

Rising Tide Africa Entrepreneurship Workbook



We empower women in our network by teaching them about investing.

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Course Overview

High-Level Summary

At Rising Tide Africa, our education pillar harnesses and amplifies the knowledge of the RTA angels and their network. Through workshops and courses, we share crucial information and build skills to foster the entrepreneurial ecosystem in Nigeria.

Overarching Goals

By the end of these foundational courses, you will have:

- Completed the following master documents:
 - Business Plan
 - Pitch Deck
 - Accurate Financial Statements and Projections
 - Company Valuation
- Conducted a mock pitch
- Received critical feedback from other entrepreneurs and the RTA angels


Course Overview

The RTA Education Focus Group collected data from key stakeholders, including RTA angels, entrepreneurs, business leaders, educational programmes, and other angel investors. After weeks of research, the team synthesised seven areas of focus: Finance, Strategy, Technical Skills, Leadership/Governance, Talent/HR, Technology, and Operations. Finally, the team created a rigorous three-module five-week course designed to equip entrepreneurs with essential competencies across the seven focus areas.

- Module 1: By the end of the first two weeks, you will have reviewed your business strategy and operations and created drafts of your Business Plan and Pitch Deck.
- Module 2: By the end of Weeks 3 and 4, you will have reviewed your corporate accounting and financials and drafted your projections and company valuation.
- Module 3: By the end of Week 5, you will have finalised your master documents, reflected on your company leadership, and practised your pitch.

Key Symbols

Throughout the curriculum, the icons below will signify the type of content you are engaging with:

	Imole Case Content: Any material that is relevant to the case study used for educational purposes. The case study is described in detail on the next page.
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Master Document Checklist: This tells you which sections of the master documents are addressed in the session. Use the master documents in the templates folder to complete the relevant tasks.

The Case: Imole

Throughout your RTA Entrepreneurship Foundation Course, you will revisit a case study on two cofounders, Nkechi and Tola, as they incorporate their startup, Imole. In most lessons, you will reflect on and critique the cofounders' work. Analysing this fictitious company will help you learn foundational business acumen, whilst strengthening your own business strategy.



It was a Thursday morning in 2017, and Nkechi was at work in a large Lagos-based firm. She had only been at her desk for an hour when there was a blackout. The grid was not functioning, the office generator was unresponsive, and her work was suffering. For Nkechi, it was yet another day of being frustrated by the power instability. *Between the cost of electricity and the sudden blackouts, this infrastructure is not working. Someone ought to solve this*, Nkechi thought. She had been considering founding a company for a few years but had not been hit with the right inspiration. As she mulled over the electricity problem, she felt like her moment had come. She immediately began researching, and she discovered the following statistics:

- Nigeria has the largest tech industry on the continent, and the sector is responsible for 14% of the country's Gross Domestic Product (GDP), with expected growth
- 57% of Nigerian tech startups consider lack of access to stable electricity as a major to severe problem
- The cost of producing solar energy is rapidly declining

Nkechi was convinced there was potential here. She had a strong background in finance and business strategy. She did not, however, know much about the technical side of the solar energy sector—technology and operations were not in her wheelhouse, so she would need a cofounder. Thankfully, she had just the person in mind. Nkechi's close friend, Tola, had experience in operations and supply chain management.

After months of discussing and planning, Nkechi and Tola took the jump and founded their solar energy startup, Imole. The two women were thrilled to apply their skillsets and passions to a real problem affecting their community. However, there was hard work ahead—they needed to do a lot quickly. The

momentum coming off a major blackout meant they needed to prepare a full business concept presentation, but they knew they were up to the task.

They knew they needed to create the following documents:

- Business Plan
- Pitch Deck
- Financial Statements and Projections
- Company Valuation

Module 1: Week 1

By the end of this week, you will have:

- Foundational **PowerPoint Training**
- Completed the company description, market analysis, and competitive analysis portions of the **Business Plan**
- Completed the problem, solution, team, and market (Total Addressable Market—TAM) sections of the **Pitch Deck**

Session 1: Introduction to the Course (Live)

General Notes

Reflection Questions

1. What are your company's strengths?

2. What are the areas for growth?

3. What are you excited to learn over the next five weeks?

Session 2: Introduction to PowerPoint

In this session, you will learn the best practices of using PowerPoint. Watch this video:

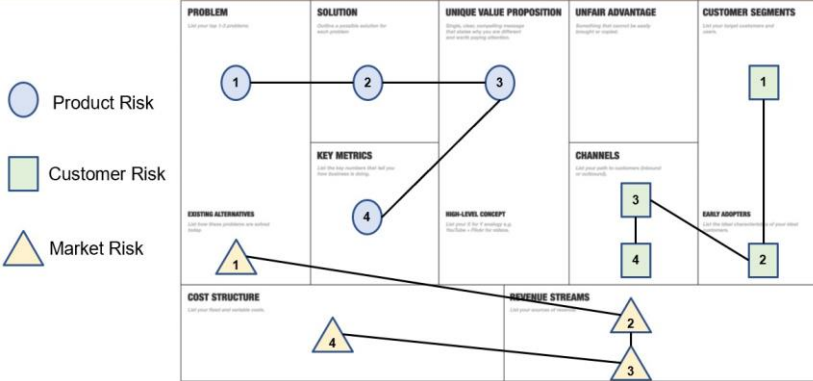
<https://www.youtube.com/watch?v=0GW4vT7d3nc> and take notes or write questions below.

Session 3: Lean Canvas Model

Goals:

- Learn how to use the LEAN Canvas model to analyse your company
- Articulate your company's problem statement and solution
- Determine your value proposition
- Conduct an initial brainstorm of your go-to-market strategy, including your customer segments, cost structures, revenue streams, channels to consumers, and key performance indicators (KPIs)

Introduction to the Lean Canvas:

LEAN Canvas Model					Notes or Questions
<p>PROBLEM Let your top 1-3 problems define a possible solution for each problem.</p> <p>1</p> <p>EXISTING ALTERNATIVES Let your three problems be solved today.</p> <p>COST STRUCTURE Let your fixed and variable costs.</p>	<p>SOLUTION Outline a possible solution for each problem.</p> <p>4</p> <p>KEY METRICS Let the key numbers that tell you how business is doing.</p> <p>8</p>	<p>UNIQUE VALUE PROPOSITION Single, clear, compelling message that states why you are different and worth paying attention.</p> <p>3</p> <p>HIGH-LEVEL CONCEPT Let your 1-3 or 2-3 message fit YouTube - 150 character limit.</p>	<p>UNFAIR ADVANTAGE Something that cannot be easily brought or copied.</p> <p>5</p> <p>CHANNELS Let your path to customers (direct or indirect).</p> <p>9</p>	<p>CUSTOMER SEGMENTS Let your target customers and users.</p> <p>2</p> <p>EARLY ADOPTERS Let the three characteristics of your ideal customers.</p>	Completion Order
					Risk Iteration Path

