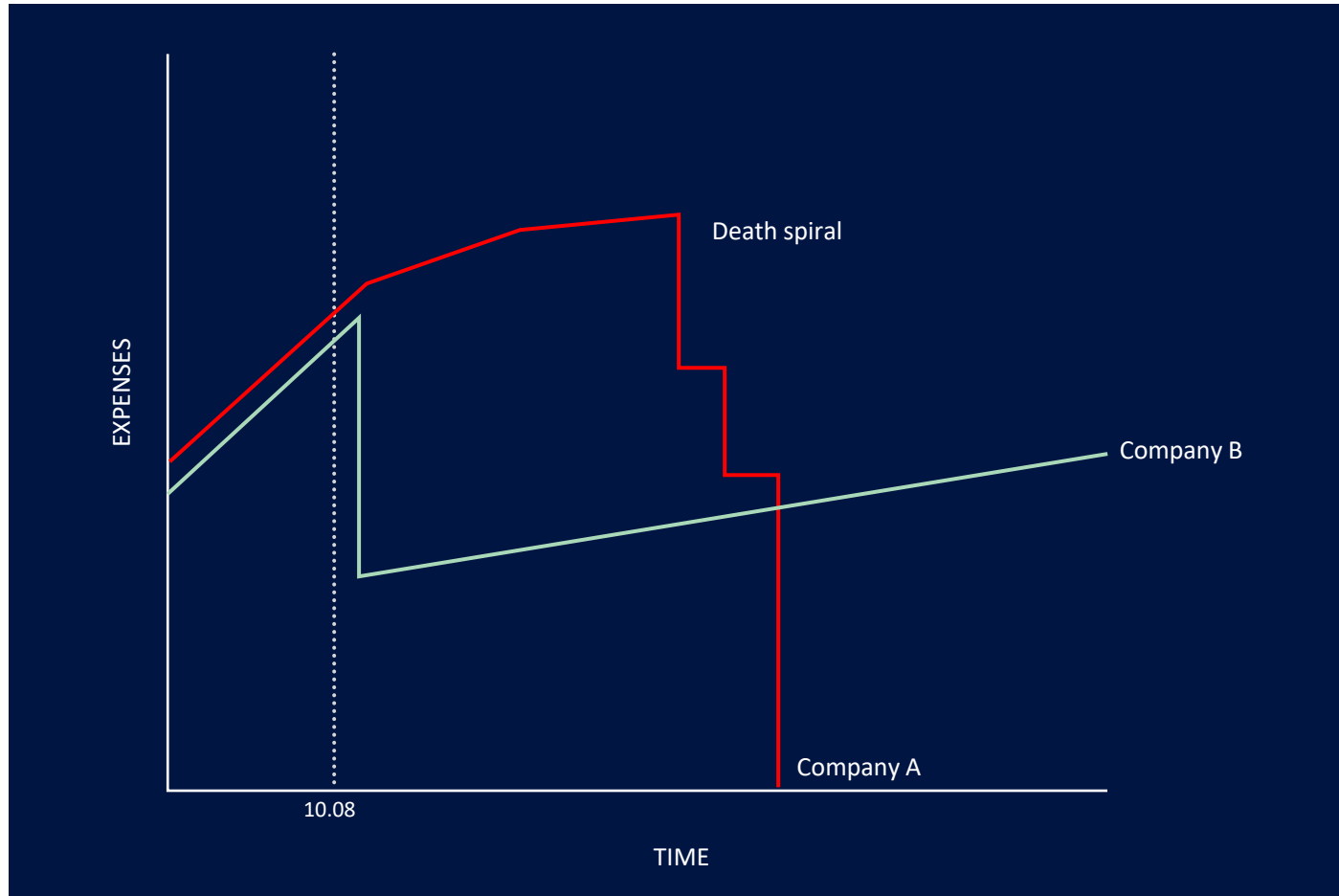


**#10.** GET  
HELP



**10X**  
Entrepreneur

# SURVIVAL OF THE QUICKEST



# POLL 4

## How far are you with Covid-19 response scenario planning?

---

1. Just heard about scenario planning now!

2. Researching scenarios

3. Scenarios are defined

4. Scenarios + flags/ triggers are in place

5. Above + actively monitoring flags

# POLL 5

What runway length have you started planning for?

