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Jan Bester ACMA, CGMA

Organizational Turnaround & Restructuring Specialist with a career experience in private equity investment and portfolio management, management consulting, corporate finance, venture capital, and project management.

Extensive experience working and living in over 12 countries across the African continent and working alongside multi-cultural, diverse teams to achieve successful outcomes to complex, critical challenges facing organizations from start-ups right through to large multi-national companies.

Jan's classic focus has been on developing and implementing executable strategies, managing company finances, translating strategy into operational projects, and leading large project teams, but has a huge (and growing) passion for managing and developing people – bringing them together around a commonly-shared objective, inspiring them to give their best, supporting their growth both professionally and personally, and being there for them during the hard times.

His curiosity and openness to listening to the opinions of a broad range of opinions and angles has made Jan adept at identifying the most appropriate solutions to complex organizational challenges, whilst his critical thinking skills serves to help him select the best ones in an independent manner.

KEY COMPETENCIES

- Business strategy formulation and implementation
- Financial analysis, modelling, business case delivery
- Identification and execution of value realization opportunities
- Project conceptualization and management
- Organisational turnarounds and business rescue
- Broad-ranging problem-solving skills
- Stakeholder relations
- Process / operational optimization
- Presentation and workshop delivery
- Broad industry knowledge

PERSONAL ATTRIBUTES

- Strategic thinking and problem-solving
- Establishing, building and deepening relationships
- Effective communicator and ability to build teams
- Excellent interpersonal skills
- Results and outcome-driven
- Curious and quick learner
- Ability to achieve consensus amongst large groups
- Visionary with a strong track-record of execution
- Highly flexible and adaptable
- Resilient and anti-fragile

QUALIFICATIONS

2012 B.Com Management Accounting (Hons) Stellenbosch University

PROFESSIONAL AFFILIATIONS

2017 CIMA (Chartered Institute of Management Accountants)

CAREER SUMMARY

Timeframe	Designation	Organisation
Nov '22 - present	Non-Executive Director / Volunteer	AfrikaBurn Creative Projects NPC
Jun '20 - present	Advisor	Redford Capital / RTeor (Pty) Ltd (South Africa)
Oct '17 - May '22	Senior Associate and Portfolio Manager	ASOC Management Company (Pty) Ltd (South Africa)
Jul '17 - Sep '17	Intern	Nodus Equity & Capital (South Africa)
Nov '16 - Mar '17	Head of Group Projects	Silvertree Capital (South Africa)
Feb '14 - Oct '16	Business Strategy Consultant	Accenture Strategy (South Africa)
Sep '13 - Oct '13	Independent Consultant	SA Bagersh PLC (Ethiopia)
Jan '13 - Apr '13	Intern	United Nations Office for Project Services (Senegal)
Aug '07 - Nov '07	Intern	Nestlé Suisse (Senegal)

SIGNIFICANT CAREER RESPONSIBILITIES AND ACHIEVEMENTS

AfrikaBurn Creative Projects NPC – Volunteer / Non-Executive Director	
<p>Responsibilities</p> <ul style="list-style-type: none"> - Non-Executive Director - Board Liaison to Membership Body - Member of Abundance Committee - Focus on conceptualisation & successful execution of special projects 	<p>Achievements</p> <ul style="list-style-type: none"> - Supported drafting of new Board Charter clarifying the Board's scope, culture, engagement with the rest of the Org bodies. - Designed and presented the "Blue Skies Budget" template which would make it easier for community members to translate their dream projects into workable plans and support fund-raising initiatives on behalf of the Org. - Co-created the concept, budget and pitch document for the "International Burn Arts Exchange" programme - which envisions an annual art grant being awarded to one AfrikaBurn and Burningman artist, respectively, to fund the residency and creation of an Artwork to be displayed at reciprocal events (ie. AB artist produces and displays at BM and vice versa). The essence of the programme being to attract investment into Art across events, foster inclusivity through focusing curation on previously disadvantaged Artists, promote AB art at BM, and to create a stronger bridge of collaboration between the Orgs. The programme concept was pitched at BM 2022 and is currently in the process of being refined ahead of furthering its establishment. - Created and led the successful execution of the "Inventstorz Container Initiative 2022" which saw me, on behalf of 6 theme camps, source, purchase, load, transport, offload, reload, and transport 6 containers to on-site storage at Quaggafontein at the AfrikaBurn 2022 event. Beyond the logistical element, also managed all the finances, communications, associated administrative tasks, liaison with various Org representatives, and coordinated external service providers from start to finish. - Co-created and authored the "Nodal Network Strategy" which was a comprehensive AB organisational structure redesign that sought to make it easier for the community to participate directly and invest into Art projects, infrastructure development, inclusivity initiatives, land regeneration projects and to self-organise into