Imole's LEAN Canvas Model



Tola researched frameworks and models for building their start-up strategy and for sharing their concept with the market. Pause the video at the completed first draft of their LEAN Canvas, and complete the reflection questions below:

1. What are the strengths of their current LEAN Canvas model?

2. What are the weaknesses, and how can they be fixed?

General Notes or Questions:

Resume the Session 3 video

Complete the blank LEAN Canvas model and the following sections of the master documents:



- Business Plan: Company Description
- Pitch Deck: Problem and Solution

Complete your LEAN Canvas model

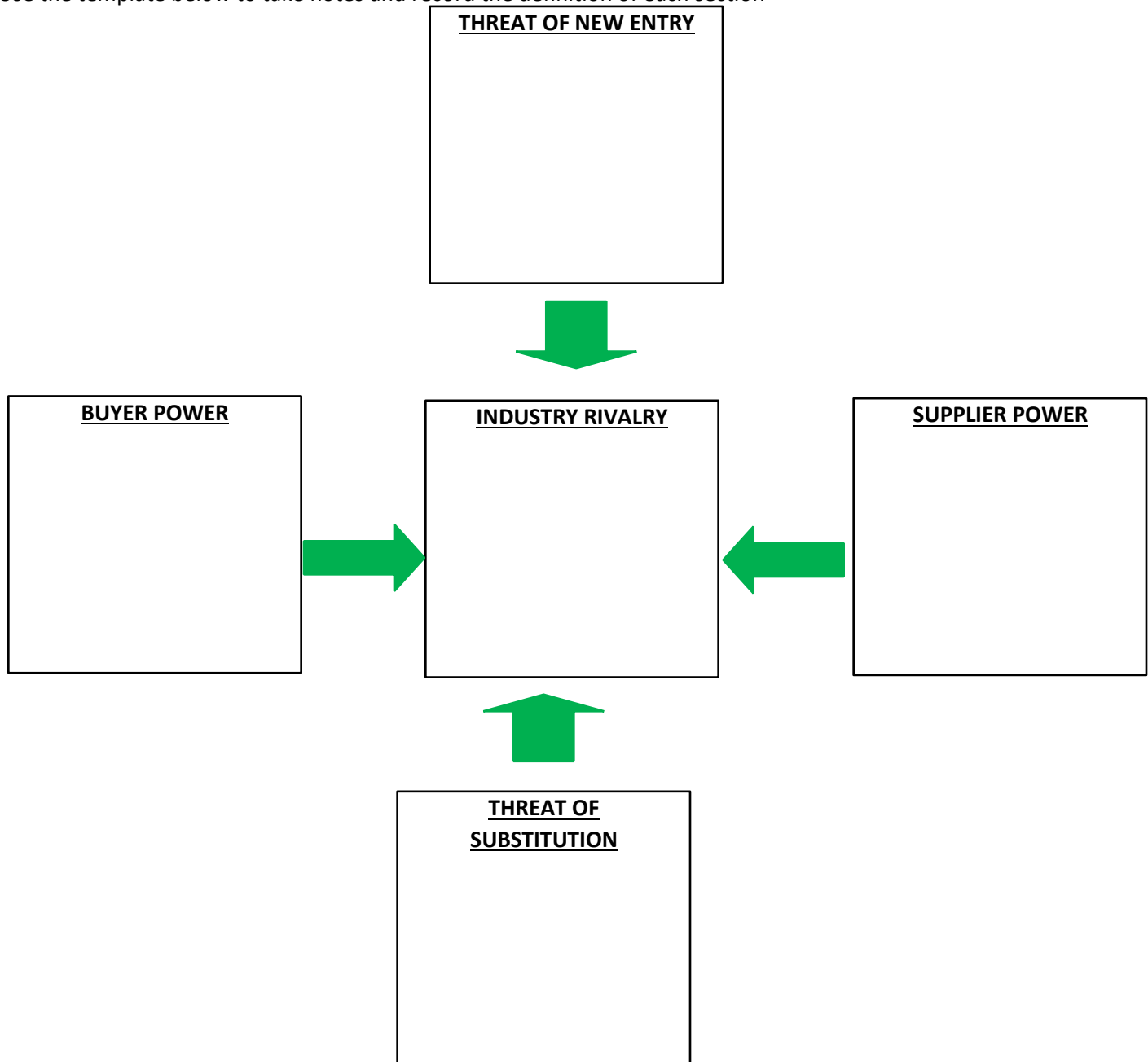
<p>PROBLEM</p> <p><i>List your top 1-3 problems</i></p>	<p>SOLUTION</p> <p><i>Outline a possible solution for each problem</i></p>	<p>UNIQUE VALUE PROPOSITION</p> <p><i>Single, clear, compelling message that states why you are different and worth paying attention to</i></p>	<p>UNFAIR ADVANTAGE</p> <p><i>Something that cannot easily be bought or copied</i></p>	<p>CUSTOMER SEGMENTS</p> <p><i>List your target customers and users</i></p>
	<p>KEY METRICS</p> <p><i>List the key numbers that tell you how your business is doing</i></p>		<p>CHANNELS</p> <p><i>List your path to customers (inbound or outbound)</i></p>	
<p>EXISTING ALTERNATIVES</p> <p><i>List how these problems are solved today</i></p>		<p>HIGH-LEVEL CONCEPT</p> <p><i>List your X for Y analogy e.g., YouTube—Flickr for videos</i></p>		<p>EARLY ADOPTERS</p> <p><i>List the characteristics of your ideal customers</i></p>
<p>COST STRUCTURES</p> <p><i>List your fixed and variable costs</i></p>			<p>REVENUE STREAMS</p> <p><i>List your sources of revenue</i></p>	

