

Who are we?



Founded: 2007
Outlook: Make our lives count by applying hard business skills and experience to reducing poverty
Industry: Social Venture Capital/ Social Private Equity / Enterprise Development
Vision: Be the most high impact ED organisation in Africa by 2020
Team: 11... and growing
Impact: > R50 m deployed in high growth SMEs
> 550 jobs expected to be created over 5 years
Only just beginning...

We grow high impact businesses. Edge Growth was founded on hard business skills and experience and a passion to reduce poverty in South Africa through job creation.

Highly equipped from privileged career opportunities, but dissatisfied with the status-quo, unyielding in their desire to leave the world better off for their contribution to it, and committed to excel in their professional and personal development, Edge Growth is a small, but significant instrument of change in our country.

We have developed a unique methodology that unlocks explosive growth in high potential SMEs, thereby unlocking latent socio-economic impact. With a high power team of Investment Professionals together with some of the country's most experienced investors on our Investment Committee, we partner with disruptive businesses driven by top entrepreneurs, invest capital and apply best of breed tools from the fields of venture capital, private equity and the world's leading business strategy consulting firms to unlock growth and build the nation.

"Edge Growth combines leading thinking in building businesses / enterprise development with uncompromising focus on social impact. I experience Edge as a highly rewarding work environment balanced between personal development and nation building impact." Matthys Mare, Analyst

What do we do?



Company: Prominent Tulips
Industry: Agriculture
Investment: R15m
Social Impact: 20 jobs created. Workers to become owners in business

Edge Growth is essentially a private equity/venture capital firm, with a passion for social impact. We invest corporate enterprise development funds in small and early stage businesses in the 'missing middle'. These SMEs, despite having sound potential, are unable to source funding through traditional means and as a result lack the resources they require to grow. Edge Growth focuses on investing in businesses that will create a large number of low skilled jobs or businesses that will generate a large social return, but which make great investments on a purely commercial basis. We often invest despite lack of track record, an absent balance sheet and no expectation of cash flow in the next 12 to 36 months. How? We invest on the basis of fundamental drivers of long term business success, using best of breed venture due diligence tools and techniques to spot, prove, and demonstrate future value. We then partner with the SME, using world class business growth skills, to unlock their potential. Think Bain / McKinsey / Accenture / Monitor for SME's with great social impact!

Who you will work with at Edge Growth: Directors

Jason Goldberg

Portfolio: Investment Services

Education: B.Sc Electrical Engineering; Post Graduate in Sustainable Development

Key Positions held:

C.O.O CIDA Investment Trust and CIDA learning, Strategy Project Manager TACA Airlines, Strategy Consultant- Bain&Co (JHB and C. America)

Key Experience

- Strategy consultant in range of industries with Bain & Co
- Venture capital due diligence work at Bain
- Developed GAS – methodology to unlock explosive growth in high potential SME's
- Advisor to leading African Social Venture Capital Fund
- Took lead role in negotiating JV's with world's largest airline MRO's, with TACA
- Program managed overhaul of entire IT backbone for Airline

Stuart Townshend

Portfolio: SME Support Services

Education: B.Comm (Economics); Post Graduate Diploma in Management

Key Positions held:

Head of global sourcing and group alliances Goldfields, Commercial Director- Sirosa Finance, Head of customer retention and key accounts Uti, Strategy consultant Accenture

Key Experience

- Strategy consultant across a number of industries
- Selection and growth of dotcom start up businesses, Accenture Venture Capital Fund
- In depth experience in performance management systems, strategic partnering, and designing and implementing ED initiatives
- Has raised finance for and grown a number of small businesses

Nicholas Hall

Portfolio: Edge Action

Education: B.Comm; MBA; PMP

Key positions held: CEO

ADP Clearing, Senior Consultant to Visolution, , Strategy planning manager BMW SA, General Manager planning and research Nissan

Key Experience:

- 15 years experience in motor industry
- Intensive experience in economics, strategy planning and marketing for large corporate companies
- Successfully started up southern Africa operations of ADP Clearing, a NYSE top 100 company
- Implemented Basel II at ABSA
- Successful start up and growth of two SMEs

Daniel Hatfield

Portfolio: Business Development and Operations

Education: B.Sc Electro-Mechanical Engineering; B.Comm (Financial Accounts); CFA Level 3

Key Positions Held:

