

Rapid Reset Program

A Proven Path to a Plan in the Wake of Massive Disruption

intelliVen

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The global pandemic has gutted business plans, undercut growth, and derailed operations.

The clock is ticking. Leaders must act quickly to assess the new reality and reset plans to reflect it. But in fact, this is nothing new. Major disruptions happen all the time.



PROVEN RESULTS

- Exits ranging from 2X to 50X of initial valuations
- Multiple companies saved from bankruptcy
- Multiple successful market pivots
- Track record of achieving target IRR, often ahead of schedule
- Helped Portfolio Company CEO and Board reset plan and hit target IRR even after losing 25% of revenue overnight.

EXTENSIVE EXPERIENCE WITH PRIVATELY FINANCED VENTURES

The Carlyle Group (3X)
Sequoia Capital (3X)
Greylock Partners (2X)
Insight Partners
GTCR

JMI
Goldman Sachs
Arlington Capital
Austin Ventures
NEA and others

UNIQUE TURNAROUND BEST PRACTICES

- Hands-on experience as successful CEOs, CFOs, COOs, and CMOs in challenging circumstances
- “Get Clear” alignment and strategy formulation process
- Proven Change Framework

At IntelliVen, we have decades of experience in successful company resets, realignments, pivots, and crisis management. Our **RAPID RESET PROGRAM** guides private-equity-backed companies through resetting their plans to achieve their owners' investment theses.

Smart leadership teams know a crisis is the best time to look at things with fresh eyes, eliminate waste, find fresh talent, and grab market share.

But it can be hard to know where to start.

The IntelliVen **RAPID RESET PROGRAM** provides PE-backed leadership teams with expert guidance, tools, feedback and strategy support for creating the most effective recovery plans possible.

PROVEN PATH TO RAPID RESET

IntelliVen is an operations consulting firm whose principals possess decades of hands-on leadership experience in highly successful PE-backed exits. And each has faced catastrophic events that brought immense challenges to their companies, leading them to take action to re-engage growth and value creation.



RECOVERY TO SUCCESS

We have steered companies successfully through major upheavals such as the bursting of the Dot-Com Bubble and the Telecom Bubble, 9-11, the Asian financial crisis, the Housing Crisis, and the Great Recession. We have managed companies through catastrophic disruptions confined to an individual market or individual circumstance, such as suddenly losing 50% of revenue.

PATH TO RECOVERY

Our RAPID RESET PROGRAM is based on our acclaimed program: *Manage to Lead: Seven Truths to Help you Change the World*. It guides executives to rapidly reset plans just as we have led recoveries ourselves many times.

DISRUPTION TO GROWTH

We have pooled, organized, and packaged what we have learned to make it available to PE-backed companies. Our program enables these teams to deal with their pandemic-disrupted business plans, get back on track, and identify new opportunities for growth.

Learn more and get started today at intelliven.com/rapid-reset-program

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INSIGHT

A hands-on 10-module program that guides executives to create a realistic, executable plan based on the new reality and company goals.



ENGAGEMENT

Engagement with deeply experienced operating executives who have orchestrated recoveries and resets before, to help executives craft the most effective plan possible.



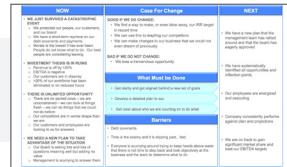
ACCESS

Access to proprietary tools and templates that capture best operating and strategy implementation practices.

PROGRAM MODULES

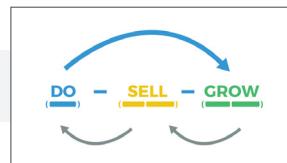
1 Plan Change

Recognizing and clearly portraying the new NOW and how it deviates from the company's plans is the first step to creating a new, realistic plan to achieve the investment thesis.



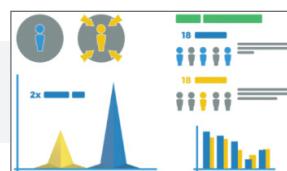
2 Get Clear: W-W-W

The W-W-W process ensures the management team and investors share a common clarity and alignment around WHAT the company provides, to WHO, and WHY customers buy it.



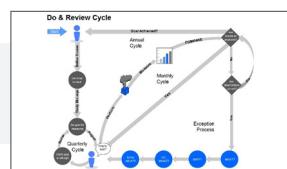
3 Get Clear: HOW

The DO-SELL-GROW Framework provides granular detail for implementing change.



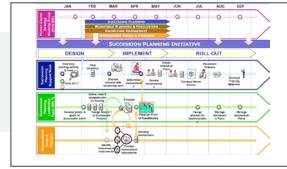
4 Get Clear: HOW WELL

The financial model is laid out to measure progress toward goals and keep things on track. Teams are introduced to best practices for assessing performance relative to their Past performance, against their Plan and against Peers.