Session 4: Porter's Five Forces and Analysing Market Forces

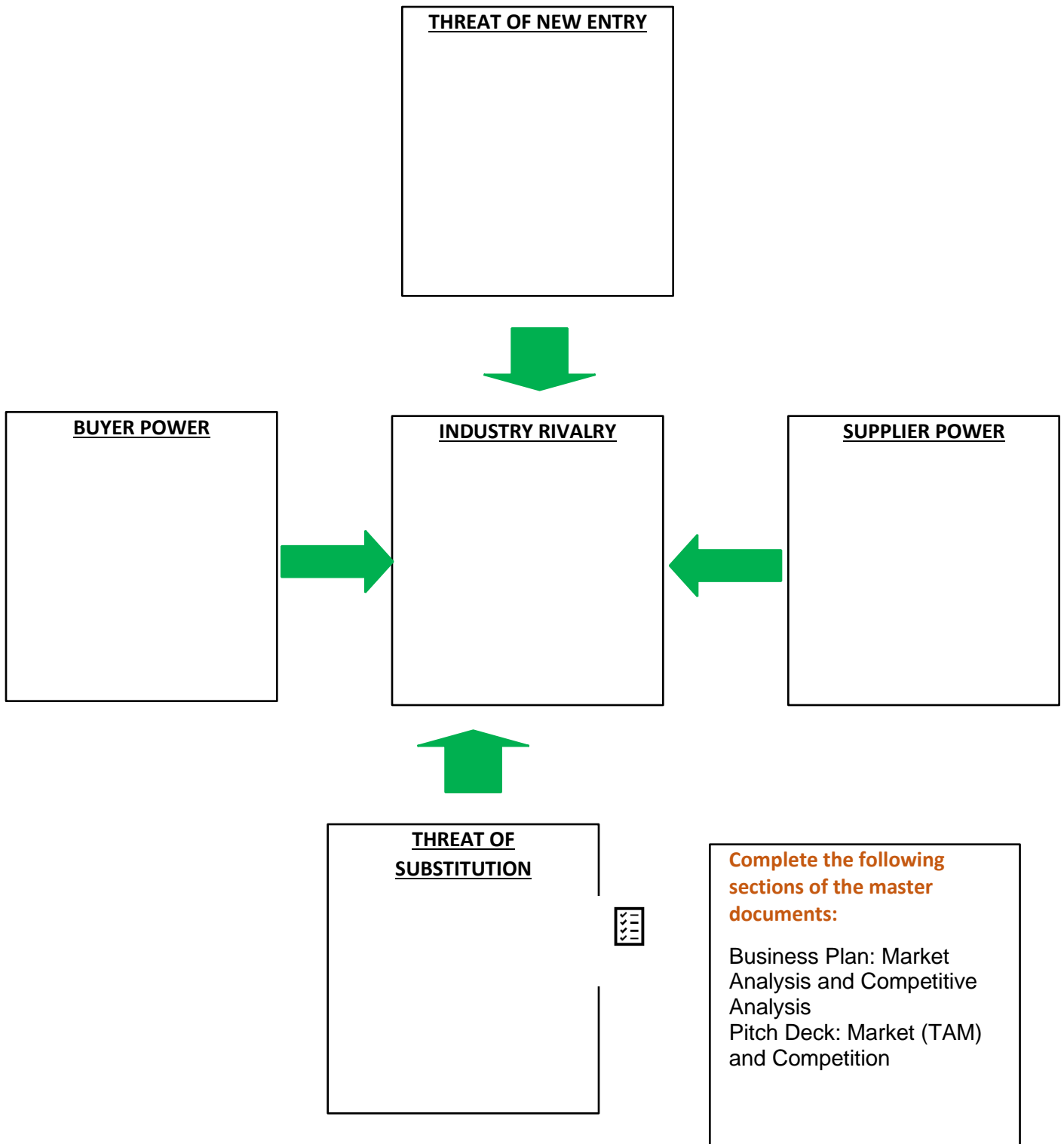
Goals:

- Be able to identify market forces and explain how they impact your business
- Learn how to analyse your market using the Porter's Five Forces framework
- Manage your profitability expectations given market conditions

Use the template below to take notes and record the definition of each section



Complete your business' Porter's Five Forces Framework



Session 5: Agile Methodology to Drive Strategy (Live)

Goals:

- Review the LEAN Canvas and Porter's Five Forces frameworks
- Gain a clear understanding of the Agile mindset, key vocabulary, and product/service development

Write notes or questions about the prior content in Week 1 (Sessions 1-4)

Write notes or questions about the Agile mindset or values



Agile Project Management

(Image from medium.com)

Write notes or questions about the Agile mindset or values

Agile at Imole



How should Nkechi and Tola implement Agile at Imole? What systems should they set up to ensure that the mindset and values are lived out daily?

In the space below, reflect on how you will embrace an Agile mindset and ensure the values are lived out at your company? What operational or organisational structures and systems can you implement to further this goal?

Module 1: Week 2

By the end of this week, you will have:

- Completed your Business Plan's executive summary, description of management and organisational structure, breakdown of products/services, marketing plan, sales, request for funding, and financial projections
- Completed your Pitch Deck's business strategy, financials, transactions, milestones, previous fundraises, ask/use of funds, and exit strategy

Session 6: Team and Organisational Structure

Goals:

- Define essential departments and roles for your company
- Categorise roles as filled, vital hire, or growth hire
- Define the roles, responsibilities, and KPIs of each job

List everyone currently working for your company, outlining their roles and responsibilities. Include third-party providers to whom you have outsourced services/labour such as legal or financial services.

Below, design your Organisational Structure Chart. Make sure to categorise positions as either filled, vital hire, or a growth hire. Feel free to colour code if that is helpful. You can use the key below by filling in the boxes with the assigned colour.

- € Filled
- € Vital Next Hire
- € Growth Hire (not an immediate need)

Complete the following sections of the master documents:



- Business Plan: Description of Management and Organisational Structure
- Pitch Deck: Team

Session 7: Sales and Product Pricing

Goals:

- Identify your key products
- Determine how much to charge for each product
- Calculate your profit margins

Revenue	Profit
Compare and Contrast Revenue vs. Profit	
Fixed Cost	Variable Costs
Gross Profit Margin	Contribution Margin



Place the correct items in the corresponding box below

Revenue	Profit
Fixed Cost	Variable Costs

Common Pricing Strategies:

Cost-Based Pricing	Value-Based Pricing

Outline your Major Products and Expenses:

Product	Variable Costs
Fixed Costs	



Complete the following sections of the master documents:

- Business Plan: Breakdown of Product and Services

Session 8: Brand, Go-to-Market Strategy, and Marketing

Goals:

- Define the mission, vision, and values that drive your brand
- Define your personal and company brands
- Learn go-to-market best practices
- Determine the best go-to-market strategy for your firm

Vision:

Mission:

Core Values:

Define your Company Brand:

What is your Personal Brand? How does it align with your company brand?