Head Joint Ventures FirstRand Group, Strategy Consultant Accenture

Key Experience

- Development of diagnostics and tools to assist SMEs at Accenture
- Implemented 'owner/manager' performance management system at FNB (rolled out to 500 retail branches)
- Formed and headed up Joint Ventures Division at First Rand, responsible for building and incubating growth businesses in the consumer banking space
- Led specific M&A initiatives in retail banking & insurance broking space

Calvin Flambisayi

Portfolio: Enterprise Development Projects & Program Management

Education: MBA; Masters in Plant Genetics; B.Sc Agriculture;

Key Positions held:

Executive Director Agri-Sense Consultancy, Group BEE Supply Leader BHP Billiton, Commercialisation Manager Innovation Fund, Regional Product development head Monsanto

Key Experience

- Intensive experience in best practice farming techniques, product development and research
- Assisted numerous SMEs to become viable
- Development and implementation of BHP's Preferential Procurement strategy
- Set up of Enterprise Development and Preferential Procurement consultancy

Working at Edge Growth



Company: Opti-Baby
Industry: Early childhood development
day care
Investment: R15m
Social Impact: 480 jobs to be created

In 2 years at Edge, you will

- Learn powerful techniques to identify, prove, demonstrate and create future value in early stage business ventures with high potential, that most financiers wouldn't spend 10 minutes on
- Learn the "logic" of smart venture investing
- Be exposed to and analyse hundreds of business plans
- Investigate the merits of 20+ businesses
- Gain an in depth knowledge of 10+ different industries
- Be involved in structuring and negotiating several equity investments in high growth businesses
- Work with a diversity of highly talented entrepreneurs
- Debate investment proposals with some of the country's leading venture capitalists and private equity practitioners, on our Investment Committee
- Be intimately involved in growing 3-5 businesses
- Systematically build a holistic toolkit for successful venture capital investing
- Be exposed to some of the significant public forums Edge has the privilege of influencing by sharing their leading edge thinking and experience

'We understand that in order to make a significant impact in the world, we need to develop the skills that make our team as effective as possible. We therefore commit to growing and challenging our team through mentorship and coaching so as to help them realise their potential. If they succeed, we succeed. At Edge Growth we ensure that making a difference doesn't come at the expense of our team's career development' Jason Goldberg, Director Edge Growth

Why work at Edge Growth?



Company: Agriligna
Industry: Wood Plastic Composite
Investment: R5.6m
Social Impact: 20 jobs created

Edge Growth provides a unique work environment; where we combine a strong focus on sound economic and business principles with generating social impact. At Edge, you will have enjoy:


- **Professional development that is hard to parallel** : Acquire a highly transferrable, world-class skill set, akin to that gained in a top global strategy consulting firm, tailored to the practical task of growing real businesses in the real world with real, everyday problems
- **Culture:** Work with a team of vibrant, young, dynamic and passionate individuals towards the shared vision and goal of making Africa a better place for all Africans. Work in an environment that centres around mutual respect, relationship, excellence and purpose
- **Purpose:** Find purpose in your work, without compromising professional development, fun, and fair remuneration

'The people are what make Edge Growth so special; they are a group of highly talented individuals, willing to share their knowledge and expertise and work with you to reach your potential. We work hard, laugh a lot and make a difference at the same time.' Nikki Still, Analyst