	<p>sustainable “nodes” which would be connected through innovative technology solutions and defined linkages between various Org structures. The structure also envisioned a percentage of all funds raised being allocated towards inclusivity-promoting projects as well as to the Org for their support and time.</p> <ul style="list-style-type: none"> - Designed a board decision-matrix which would improve the ease of the approval process and improve visibility of the minutes of previous Board meetings.
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Redford Capital / RTeor (Pty) Ltd – Advisor	
<p>Responsibilities</p> <ul style="list-style-type: none"> - Support pro-active turnaround efforts per client requirements - Support Chief Restructuring Officer / Business Rescue Practitioner in identifying and implementing turnaround projects - Collaborate with client team members to drive the successful inception and completion of key strategic and operational initiatives - Represent the client as project manager in collaborating with external service providers - Conduct market and competitor research - Formulation of company turnaround and growth strategies - Financial and other analyses to support decision-making and improve visibility of business performance - “Swiss Army Knife” problem-solving depending on unique client needs - Support business development activities to build project pipeline at RTeor - Support RTeor’s efforts to recruit new consultants, build brand identity and grow the business generally - Support client executive team through the psychologically traumatic periods of business distress 	<p>Achievements</p> <p><i>Large Private Hospital Group (Chief Restructuring Officer Role)</i></p> <ul style="list-style-type: none"> - Wrote the B-BBEE Strategy for the Group - Conducted due diligence on auditor rotation - Wrote policies to promote good governance - Performed analysis and proposed recommendations regarding a new lease agreement - Project management of transition to new IT system - Provided input into Board structure - Drafted tender documents - Supporting corporate actions <p><i>Large South African Steel Fabricator (independent business review)</i></p> <ul style="list-style-type: none"> - Supported the facilitation of workshops with executive team - Drafted an independent business review (financial, operational, competitor and industry) review of the company with recommendations to support the shift in strategy towards focusing on niche, higher-value product lines - Identified cost-saving opportunities across the business - Identified potential investment partners into the business <p><i>Middle Eastern Corporate Safety Training Provider (independent business review)</i></p> <ul style="list-style-type: none"> - Drafted an independent business review (financial, operational, competitor and industry) review of the company with recommendations to invest into retaining top trainers in the company, divest from unprofitable business locations, launch an e-learning platform, strengthen corporate governance and identified investment required to stabilise and set the company up for future growth. <p><i>Large Miner and Mine Dump Mineral Reclaimer (capital raise)</i></p> <ul style="list-style-type: none"> - Led the R95m capital raise efforts on behalf of the client - Drafted the investment memorandum and led conversations with prospective investors

	<ul style="list-style-type: none"> - Abandoned project when it was discovered that management team was acting unethically and unlawfully <p><i>Therapeutic Foods Supplier for the WFP and Unicef (Business Rescue & Turnaround)</i></p> <ul style="list-style-type: none"> - Supported the Business Rescue Team in helping the client to successfully exit Business Rescue - Secured strategic investor who would support the growth of the business post-BR - Handled all creditor relations and voting processes - Supported the drafting of the published Business Rescue plan - Ensured no jobs were lost during Business Rescue Process <p><i>Pre-eminent South African Airline (Business Rescue)</i></p> <ul style="list-style-type: none"> - Conducted asset valuations on two of the company's most valuable assets - Conducted financial analysis and used findings to propose turnaround strategy for one of the business units - Client successfully exited Business Rescue <p><i>One of the Largest Privately-Owned Hospitals in South Africa (Proactive Turnaround)</i></p> <ul style="list-style-type: none"> - Drafted client's procurement policy - Drafted tender documents to support transition from several legally-questionable suppliers towards more cost-effective, irreproachable ones - Drafted the client's 2 year B-BBEE strategy - Represented the client as project manager in coordinating with other external service providers to successfully complete key projects - Drafted the clients 2 year business strategy - Project manager for the implementation of a new enterprise resource management system
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ASOC Management Company (Pty) Ltd – Senior Associate and Portfolio Manager	
<p>Responsibilities</p> <p><i>ASOC Fund</i></p> <ul style="list-style-type: none"> - Write investor documents, such as investment committee papers, related to portfolio companies as well as those relevant to the broader ASOC fund. - Write periodic bi-annual company plans and update company valuations. - Support the growth and upskilling of ASOC team members - Proactively support ASOC partners and broader team around ad-hoc initiatives to drive business growth. <p><i>Portfolio Company Management</i></p> <ul style="list-style-type: none"> - Build strong, professional relationships with portfolio company executives, management, team and clients. - Become a trusted advisor to portfolio company executives, management and the broader team. - Identify, shape, refine and execute on strategic and / or operational initiatives supporting the achievement of business objectives. 	<p>Achievements</p> <ul style="list-style-type: none"> - Identified and drove the process of securing the services of Okuhle's former CEO (ex-Accenture Senior Manager) - Facilitated the successful on-boarding of the CEO - Authored several Investment Committee memorandums and associated papers - Led and coordinated the annual budgeting process at a portfolio company - Built models, drafted investment papers and led pitch discussions with prospective investors for the establishment of a first-of-a-kind s12J fund targeting the raising of capital to fund the production of film & television content in South Africa - Identified, approached and built relationships with several strategic partners of Okuhle - Identified business risks and proposed mitigating actions to ASOC partners - Led and coordinated the annual BEE audit at Okuhle

