

Refuse to Lose... (Re)Ignite & (Re)Start

8 October 2021



| Andrew Chibuye



“

**Fellow citizens...
Thank you very
much. We are
grateful for this
mandate!!!**

His Excellency Mr. Hakainde Hichilema
President of the Republic of Zambia



Order of business for today's proceedings...



- 1. Reality check...**
- 2. A motion making a case for optimism...**
- 3. Presenters statement on the subject at hand**
- 4. Bringing it all to life**
- 5. Kweshons for oral answer**
- 6. AOB**
- 7. Adjournment**

POINT OF ORDER 1! You may not agree with the views presented herein...



1

**Pause to reflect:
Reality check!**



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**VERY
IMPORTANT!!!**

His Excellency Mr. Hakainde Hichilema
President of the Republic of Zambia



POINT OF ORDER 2! Our spectrum of reality...

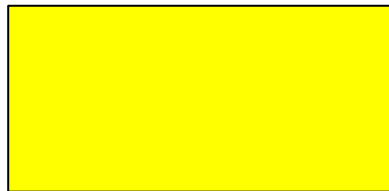
Down for the count...



Just there...



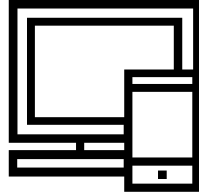
Powering ahead...



COVID 19 : The good

There are some positives...

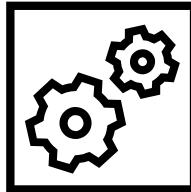
Digital acceleration



New ways of work and delivery



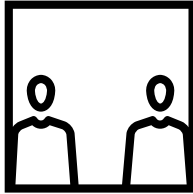
BCM validation



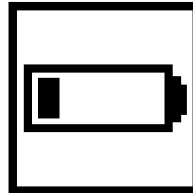
COVID 19 : The bad

The not so good...

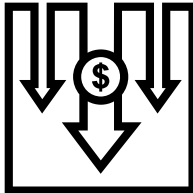
Culture erosion



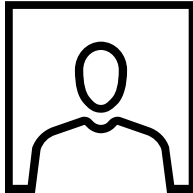
Lower productivity



Asset underutilisation and impairment



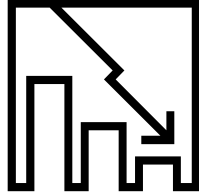
Lower recruitment



Covid 19: The ugly

It's been difficult...