---

1. I haven't started planning yet

2. 1 month

3. 3-6 months

4. 6-12 months

5. 12-24 months

6. 24 months and more

# POLL 6

How often is the environment changing significantly enough that your leadership team re-discusses which scenario is most likely and therefore which plan you should be executing on?

1. Daily

2. 2-3 times/week

3. Weekly

4. 2-3 times/month

5. Monthly

6. Have not discussed since setting up scenarios



# FROM THE CEO FIELD GUIDE

## COST CUTTING

**REDUCE COSTS TO IMPROVE CASHFLOW AND RUNWAY**

The Business Toolkit  
SURVIVE & THRIVE  
COVID-19

### CONSIDER 3 COST TYPES WHEN CUTTING

1 | 2 | Reductions | 2.1 Identify | 3 |

- "Fat" costs**  
Can be cut with no impact on operations and revenue. Might affect culture.
- "Muscle" costs**  
Can be cut temporarily, but will affect operations and / or ability to generate revenue.
- "Bone" costs**  
Will cause long-lasting impact on operations when cut. Should be last resort.

10X Entrepreneur

### TALKING TO EMPLOYEES ABOUT SALARY REDUCTIONS

1 | 2 | 3 | Employees | 3.1 Talk

- Listen**  
Listen to your employees' concerns and suggestions and incorporate your feedback into your plan where necessary. Seek 1:1 conversations with individuals.
- Be honest about the times ahead**  
Paint the realistic picture of the company, the economy and the likelihood of rebounding without instilling panic and anxiety. Instead, tune employees for the journey ahead.
- Encourage staff to reduce personal expenses**  
Active staff to take all actions to minimize their personal expenses in order to be prepared in case of reduced incomes and layoffs.
- Empower your people**  
Invite your employees to contribute ideas on where and how to cut costs, including reducing salary expenses.
- Communicate early and transparently**  
Communicate early openly and transparently. If you can, communicate at start of week (Monday / Tuesday) and avoid communication before weekends or holidays.
- Communicate commitment**  
Ensure employees that you are doing everything possible to ensure survival of business and avoid headcount cuts, like key actions you are taking to protect staff.
- Demonstrate commitment**  
Be the first to take a pay-cut, then follow with management.

10X Entrepreneur

### CONSIDERATIONS FOR REDUCING IMPACT OF LAYOFFS

1 | 2 | 3 | Employees | 3.2 Actions

- Be the first one to take a pay-cut, make it as deep as possible (or stop paying yourself a salary if you can)**
- Ask for volunteers who are willing to take an unpaid sabbatical**  
Clearly document agreements.
- When cutting salaries consider cutting higher salaries more than smaller salaries**  
e.g. management salaries 40%, employee salaries 20%, salaries below threshold 0%
- Explore cutting salaries or hours worked before layoffs**  
20% reduction of salary expenses may avoid 20% of layoffs.
- If you are making any temporary measures, keep employees as informed as possible**  
Allow them to plan as much as possible, but enforce that you cannot make promises.

Consult with your lawyer and research laws around unemployment eligibility

10X Entrepreneur

### OPTIONS TO REDUCE EMPLOYEE EXPENSES

1 | 2 | 3 | Employees | 3.2 Actions

Salary options to consider	Pros and cons	When to use
Reduce / eliminate bonuses Reduce / eliminate employment benefits Reduce salary and replace with shares instead (ESOP) Reduce working hours by 1% (and reduce salaries accordingly) Reduce salary by 1% Defer payment Unpaid holiday / sabbatical Retrench roles	Quick, limited impact on employees Quick, limited impact on employees More complicated and limited value to employees if built, but shows commitment 1% reduction in salary given circumstances % cut can be scaled by salary size to protect No loss in total compensation, if able to stay in need period No loss of role but high impact and uncertainty High impact, but likely necessary	If bonuses are not main source of income If benefits are generous / no harm is done If company can actually survive (shares have value) and easy to do If "fat" reduction in salary reduces demand for capacity If cash is needed but no reduction in capacity If current problem is a liquidity bottleneck that will be resolved in the next period If there is no need for the role atm but likely need in foreseeable future When permanent cost reduction is needed