5 Get Aligned

Even the most experienced executive needs to assemble a like-minded team and ensure it stays aligned. This module guides seasoned operators to decide what kind of leader to be and collect a core group of aligned followers.



6 Set Imperatives

Heat Maps depict which initiatives are imperative because they can generate the most value over the shortest time. Each imperative is then the focus of a process that engages leadership, team alignment, resource orchestration and accountability.

7 Do & Review

Senior executives track progress on imperatives by implementing the IntelliVen Do & Review initiative governance system. The system guides teams through granular analysis of plans, outcomes, learnings and impacts.

8 Get Help

Portfolio company executives are guided to effectively use boards of directors and networks of external experts and advisors. Executives develop networks of external advisors who fill knowledge gaps, provide informed insight, and help them become better leaders.

9 Grow

The portfolio company explores opportunities to grow and increase market share in the wake of a catastrophic event. Strategies for team and team member development, support, culling, and hiring are developed to improve the odds of success.

10 Board meetings and Initiative Reviews

IntelliVen Principals with deep experience as executives and board members help formulate governance processes that encourage collaboration, effectiveness and accountability.

Learn more and get started today at intelliven.com/rapid-reset-program

► PE Portfolio Company Change Framework

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NOW	Case For Change	NEXT
<ul style="list-style-type: none"> • WE JUST SURVIVED A CATASTROPHIC EVENT <ul style="list-style-type: none"> ◦ We protected our people, our customers, and our brand ◦ We have a short-term reprieve on our debt covenants and payments ◦ Many of our employees have been People do not know what to do. Our best people are considering leaving 	<ul style="list-style-type: none"> GOOD IF WE DO CHANGE: <ul style="list-style-type: none"> ◦ We find a way to make, or even blow away, our IRR target in record time ◦ We can use this to leapfrog our competitors ◦ We can make changes to our business that we could not even dream of previously 	<ul style="list-style-type: none"> • We have a new plan that the management team has rallied around and that the board has eagerly approved
<ul style="list-style-type: none"> • INVESTMENT THESIS IS IN RUINS <ul style="list-style-type: none"> ◦ Revenue is off by >25% ◦ EBITDA is negative ◦ Our customers are in disarray ◦ >20% of our workforce has been eliminated or on reduced hours 	<ul style="list-style-type: none"> BAD IF WE DO NOT CHANGE: <ul style="list-style-type: none"> ◦ We lose a tremendous opportunity 	<ul style="list-style-type: none"> • We have systematically identified all opportunities and inflection points.
<ul style="list-style-type: none"> • THERE IS UNLIMITED OPPORTUNITY <ul style="list-style-type: none"> ◦ There are no sacred cows – we are not afraid to change – we can look at things fresh – we can do things that we could not do before ◦ Our competitors are in worse shape than we are ◦ Our customers and employees are looking to us for answers 	<ul style="list-style-type: none"> What Must be Done <ul style="list-style-type: none"> ◦ Get clarity and get aligned behind a new set of goals ◦ Develop a detailed plan to xxx ◦ Get clear about who we are counting on to do what 	<ul style="list-style-type: none"> • Our employees are energized and executing
<ul style="list-style-type: none"> • WE NEED A NEW PLAN TO TAKE ADVANTAGE OF THE SITUATION <ul style="list-style-type: none"> ◦ Our Board is asking lots and lots of questions meaning well but adding no value ◦ Management is scurrying to answer them 	<ul style="list-style-type: none"> Barriers <ul style="list-style-type: none"> ◦ Debt covenants. ◦ Time is the enemy and it is slipping past...fast. ◦ Everyone is scurrying around trying to keep heads above water that there is not time to step back and look objectively at the business and the team to determine what to do 	<ul style="list-style-type: none"> • Company consistently performs against plan and projections



► Board Meeting Outline

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► Rapid Reset Program Road Map

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SECTION	TOPICS
Current State	WWW, HOW, HOW WELL, Leadership Team Roles, Product/Service/Channel/Operation/Exchange
Case for Change	Organization, Implementation
Initiative-to-Action	Resource Allocation
Governance	Leadership Support Structure
	APPROVED PLAN

- A one-year license for an instance of the IntelliVen Rapid Reset Program content management system for up to 15 named team members to have 24/7 asynchronous individual access to ten topic content and reinforcement modules.
- A Senior Operating Partner and Principal Consultant provide instructions, coaching, and support:
 - In ten two-hour live work sessions with leader and team to guide program content internalization and consolidation, process team member input, and reset the plan.
 - Facilitate executive review with the board.
- Unlimited access to the IntelliVen Learning Community and associated tools, templates, and videos.
- Additional Support: Continuous assistance that extends after program completion in flexible modes that are convenient to the company and the board are available upon request.

\$50,000

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► Rapid Reset Program Terms

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