Economic disruption



Deterioration in wellbeing



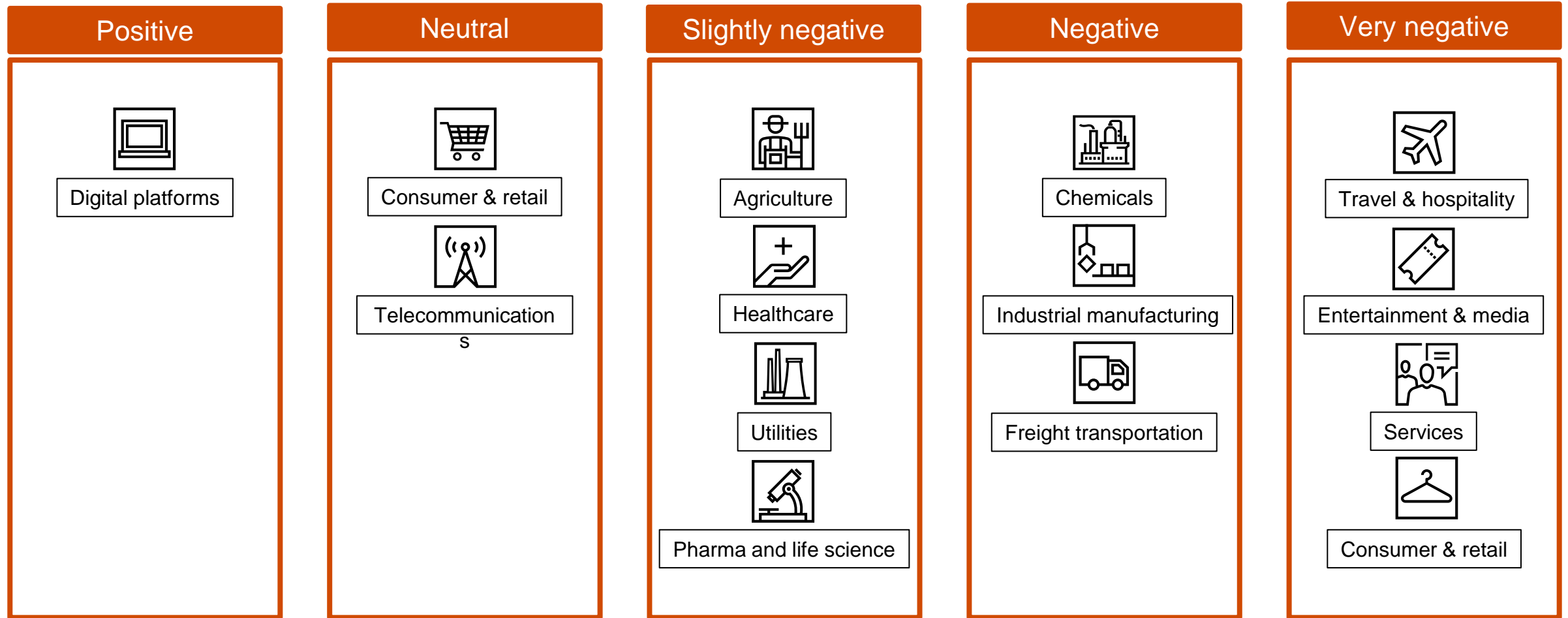
Default



Heightened risk



Covid 19 Global Industry sector impact



Performance summary



2

A case for optimism...



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It's like a ***case study***...



Three realities

It is what it is....



**Economic cycles
come and go**



**Change is a
constant**



**New priorities;
routines & culture**

A case for optimism...



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www.things2thinkabout.com

1. Some are thriving... Some surviving... some suffering... some dying...

Which are we?

www.things2thinkabout.com

2. Crisis = Lower margin of error and possibly longer recovery time

Think carefully

A case for optimism...



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3. Planning for growth is a must...

Proceed with caution... BUT
Proceed!!!

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4. WE MUST Find A silver lining... AT ALL COSTS

A case for optimism...



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5. Zero-Sum growth... A last resort... An option nonetheless...

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6. Ultimately... we will do what you must; to survive... then Thrive

A case for optimism...



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7. Remember... We are interdependent...

Our eco system **MUST** survive

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8. Impersonality; Our new culture

Impact on trust; WIP

A case for optimism...



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9. New technology enabled opportunities... We must seize them!

Less resistance to change!

www.things2thinkabout.com

10. People: Your greatest asset
LET'S ENGAGE!

Productivity redefined!!!

A case for optimism...



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11. Save costs... BUT

INVEST!

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12. Focus on what we can control

Get the basics right...

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VERY IMPORTANT: The Chinese use two brush strokes to write the word 'crisis.' One brush stroke stands for danger; the other for opportunity.

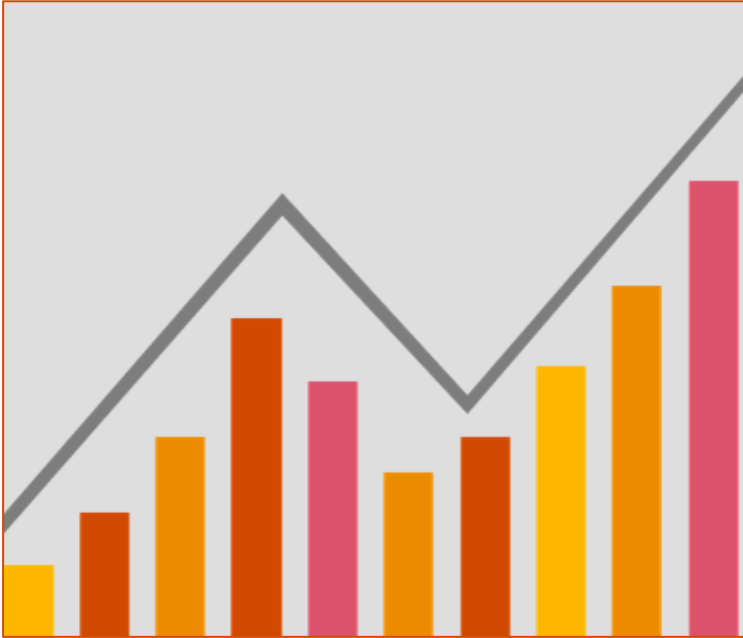
In a crisis, be aware of the danger-but recognize the opportunity.