Consult with lawyer and research laws on what options you can take

10X Entrepreneur

**DEVELOP SCENARIO PLANS FOR YOUR BUSINESS**

The SME Toolkit  
SURVIVE & THRIVE  
COVID-19

### DEVELOP CUTTING INITIATIVES FOR EACH PLAN

1 | 2 | 3 | Develop plan | 3.2 Detail plan | 4 |

Cost cutting plan tool available

10X Entrepreneur

### ITERATE COST TARGETS AND CALCULATE RUNWAY

1 | 2 | Identify plan | 3.2 Calculate runway | 3 | 4 |

Inputs		Outputs	
Current cash balance	2000	1	Scenario 1
Current cash balance	2000	2	Scenario 2
Current cash balance	2000	3	Scenario 3
Current cash balance	2000	4	Scenario 4
Current cash balance	2000	5	Scenario 5
Current cash balance	2000	6	Scenario 6
Current cash balance	2000	7	Scenario 7
Current cash balance	2000	8	Scenario 8
Current cash balance	2000	9	Scenario 9
Current cash balance	2000	10	Scenario 10

Variables	
1	Scenario 1
2	Scenario 2
3	Scenario 3
4	Scenario 4
5	Scenario 5
6	Scenario 6
7	Scenario 7
8	Scenario 8
9	Scenario 9
10	Scenario 10

Runway calculation model available

# FROM THE CEO FIELD GUIDE

## CUTTING PAYROLL

### OPTIONS TO REDUCE EMPLOYEE EXPENSES

1 | 2 | 3 | Employees 3.2 Actions

Salary options to consider	Pros and cons	When to use
<ul style="list-style-type: none"> <li>Reduce / eliminate bonuses</li> <li>Reduce / eliminate employment benefits</li> <li>Reduce salary and replace with shares instead (ESOP)</li> <li>Reduce working hours by X% (and reduce salaries accordingly)</li> <li>Reduce salary by X%</li> <li>Defer payment</li> <li>Unpaid holiday / sabbatical</li> <li>Retrench roles</li> </ul>	<ul style="list-style-type: none"> <li>Quick, limited impact on employees</li> <li>Quick, limited impact on employees</li> <li>More complicated and limited value to employees if bust, but shows commitment</li> <li>*Fair* reduction in salary given circumstances</li> <li>% cut can be scaled by salary size to protect</li> <li>No loss in total compensation, if able to pay in next period</li> <li>No loss of role but high impact and uncertainty</li> <li>High impact, but likely necessary</li> </ul>	<ul style="list-style-type: none"> <li>If bonuses are not main source of income</li> <li>If benefits are generous / no harm is done</li> <li>If company can actually survive (shares have value) and easy to do</li> <li>If reduced demand / activity reduces demand for capacity</li> <li>If cash is needed but no-reduction in capacity</li> <li>If current problem is a liquidity bottleneck that will be resolved in the next period</li> <li>If there is no need for the role atm but likely need in foreseeable future</li> <li>When permanent cost reduction is needed</li> </ul>

Consult with lawyer and research laws on what options you can take

### CONSIDER 3 COST TYPES WHEN CUTTING

1 | 2 | Reductions 2.1 Identify 3 |

- "Fat" costs**  
Can be cut with no impact on operations and revenue  
Might affect culture
- "Muscle" costs**  
Can be cut temporarily, but will affect operations and / or ability to generate revenue
- "Bone" costs**  
Will cause long-lasting impact on operations when cut  
Should be last resort

### TALKING TO EMPLOYEES ABOUT SALARY REDUCTIONS

1 | 2 | 3 | Employees 3.1 Talk

- Listen**  
listen to your employees' concerns and suggestions and incorporate your feedback into your plan; where necessary, seek 1-on-1 conversations with individuals
- Encourage staff to reduce personal expenses**  
advise staff to take all actions to minimize their personal expenses in order to be prepared in case of reduced incomes and layoffs
- Empower your people**  
invite your employees to contribute ideas on where and how to cut costs, including reducing salary expenses
- Communicate early and transparently**  
communicate early, openly and transparently; if you can communicate at start of week (Monday / Tuesday) and avoid communication before weekends or holidays
- Demonstrate commitment**  
be the first to take a pay-cut, then follow with management
- Communicate commitment**  
ensure employees that you are doing everything possible to ensure survival of business and avoid head count cuts, list key actions you are taking to protect staff
- Be honest about the times ahead**  
paint the realistic picture of the company, the economy and the likelihood of retrenchment without instilling panic and anxiety, instead tune employees for the journey ahead