More on what we do

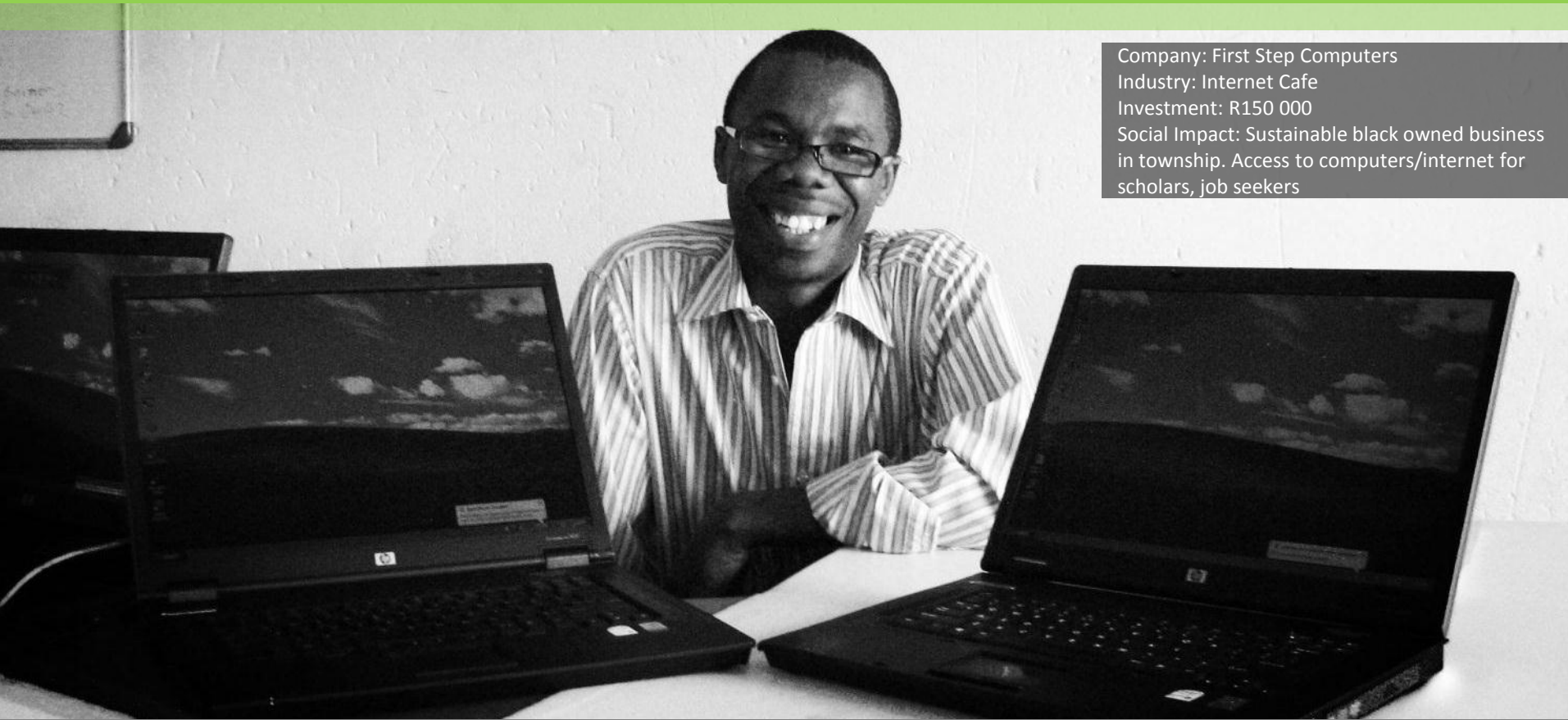
Edge Growth develops Enterprise Development (ED) plan to turn around crop and livestock business

Edge Growth has partnered with AFGRI operations to implement a turn-around plan on one of their flagship agricultural ED projects. Henock Tladinyane (nicknamed Gops) left the corporate world to follow his passion to start up a crop and livestock farm in Kameeldrift, 25km north of Brits, selling his cattle to neighbouring informal communities. After a few years in business, Gops is facing challenges on a number of fronts threatening the future of the business, despite ad hoc ED assistance from AFGRI Operations and the surrounding farmers. Edge Growth was tasked with determining whether, in conjunction with AFGRI's financial support, it could assist Gops in turning the floundering business into a sustainable crop and livestock enterprise. Using local and international crop and animal husbandry best practice, Edge Growth has built a programme for increasing productivity and efficiencies and is in the early stages of rolling this out. In addition, its support process will ensure sound financial management and improved operations, with the view to transforming the business into a viable, sustainable enterprise.



Company: Kotla Livestock
Industry: Agriculture
Investment: R3.5m
Social Impact: Sustainable black owned business

More on what we do



Company: First Step Computers
Industry: Internet Cafe
Investment: R150 000
Social Impact: Sustainable black owned business in township. Access to computers/internet for scholars, job seekers

Edge Growth helps entrepreneur to launch first Internet café in Orange farm

"Thanks to Edge Growth for their help in getting my business up and running. It is amazing to look at how far I have come and to see my café filled with people. Who would have thought that my dream would come true and that one day I have my very own business?" Lennox Maliwa, Owner First Step Computers

Lennox Maliwa, a former waiter, partnered with Edge Growth to make the dream of running his own business a reality. Lennox saw an opportunity in Orange Farm, a township with a population of 1 million, to become the only internet café in the area, providing much needed internet, computer, fax, printing and phone services to the school children, job seekers and businessmen. Edge Growth has provided ongoing business support to Lennox, by helping him raise finance, source computers and by building his business from scratch.