John F Kennedy



RECAP: Overall performance drivers: Zambia Listed Companies

Common themes



Revenue resilience



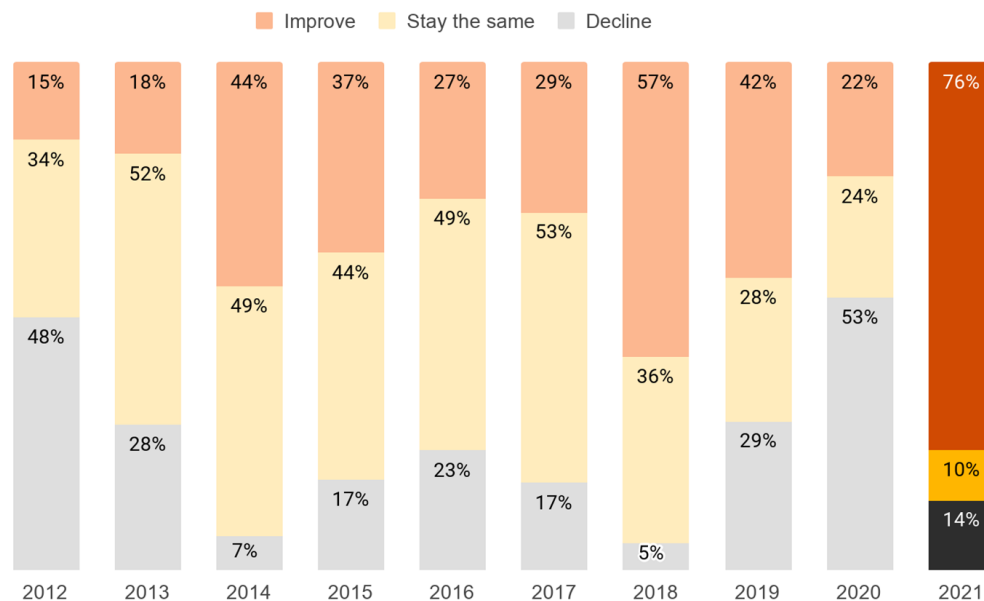
Currency impact



Working capital

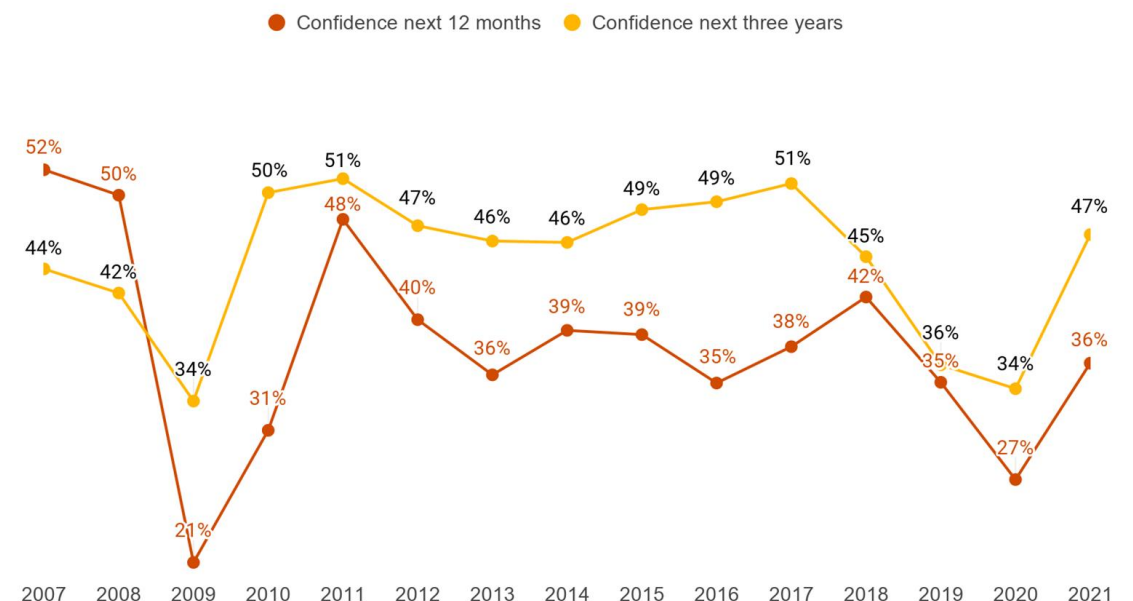
CEOs are more optimistic about global economic growth and more confident in their own organisation's growth prospects