### CONSIDERATIONS FOR REDUCING IMPACT OF LAYOFFS

1 | 2 | 3 | Employees 3.2 Actions

- Be the first one to take a pay-cut, make it as deep as possible (or stop paying yourself a salary if you can)
- Ask for volunteers who are willing to take an unpaid sabbatical  
Clearly document agreements
- When cutting salaries consider cutting higher salaries more than smaller salaries  
e.g. management salaries -50%, employee salaries 20%, salaries below threshold -0%
- Explore cutting salaries or hours worked before layoffs  
20% reduction of salary expenses may avoid 20% of layoffs
- If you are making any temporary measures, keep employees as informed as possible of timelines  
Allow them to plan as much as possible, but enforce that you cannot make promises

Consult with your lawyer and research laws around unemployment eligibility

# POLL 7

What are you planning with respect to 'right-sizing' your organisation?

---

1. Reduce head count

2. Reduce salaries

3. Both: Reduce head count and reduce salaries

4. Neither



Q&A

**10X**<sup>®</sup>  
Entrepreneur

# BURNING QUESTIONS



How many months of runway should we plan for?



What are three sensible cashflow scenarios (good, bad and ugly)? (*how conservative should assumptions be*)



How do we manage pay cuts? How do we communicate cuts?



What should be the trigger points to execute on different scenarios?



Which costs should we cut first? Which should we avoid cutting / cut last?



When cutting costs, how do I balance short term resilience, with ability to recover post-Covid? (R&D spend, marketing spend, etc)



How do I manage the stress of letting staff go?



How do we balance our Offensive game (taking risk pursuing opportunities) with Defensive game (preserving cash and resources for survival)?

# POLL 8

## Pick 3 questions you most want to be discussed (Multi select)

---

1. How many months of runway should we plan for?
2. How do we manage pay cuts? How do we communicate cuts?
3. Which costs should we cut first? Which should we avoid cutting / cut last?
4. How do I manage the stress of letting staff go?
5. What are three sensible cashflow scenarios (good, bad and ugly)? (how conservative should assumptions be)?
6. What should be the trigger points to execute on different scenarios?
7. When cutting costs, how do I balance short term resilience, with ability to recover post-Covid? (R&D spend, marketing spend, etc)
8. How do we balance our Offensive game (taking risk pursuing opportunities) with Defensive game (preserving cash and resources for survival)?