Background to the case study interview

Because we do early stage, relatively small investments, our deal team faces some significant challenges that are much more of a constraint for our investments than they are in other Private Equity environments: there is far less historical information to work with – which makes it difficult to assess realistic sales and costing based on history, or to assess the strength of the team and company's positioning based on past performance; having little company track record also means you cannot gain comfort regarding how risks inherent to the business have been addressed simply through the company and management's track record of success.

As a consequence, our investment decisions are based to a much larger degree on a forward looking assessment: i.e. we place far more reliance on pressure testing the **fundamental drivers of future growth and success**, from first principles. We call our approach Strategic Due Diligence. There are no formulae, no templates, no standard practice. Every deal is both complex and different to every other deal. It is the job of the deal team to figure out how to figure out if this company will succeed, and if we believe they will, to demonstrate that convincingly, based on hard evidence, both internally and to outside stakeholders – despite lack of track record and very high early stage risk.

Enjoying and performing in that kind of environment requires the natural aptitude for bringing structure and logic to chaos and mess: to craft a logical, methodological, pragmatic way of solving a problem, where not even the problem is clear, and to do so in such a way as to make the approach clear to a diverse range of team members. It requires the aptitude to come up with the right questions, and then determine the most pragmatic and effective way and sequence to answer those questions through research and analysis, in the least possible space of time and at the least cost.

The case study assessment is very focused on assessing specifically the most foundational aptitudes and abilities for the forward looking, strategic due diligence approach. The case study interviews are designed to test how you will perform when, starting with very little information, a crude business plan, etc, you have to answer a specific but broad business question - like is the market big enough? In the case study, you will be required to crack part of a due diligence case - "Please size the global market for roof tiles" - during a 45 minute interview, purely from structured reasoning, business judgement, and drawing on first-hand life experience.



Preparing for the case study interview

The case study interviews require a lot of preparation: think 20+ practice case studies, and 30+ hours of preparation. Here are 4 steps to appropriate preparation:

Step 1:

Do the case studies posted on the following websites:

Bain & Co <http://www.joinbain.com/apply-to-bain/interview-preparation/default.asp>

McKinsey <http://www.mckinsey.com/Careers/how-do-i-apply/how-to-do-well-in-the-interview/case-interview.aspx>

Other: <http://managementconsulted.com/case-studies/case-studies-101-what-every-future-consultant-needs-to-master-to-receive-offers>

Step 2:

Practice 5-10 case studies on your own. Literally simulate live case study interviews by solving your case studies in front of an “imaginary interviewer”, taking care to explain to them your approach and talk them through what you are doing at all times as you crack the case study.

Step 3:

Now, watch the Edge Growth case study preparation video (on CD, for collection from Edge offices), and pick up pointers. What have you been doing well, what have you been doing poorly?

Step 4:

Practice another 10+ case study interviews, again simulating live case study interviews. Try to do at least 3 or 4 with a friend or colleague as your interviewee, preferably somebody who has succeeded in getting a job going through the case study process before.

Please don't underestimate the importance of preparation for the case study interview. Raw talent, intelligence, and experience will get you about 40% of the way, the other 60% is mastering the mental disciplines of this structured problem solving method. 20 hours of practice would not be uncommon or overdoing it. Even if you have worked in the Strategy Consulting environment, preparation is vital to sharpen the mind.



“I studied engineering and was the top physics student out of 400 engineers. I thought I had the case studies under wraps so when I interviewed with Accenture, I practiced only a few case studies. Not surprisingly, I never got the job. When I interviewed at Bain & Co, I practiced at least 30 case studies before my final round interviews. This time I got the job. In fact I went from being a very poor performer, to a top performer. What I have learnt in my ten years of doing case study interviews since then, is that this way of thinking is totally different to the way your brain has been wired by schools, universities, life and work. It's like golf. You may be the next Tiger Woods. But until you practice your golf swing, you don't develop the technique required to do well and you'll suck just as much as the rest of us. Likewise, if you do not practice enough for the case study interviews, you will not develop the “mental muscle memory” of this structured technique to solving problems, you will bomb the interviews, and you will not get the job”