Q. Do you believe global economic growth will improve, stay the same or decline over the next 12 months?



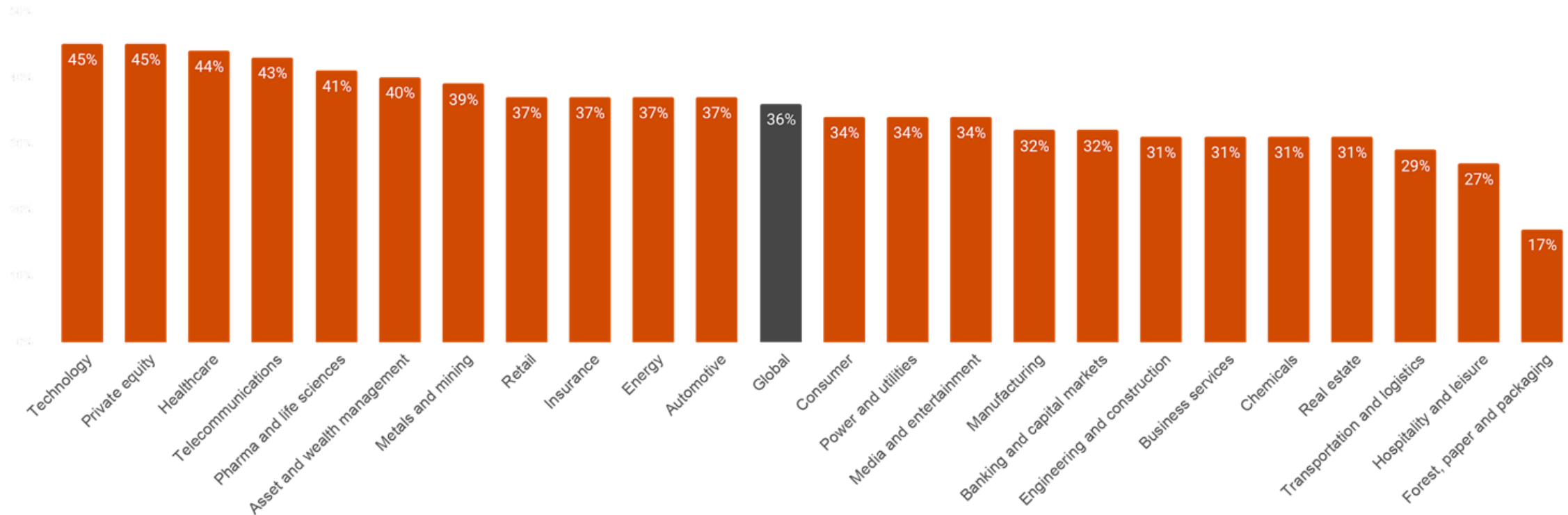
Note: From 2012 to 2014, respondents were asked, 'Do you believe the global economy will improve, stay the same or decline over the next 12 months?'