# NEXT STEPS

# HOW TO ACCESS THE FIELD GUIDE



Go to

<https://10x-e.africa/leadership-field-guide/>



Click the “Access Field Guide Here” button



Create a **new account**



Agree to the **data privacy** policies



**START EXPLORING!**



# AND...



Lean on investors for support

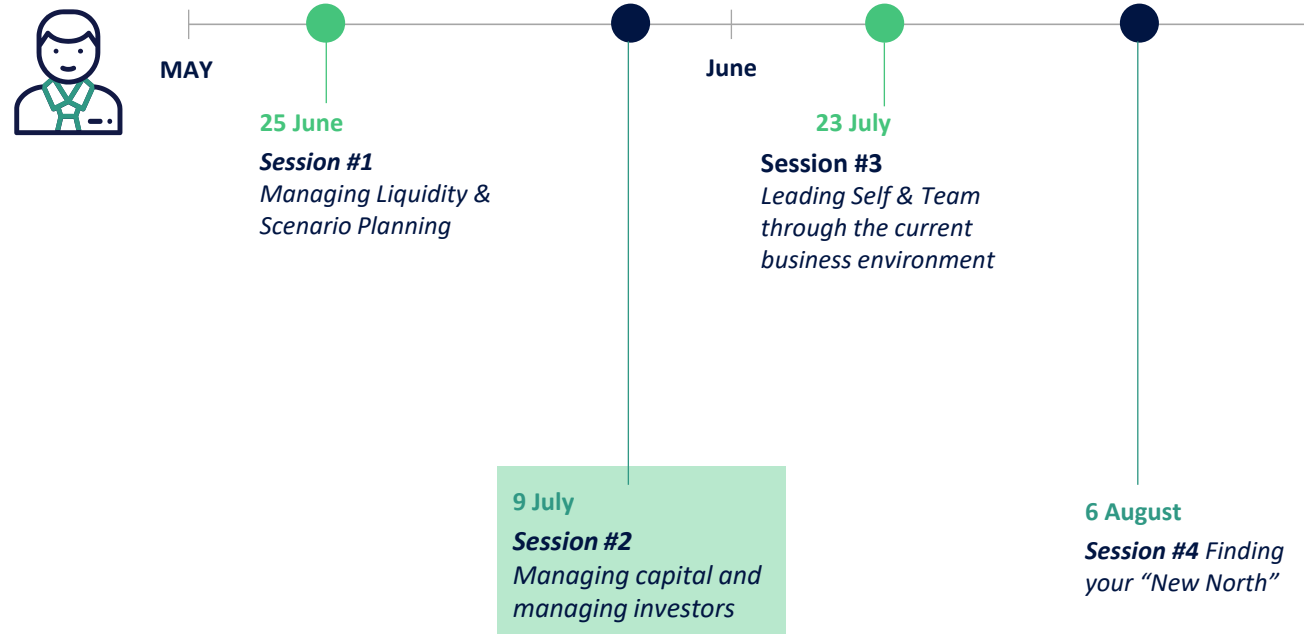


Attend upcoming interactive sessions (9 July, 23 July, 6 August)  
*(get answers from veterans and experts)*



Consider a CEO mentor  
*(seasoned Co-Pilot)*

# INTERACTIVE EVENT SCHEDULE FOR SHELL FOUNDATION



# THANKyou

JHB: 010 001 3715 | CT: 021 671 2658

WWW.IOX-E.CO.ZA

## CONTACTS

---

**Jason Goldberg**


Co-Founder, Director

 +27 83 675 5358

 jgoldberg@edgegrowth.com

**Wayne Hartmann**

Business Development Director

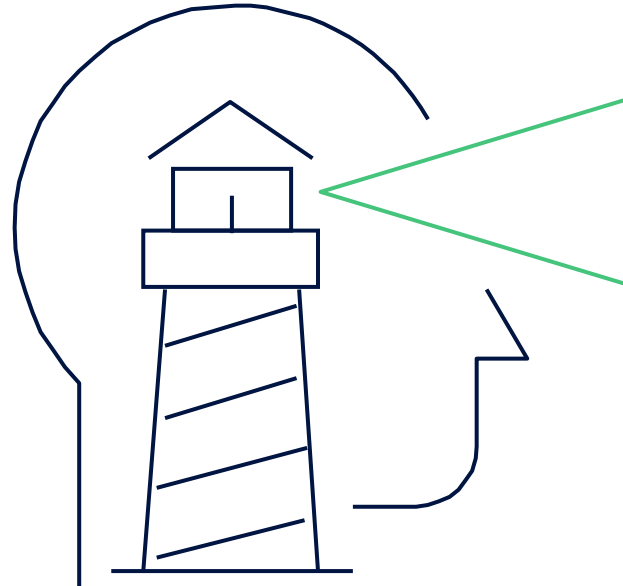
 C+27 64 857 8899

 whartmann@edgegrowth.com

The image features two clenched fists, one on the left and one on the right, set against a background of a world map. A large, detailed virus particle is superimposed over the right fist. The entire scene is overlaid with a semi-transparent blue and green gradient.