Review your Total Addressable Market (TAM)

Summarise your problem and solution	What type of customer do you want?
Why are you targeting them?	Who are your early adopters? How are you solving their pain point?

Review your Total Addressable Market

- 1) Customer size fits your solution
- 2) Pricing fits customers
- 3) Your solution solves customer pain point

Reflect: Are there any changes you need to make to TAM segmentation? *Make sure to update based on your calculations from Session 7.*

Marketing Plan

What are your marketing campaign goals? What is the top priority?	What is the timeline? (Start date, launch, etc.)
What are your milestones? How will you know that you have achieved your goals?	What is your budget? How much can you spend?
What channels will you use? Make sure they align with your goals.	Launch: How will you collect data on the success, and how will you utilise the data?

Complete the following sections of the master documents:



- Business Plan: Marketing Plan and Sales Strategy
- Pitch Deck: Review/Revise Market (TAM)

Session 9: Budgeting and Operational Systems

Goals:

- Determine current revenue and expenses
- Create a budget for proper cash flow management
- Establish operational systems to maintain budgetary requirements

High-Level Budgeting Steps:

1. Determine your revenue
2. Estimate your monthly expenses (fixed and variable)
3. Outline your financial goals
4. Establish an emergency fund
5. Plan the allocation of profit toward goals

Budget Reflection Questions:

Can your revenue cover your current expenses? If not, how are you maintaining a cash runway?

What are potential emergency costs that must be planned for? How much should be set aside?

What are your goals? Write about growth, hiring plans, and investments in your business.

What operational systems do you need to implement to maintain your budget?

Complete the following sections of the master documents:



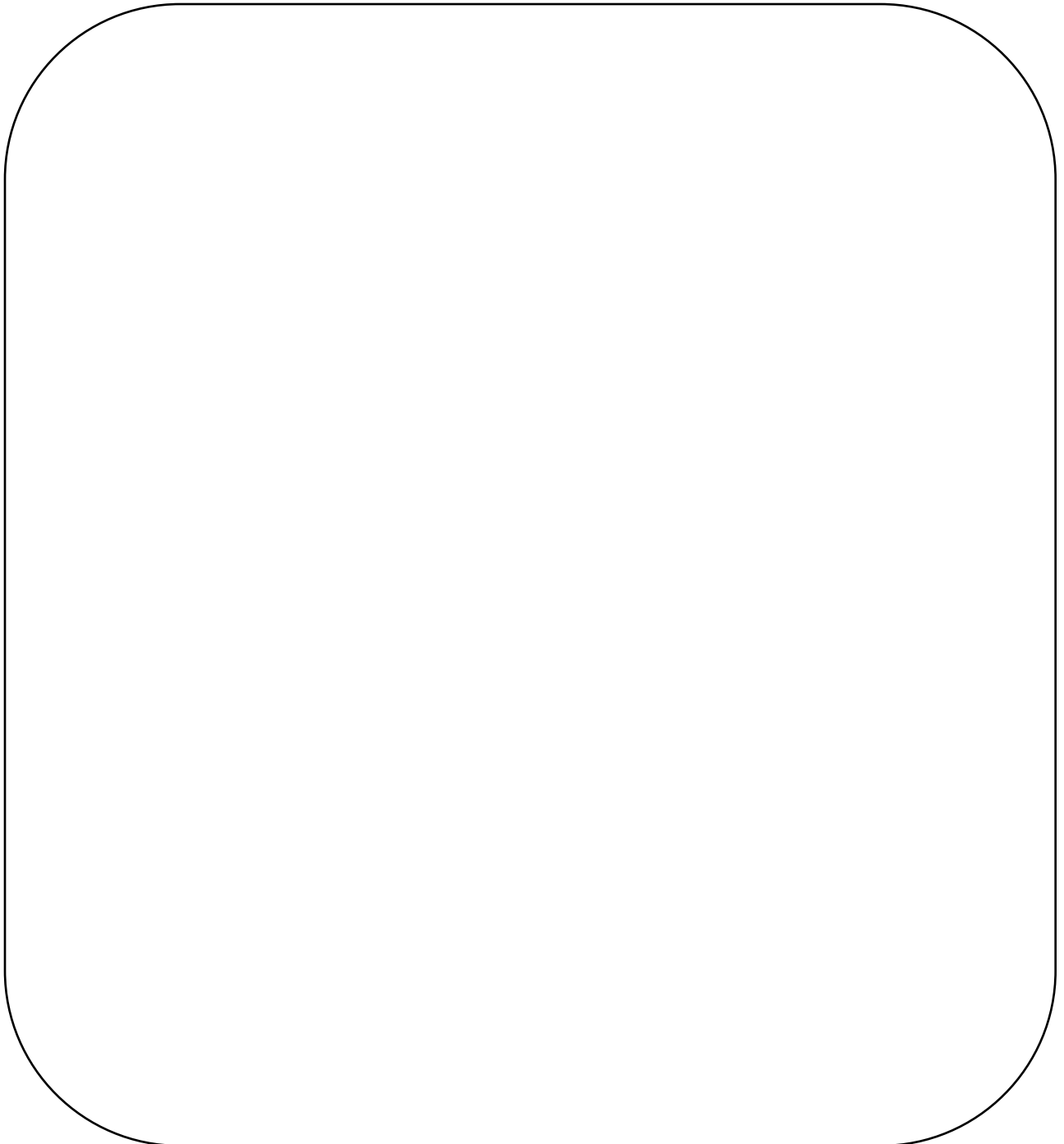
- Business Plan: Request for Funding, Financial Projections, Executive Summary
- Pitch Deck: Milestones, Traction, Previous Fundraise, Ask/Use of Funds, Exit Strategy

Session 10: Business Management, Business Plan, and Pitch Deck Review (Live)

Goals:

- Discuss the best practices for managing your business
- Answer any final questions from Module 1
- Peer review each other's business plans and pitch decks

Take notes below on Business Management Best Practices from the RTA experts:



Business Plan and Pitch Deck Revision Checklist:

Based on the session content and the feedback you received from your partner, create a list of the next steps to be completed.