Q. How confident are you about your organisation's prospects for revenue growth over the next 12 months/three years? (Showing only 'very confident' responses)

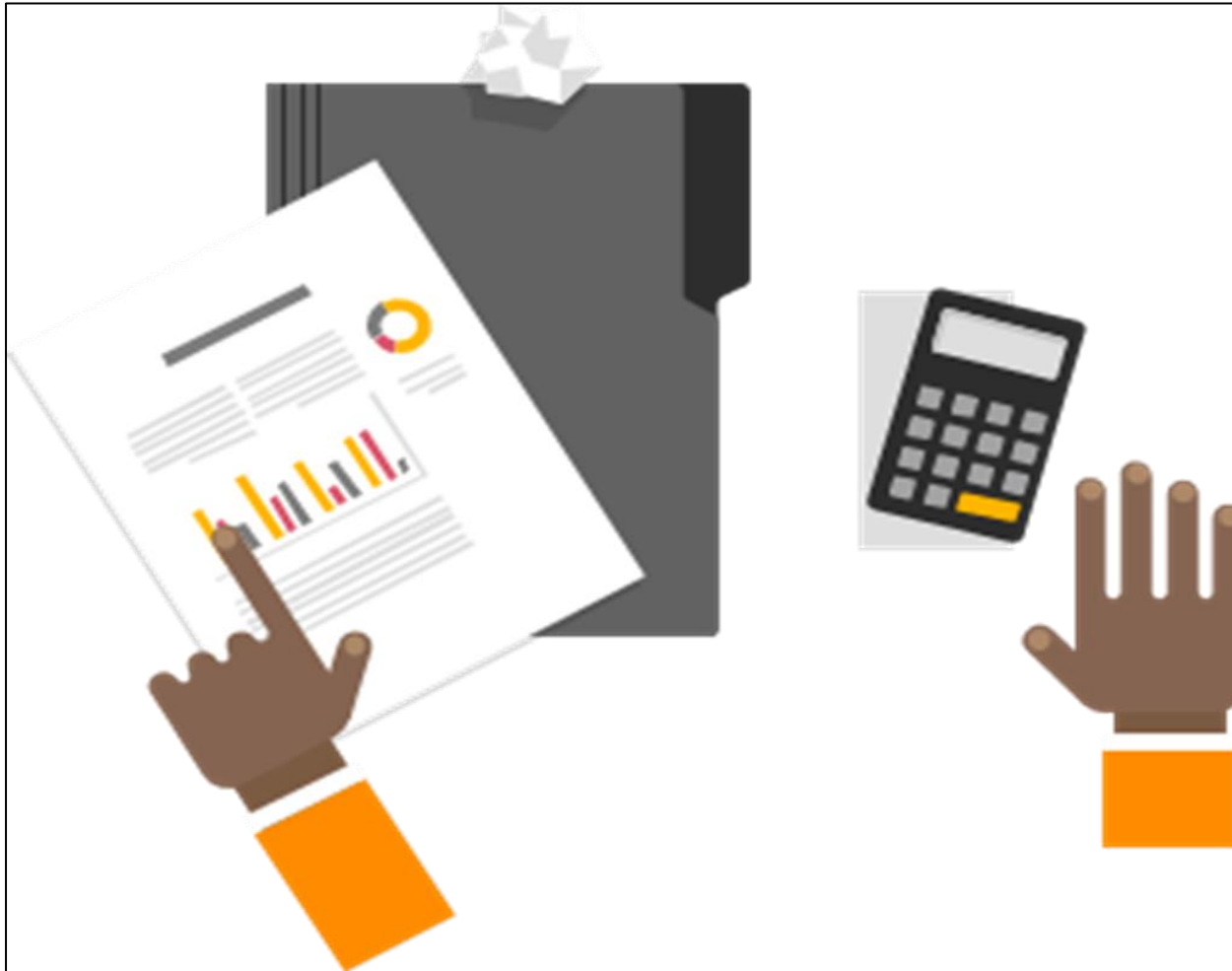


CEOs in the tech, private equity, health and telecomms sectors are the most confident in short-term growth

Q. How confident are you about your organisation's prospects for revenue growth over the next 12 months?
(Showing only 'very confident' responses)



From THE case study to THE RTL Framework...