# SETTING UP YOUR TASK TEAM

# GUIDING PRINCIPLES



Act now

'Wait and see' not an option

Involve your team

Problem solve in real time, but  
blind spots & lack of alignment  
can  
kill

Focus on critical few

Limited time, let other fires  
burn

Re-prioritize daily

Situation evolving daily

**'War room' / Task Team enables speed with  
alignment, focus with agility**

# 5 INGREDIENTS FOR SUCCESSFUL TASK TEAM



# TACTICAL PLANNING TEMPLATE

COVID-19 Tactical planning template						
Workstream	Task	I / E?	O / D?	Deliverable/Outcome	Who?	Comments
		External, Internal, or Both	Offensive, Defensive, or Both			
<b>Task Team Management</b>	Establish Task Team of key leaders	I	B	Task Team mandate document, communications channels and rhythms established, workstreams defined, ownership clear, deliverables clear		
	Conduct impact assessment (including per BU starting point SCQ)	E	B	Impact analysis		
	ID BU/Edge new opportunities and allocate resource accordingly	E	O	Opportunity matrix and project plan to take advantage		
	Develop BU plans per impact assessment (risk mitigation) & opportunity assessments (new clients/sales etc.)	B	D	Impact mitigation plan + Opportunity		
	Set up agile team to implement	B	B	Sub Comm task team		
	Create cadence to report and circle back	B	B	Meeting/reporting rhythm		
	Set up a data room where all documents and one plan can be managed	B	B	Data room		
	Agree budget/investment to COVID and how tracked	B	B	Budget		
	Agree how this differs integrates into the Task team and other	B	B	Clear mandates		
	Conduct data-driven revenue base assessment by customer & BU	E	D	Revenue analysis		
<b>Secure revenue</b>	ID key sales decisions that need to happen this year & plan to convert	E	D	Sales/conversion plan		
	Build map of potential revenue by customer by offering/business	E	O	New sales/offering		
	Adapt any offers to a more digital/remote friendly format	E	B	Relevant?		
	Develop a really good digital pitch (beyond ppt?)	E	B			
<b>Liquidity / cash management</b>	Build scenarios - best case, likely case, worst case	B	D			
	Build cash projections / runway estimate for each scenario - BEFORE taking actions	B	D			
	Identify levers to enhance runway	B	D			
	Rank actions by cash flow impact	B	D			
	Formulate plan. Actions in scenario 1, 2, 3; Triggers to shift from 1-> 2, and 2-> 3	B	D			
	Defer all unnecessary investments until further notice	B	D			
	Defer all unnecessary expenditure until further notice	B	D			
	Renegotiate with major creditors	B	D			
	Collect all outstandings	B	D			
	Align production capacity to demand forecasts	B	B			
	Maximise conversion of assets into cash	B	D			
	Draw down on all available debt facilities	I	D			
	Apply for tax relief	I	D			
	Apply for emergency debt facilities	I	D			
	Execute on confirmed cost cutting measures for Scenario 1	B	D			
	Monitor for shift to Scenario 2, and execute on	B	D			
Monitor for shift to Scenario 3, and execute on	B	D				
<b>Stabilise Ops</b>	<i>Customer Bedazzlement</i>	Contact customers to demonstrate strength	E	B	BU contact plan	
		Assess customer impacts per offering & any mitigating actions	E	D	BU delivery impact assessment plan	
		Reset customer expectations as needed	E	D	Expectation management plan	
		ID priority/main offers - tune them for value and empathy	E	B	Assume task team will focus on this?	



# 5. MEETINGS

1

Daily  
TT stand-up

2

Weekly  
TT update

3

Workstream  
updates

4

Working  
session

**Duration**

<15min

45-60min

~30min

>1 hours

**Who?**

Task Team

Task Team

Workstream / team

Workstream / team

**Frequency**

Daily

1 / week

2 / week / workstream

As needed

**Purpose**

Team check-in to align on priorities for today

Track and evaluate progress and prioritise

Check-in on progress and developments

Focus on solving a problem



CV-19 Weekly update meeting  
guide.doc



# DOWNLOAD YOUR CV-19 TASK TEAM TOOLKIT NOW



# Weekly TT Update



Crucial to maintain intensity of focus



Key forum to reset priorities



Usually Friday; some prefer Monday



Simple agenda:

Report back: top 3 priorities from last week

Plan: Top 3 for next week



Focus on only top 3 priorities; ensure they are delivered



Transparent deliverable management



Failure to achieve goals catalyses root cause problem solving



Cascade weekly meeting into teams via their leaders