Feedback Notes:

Next Steps Checklist

€ _____

€ _____

€ _____

€ _____

€ _____

Module 2: Week 3

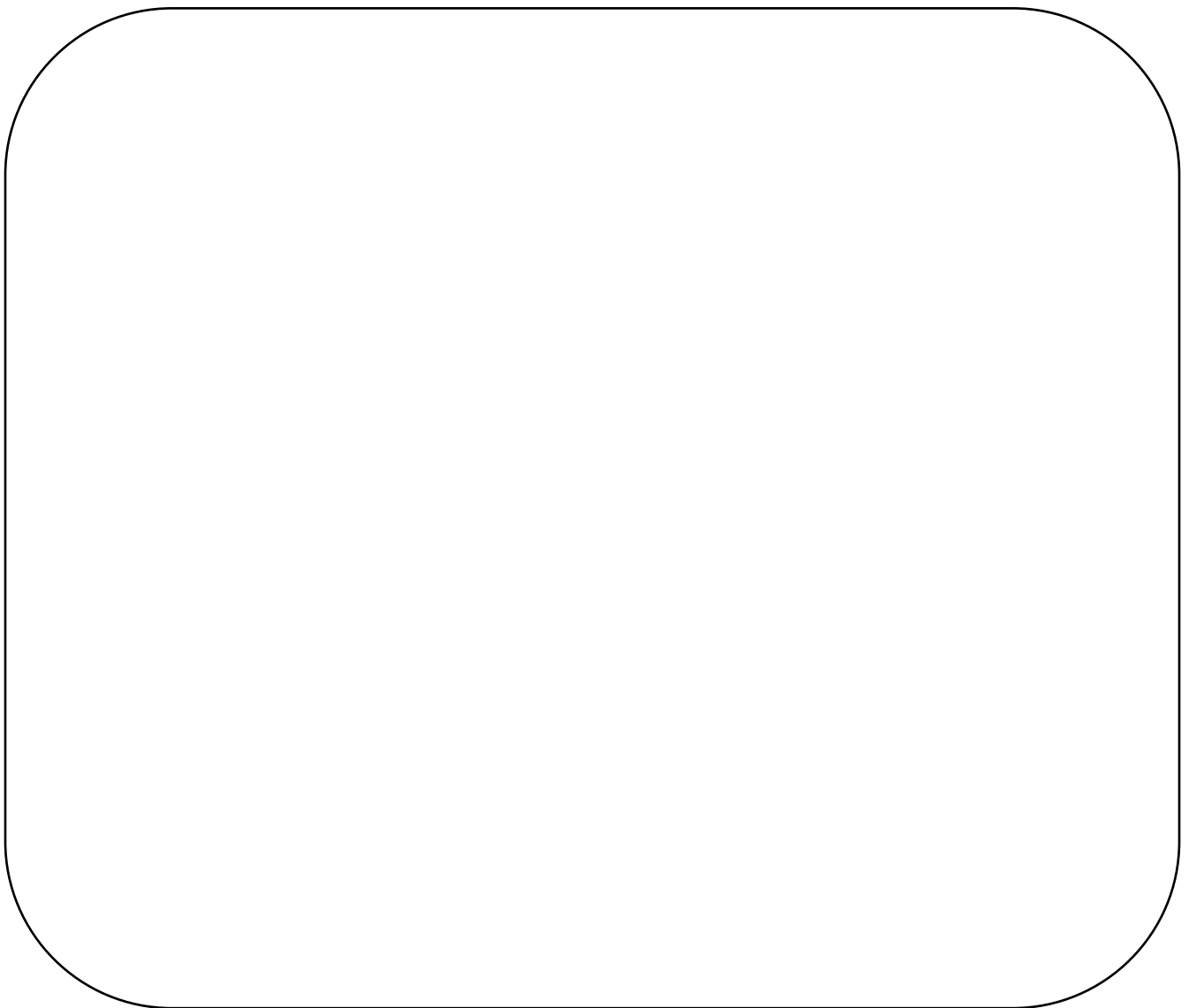
By the end of this week, you will have:

- Received foundational Excel training
- Gained basic literacy in financial statements
- Created/understood financial projections

Session 11: Introduction to Excel

Watch the video: <https://www.youtube.com/watch?v=0GW4vT7d3nc>

Take notes below or write your questions about PowerPoint best practices:



Sessions 12 A and B: Introduction to the Cash Flow Statement and Balance Sheet

Goals:

- Explain what a Cash Flow Statement and a Balance Sheet are
- Define the components of these financial statements
- Understand how to read and identify key data from them

What is the goal of a Cash Flow Statement?

CASH FLOW STATEMENT
PREVIOUS YEAR'S BALANCE
Cash Flow from Operating Activities Definition:
Cash Flow from Operating Activities
Cash Flow from Investing Activities Definition:
Cash Flow from Investing Activities
Cash Flow from Financing Activities Definition
Cash Flow from Financing Activities
Net Increase or Decrease to Cash Balance
CASH AND CASH EQUIVALENTS, END OF PERIOD

What is the purpose of the Balance Sheet?

Balance Sheet

The Accounting Equation:

_____	=	_____	+	_____
Definition: Examples:		Definition: Examples:		Definition: Examples:

Complete the Table Below:

	Current Ratio	Quick Ratio	Working Capital Ratio	Debt-to-Equity Ratio
F o r m u l a				
D e f i n i t i o n				

Questions, thoughts, concerns about the Cash Flow Statement and Balance Sheet? _____



Review Imole’s Cash Flow Statement and Balance Sheet to answer the questions below. 1-4 pertain to the Cash Flow Statement and 5-8 to the Balance Sheet.

1. What is the value for each type of cash flow for 2017? Complete the table below:

Operating	Investing	Financing

2. What was the change in the cash balance? _____

3. How does Imole earn cash?

4. How does Imole spend its cash?

5. What is the value for each part of the accounting equation? Complete the table below:

Assets =	Liabilities +	Equity

6. Is Imole’s accounting equation maintaining balance? Explain why it is or why it is not?

7. Calculate the following balance sheet ratios:

Current Ratio	Quick Ratio	Working Capital Ratio	Debt-to-Equity Ratio

8. Based on Imole’s ratios, what can you conclude about the startup’s financial situation?

Session 13: Introduction to the Income Statement

Goals:

- Explain what an Income Statement is
- Define its components
- Understand how to read and identify key data from this financial statement

What is the goal of the Income Statement?

Income Statement Formulas and Definitions

INCOME STATEMENT
Revenue Definition:
COGS Definition:
Gross Profit Definition:
S,G, & A Definition:
Operating Income (EBIT) Definition:
Interest (Cost of Debt Finance) Definition:
Earnings Before Tax Definition:
Tax Definition:
Net Income Definition



Review Imole’s Income Statement and record your notes below.