2020: It's a case study!



Refuse To Lose



Reignite & Restart |
Refuse To Lose |
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548 views · 3 months ago



Reconnect & Re-engage | Refuse To Lose | Andrew Chibuye

Andrew Chibuye
480 views · 3 months ago



Rethink & Redefine |
Refuse To Lose |
Andrew Chibuye

Andrew Chibuye
703 views · 4 months ago



Recap & Review |
Refuse To Lose |
Andrew Chibuye

Andrew Chibuye
1.1K views · 4 months ago

2021: Refuse to Lose!

3

Refuse to Lose...

Step 1 - Recap & Review



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“

**Never let a good CRISIS
go to waste...**

Winston Churchill



Recap

What happened?

Hard & Brutal facts

Multi-faceted approach

Timeline



Review

How did WHAT happened affect us?

Cause vs Effect

Holistic assessment

Document the lessons! – Positive & Negative



4

Refuse to Lose...

**Step 2: (Re)Think
& (Re)Define**



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[(Re)Think & (Re)Define

What must change? (4Cs)

Continue

Change

Conceive

Cease



5

Refuse to Lose...

**Step 3: (Re)Connect &
(Re)Engage**



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(Re)Connect & (Re)Engage

It's about stakeholders...

Stakeholder mapping

Stakeholder status

**Stakeholder (RE) ENGAGEMENT/
(Proactive)**



6

Refuse to Lose...

**Step 4 - (Re)Ignite &
(Re)Start**



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[(Re)]ignite & [(Re)]start

Get moving!

Plan for uncertainty

Plan for disruption

**Adapt and STAY RELEVANT
Disrupt YOURSELF**

Remember: Play to your Strengths

**Remember: Stay ahead of
opportunity**



7

**Bringing it all to
life!**



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The road ahead...

Is the sun starting to shine a little brighter?

What is our
response?



Time to move forward

What have we learned? How do we respond?



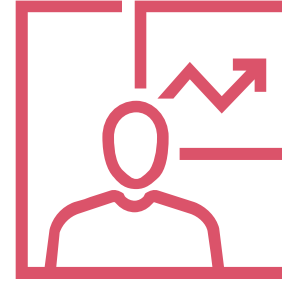
Repair

Structure

Income

Trust

Capacity



Rethink

Management

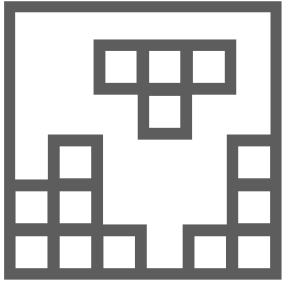
Skills

Talent

Innovation

Time to move forward

What have we learned? How do we respond?



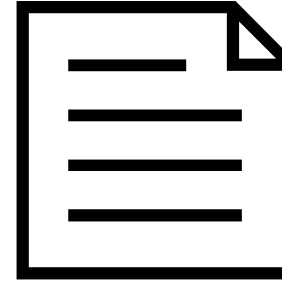
Reconfigure

Digital

Partnerships

Product mix

Costs



Report

ESG

Regulators

Shareholders

Taxes

Action!

New SWOT
analysis

Get help?

Continuous review

REFUSE TO LOSE

**Step 1 -
Recap &
Review**

Action!

Technology

Play to your
strengths

Attack vs Defense

New vs Old

Mitigate your
weaknesses

Be clear about what
to STOP!

REFUSE TO LOSE

**Step 2-
(Re)Think &
(Re)Define**

Action!

Stakeholder
proactivity

(Re)Build credibility
with Stakeholders

Build strategic
relationships

REFUSE TO LOSE

**Step 3-
(Re)Connect
& (Re)Engage**

Action!

Scenario planning

Contingency
planning

Stress testing

Ongoing review

REFUSE TO LOSE

**Step 4 -
(Re)ignite &
(Re)start**

We move a motion...

**I refuse
to Lose!**

**REFUSE
TO LOSE**

**I beg to
move!**

**REFUSE
TO LOSE**

8

Kweshons for oral answer



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