IMOLE INCOME STATEMENT	
<i>[USD \$]</i>	
<i>2018</i>	
Revenue	50,000.00
COGS	20,000.00
Gross Profit	
S,G, & A	8,000.00
Operating Income (EBIT)	
Interest (Cost of Debt Finance)	1,100.00
Earnings Before Tax	
Tax	3,200.00
Net Income	

When you compare Imole’s Balance Sheet and Income Statement, are they accurate? Explain why they are or aren’t?

Session 14: Assumptions and Financial Statement Projections

Goals:

- Explain why quality assumptions are vital to building a successful financial projection
- Discuss how to create quality assumptions
- Learn how to build a financial projection for your company

Session 15: Reviewing your Financial Statements and Projections (Live)

Goals:

- Discuss the key points of the three major financial statements: Cash Flow Statement, Balance Sheet, and Income Statement
- Review and critique your assumptions
- Revise your financial projections

Module 2: Week 4

By the end of this week, you will have:

- Created a company valuation by building a Discounted Cash Flow (DCF) model
-

Session 16: Foundational Finance Concepts and Vocabulary

Goals:

- Define a DCF and explain why it is used for company valuation
- Outline the key components of a DCF model
- Discuss the positives and negatives of a DCF model valuation of a startup

Session 17: Calculating Assumptions for Valuation

Goals:

- Review the idea of assumptions from the Financial Projections session
- Learn what assumptions go into a DCF model and how to calculate them

Session 18: Calculating and Discounting Unlevered Free Cash Flows

Goals:

- Define unlevered free cash flow
- Calculate an unlevered free cash flow

Session 19: Calculating Terminal Value and Interrogating your Model

Goals:

- Define terminal value and perpetuity
- Identify key questions that will help you verify your model and test your assumptions

Session 20: Reviewing your DCF Model (Live)

Goals:

- Critique a peer's model
- Review and revise your DCF model

Module 3: Week 5

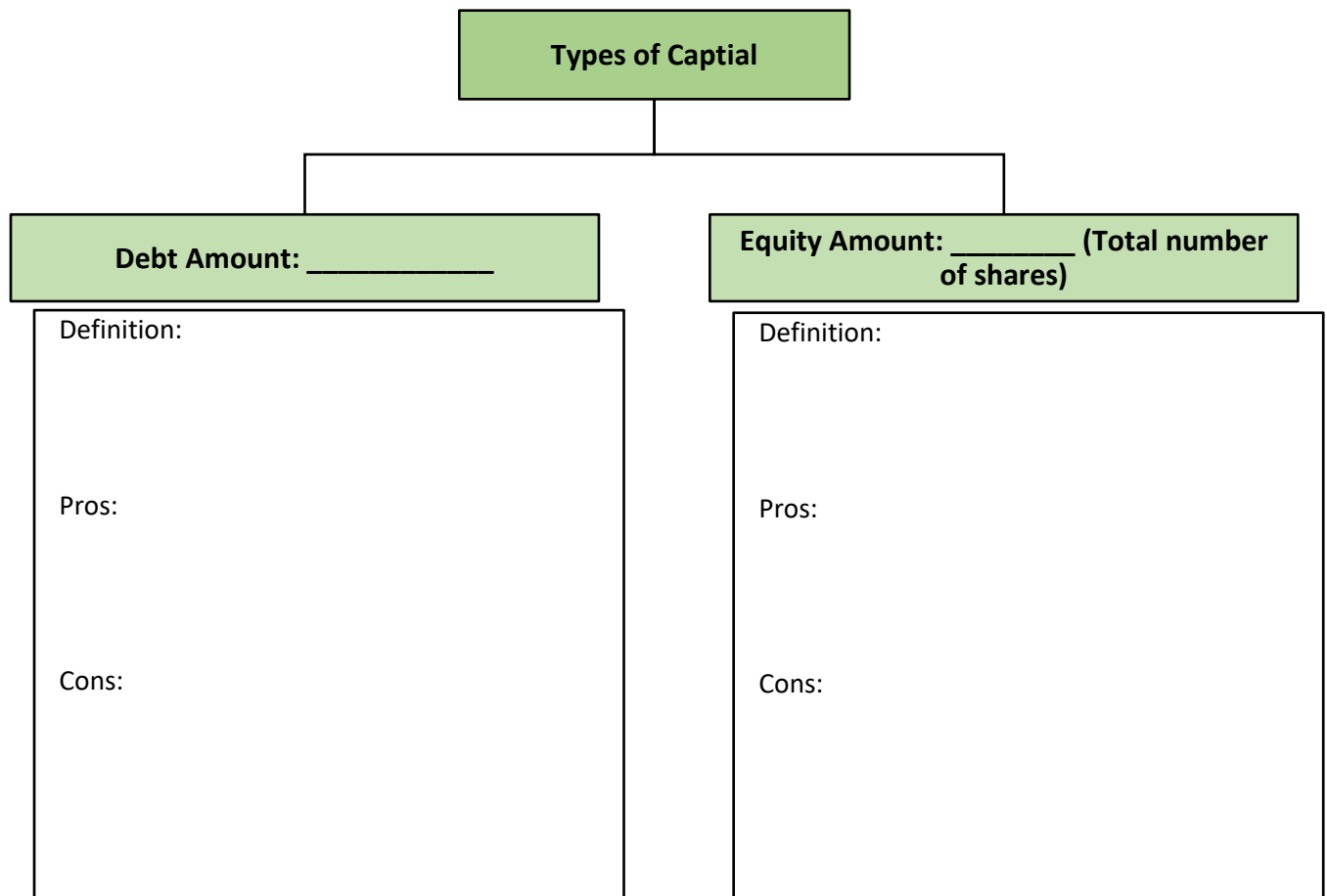
By the end of this week, you will have:

- Reviewed and finalised your master documents
- Understood financing options, governance, and ethics
- Received foundational public speaking and pitch coaching

Session 21: Fundraising Strategy and the Different Forms of Financing

Goals:

- Explain the difference between debt and equity financing
- Discuss the positives and negatives of the different forms of capital
- Identify best practices for fundraising



Thoughts or questions about the differences between debt and equity?

Fundraising Best Practices

Write notes about best practices for fundraising:

Based on your budget, how much money do you need to raise in total? _____

What percent of equity do you have available for your company? _____

Complete the fundraising outline below: Which types of financing make the most sense for your company? Why? How much should you raise?

Type of Financing	Amount Needed	Progress to Goal



Complete the following sections of the master documents:

- Business Plan: Requests for Funding
- Pitch Deck: Ask/Use of Funds and Exit Strategy for Investors

Session 22: Revising your Business Plan and Pitch Deck to Reflect New Financials

Goals:

- Make sure your Business Plan and Pitch Deck reflect the work done in Module 2
- Revisit these sections of your Business Plan: Request for Funding and Financial Projections
- Revisit your Pitch Deck: Financials, Previous Fundraise, Ask/Use of Funds, and Exit Strategy for Investors

There is no video for Session 22. Instead, use the checklist below to make sure you have revised all the necessary portions of your planning and updated the relevant portions of your master documents.

Revise Your:

- € Pricing Model
- € Budget
- € TAM
- € Go-to-Market Strategy

Master Document Updates:

Business Plan:

- € Sales Strategy
- € Request for Funding
- € Financial Projections
- € Company Description
- € Executive Summary

Pitch Deck

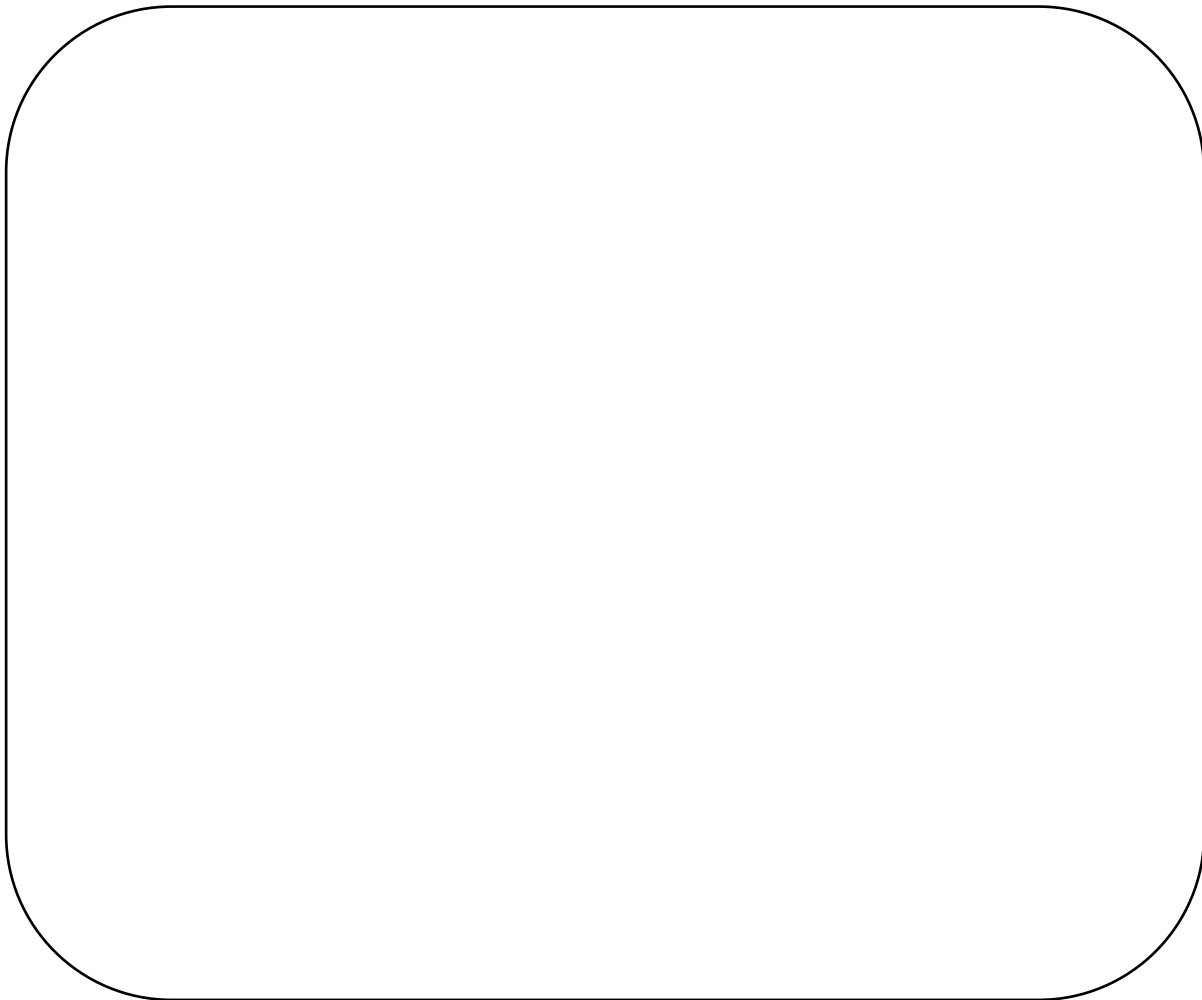
- € Financials
- € Traction
- € Milestones
- € Previous Fundraise
- € Ask/Use of Funds
- € Exit Strategy for Investors

Session 23: Ethics, Governance, Regulatory Compliance, and Sustainability

Goals:

- Define ethics and discuss how and why they should be lived out in all parts of your company
- Review the legal requirements for incorporating and maintaining compliance
- Establish how to create quality governance that aligns with your mission, vision, and values
- Define sustainability and review the importance of operationalising it in your company
- Diagrammatically show the interrelationship between the environment, economy, and society

General Notes:



What makes a Code of Ethics effective and enforceable?

What are some legal requirements you need to maintain compliance in your business?

Use the Seven Pillars framework to explain the sustainability lens most suited to your job function and business

List three material sustainability factors that your business should/will pay attention to, and describe how you will build them into your business strategy to measure impact and ensure accountability for continuous improvement

Session 24: Body Language and Public Speaking Best Practices

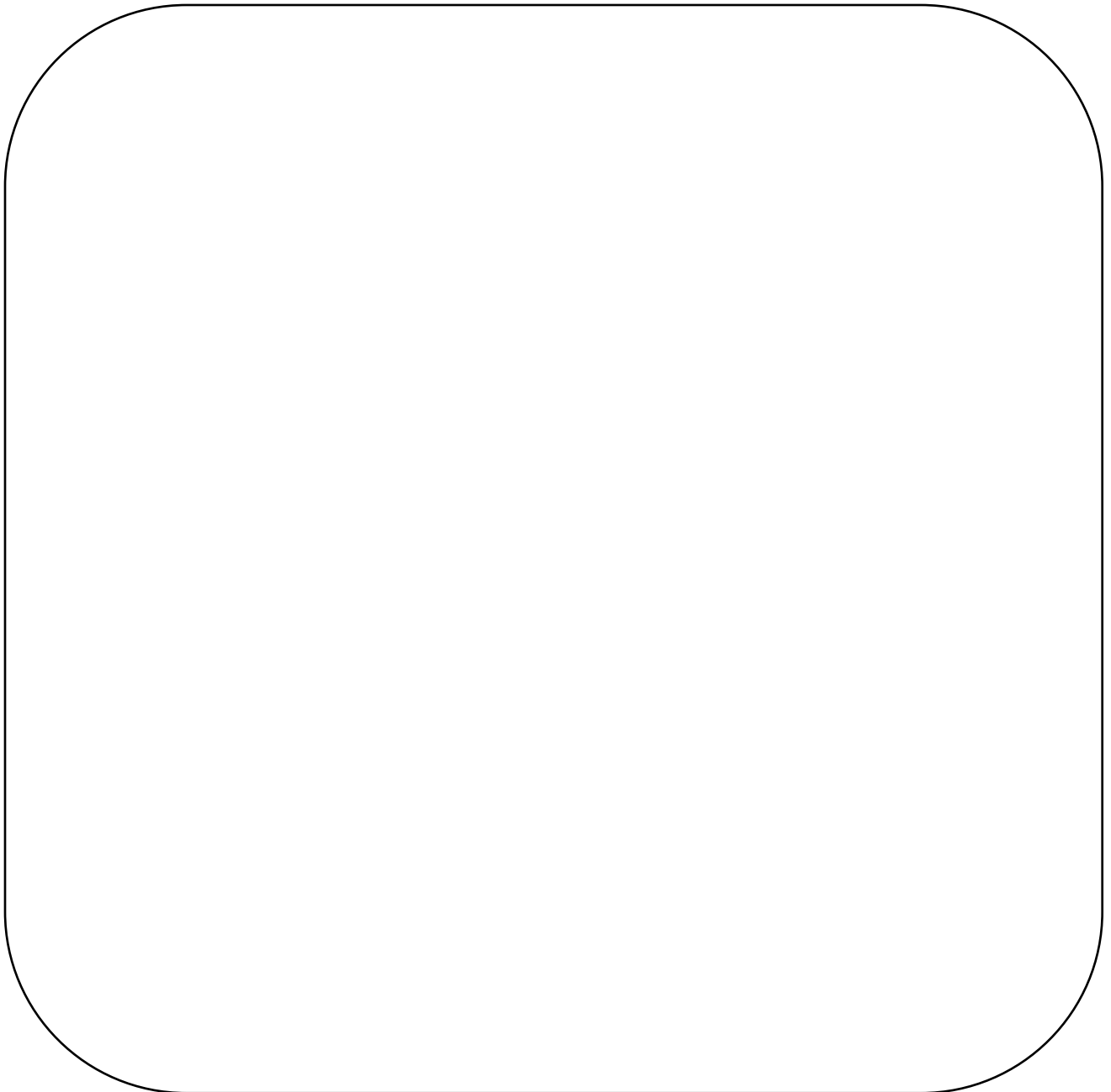
Goals:

- Define the best practices for using body language when presenting
- Define the best practices for speaking when presenting

Use the space below to capture thoughts, ideas, or questions. Recommended video clips:

- Engaging the Audience: <https://www.youtube.com/watch?v=-FOCpMAww28>
- Body Language: <https://www.youtube.com/watch?v=ZK3jSXYBNak>

Notes on Public Speaking

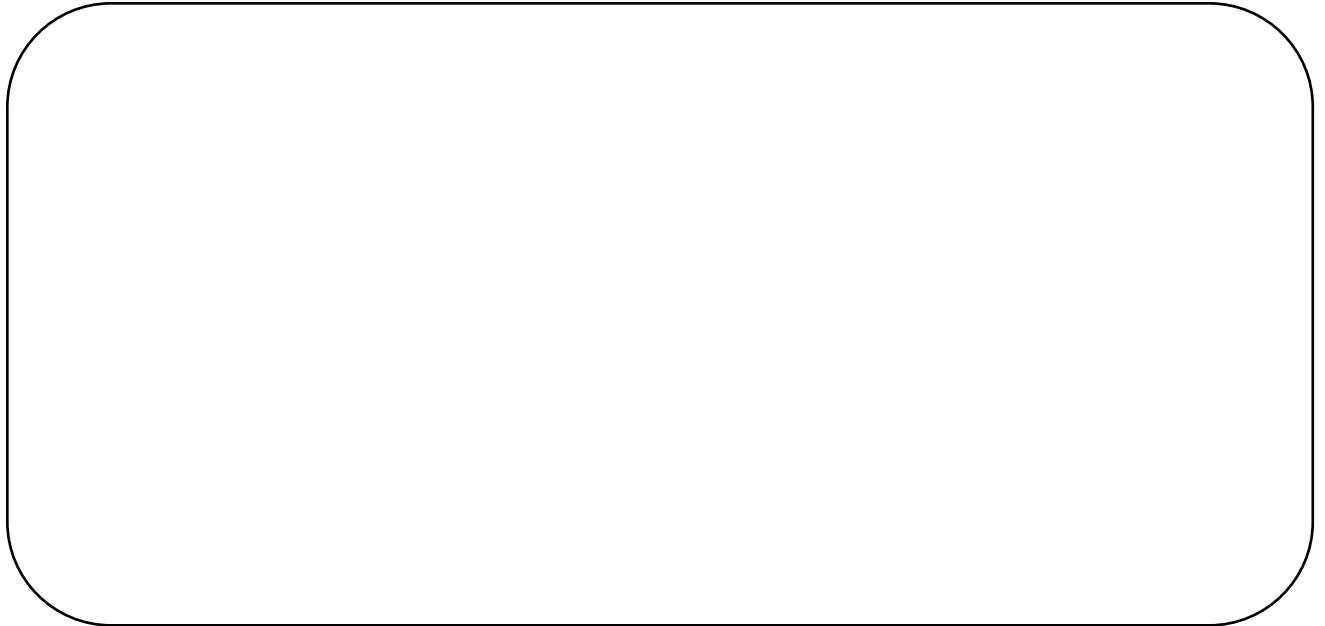


Session 25: Pitch Practice and Feedback (Live)

Goals:

- Answer any final questions about the Entrepreneurship Course
- Review best practices for pitching
- Practice pitching and receive feedback about your pitching

Partner Feedback



Small Group Feedback