<ul style="list-style-type: none"> - Support Management in managing finances and cashflow requirements - Identify, shape, coordinate, negotiate and execute on special projects and initiatives. - Collect, synthesize and clearly communicate business developments and recommendations to ASOC partners - Facilitate teamwork by having an overview / understanding of personalities / capabilities within teams. - Build business cases and draft proposals for investment - Build knowledge of portfolio company industries and business models to become a credible SME, able to exercise business judgement to facilitate the achievement of ASOC's objectives <p><i>Corporate Development</i></p> <ul style="list-style-type: none"> - Source, generate and negotiate investment opportunities, support the execution of new deals and build strategic relationships - Conduct and support due diligence activities such as legal, financial, commercial for both new acquisitions and portfolio company bolt-on opportunities - Build financial models to support investment decision-making 	<ul style="list-style-type: none"> - Conducted and supported the due diligence processes for several add-on investment opportunities - Managed the end-to-end investment process for an add-on acquisition in Kenya - Led the structuring and establishment of an educational trust at Okuhle benefiting young, female, previously disadvantaged staff members to support the furtherment of their education - Built trusting relationships across the Okuhle business and in doing so, supported ASOC's turnaround initiatives at the company - Invited to attend all governance fora at Okuhle – board meetings, ExCo, OpCo, and ManCom - Managed external stakeholders - Supported the creation of business unit strategies across the Okuhle Group - Supported the implementation of a new ERP / finance system at Okuhle - Proactively identified, facilitated and secured business of over R4m for the Okuhle Group - Created and refined funding and cash flow models for several productions at Okuhle - Prepared investment packs distributed to investors - Drafted several legal agreements now used across the business. - Successfully secured the exit from Okuhle by ASOC to one of the largest multi-national media houses in Africa.
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Nodus Equity & Capital (Johannesburg, South Africa) - Intern

<p>Responsibilities</p> <ul style="list-style-type: none"> - Executed client mandates in commercial and financial due diligence. - Performed company financial valuations. - Conducted research and offered insights into companies / industries to support investment decisions and deal development. - Identified potential M&A transactions to position with prospective corporate clients. - Drafted "investment teasers" used to attract investment on behalf of clients. 	<p>Achievements</p> <ul style="list-style-type: none"> - Was successful in securing client mandates for advisory in M&A deals. - Delivered reports which were used to inform industry- specific business development strategy.
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Silvertree Capital (Cape Town, Nairobi, Lagos) – Head of Group Projects

<p>Responsibilities</p> <ul style="list-style-type: none"> - Identified, shaped and managed the execution of priority strategic projects directly impacting the bottom-line. - Financially modelled and created pitch documents to support the development of partnerships with large banks and telecommunications companies. - Reviewed and refined budgets & forecasts, oversaw operational performance across the three RADG companies in Kenya, Nigeria and Ghana. - Managed the end-to-end legal, financial, operational and human resource processes for the closure of the Kenyan portfolio company. 	<p>Achievements</p> <ul style="list-style-type: none"> - Led the definition of the portfolio company strategies - Was successful in supporting the restructuring of a portfolio company's operating model. - Managed the seamless dissolution of one of the portfolio companies and, in doing so, minimised the loss to the fund. - Was able to lead the pivot of one of the companies to a new business model. - Provided recommendations and implemented several internal fund initiatives which supported the cross-pollination of knowledge across portfolio companies and the business whilst establishing best practices.
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Accenture Strategy (Johannesburg, South Africa) – Business Strategy Consultant	
Responsibilities <ul style="list-style-type: none"> - Supported the formulation of hypothesis-driven country, corporate, business unit, customer and route-to-market strategies. - Created business cases or similar financial models to derive the forecasted financial, quantitative and qualitative benefits of pursuing proposed strategies. - Identified opportunities, beyond the client brief or project scope, to deliver additional value to corporate clients, including – operational efficiencies, cost savings, service delivery improvements, and similar. - Created materials to support the communication of key information and recommendations to clients. - Identified risks to project delivery, formulated risk mitigating plans and executed same. - Drafted proposals and pitched to current and prospective clients. - Created tactical plans to translate proposed strategies to tangible, actionable, pragmatic project plans to drive the realization of strategic benefits. - Was responsible for managing projects to ensure that they are delivered in time, within budget and with the expected outcomes achieved. - Managed client project teams to drive the successful delivery of strategic projects. - Liaised directly with client c-suite to secure their support of and commitment of resources towards executing on our proposed strategic initiatives. - Conducted various country, economic, demographic, industry, customer and other similar research assignments and delivered reports which informed the crafting of customer strategies. - Supported the delivery of client workshops as part of a client projects or in support of business development. - Wrote thought leadership pieces which were published by Accenture and distributed to industry executives. - Performed analytics on client data sets to extract insights used to inform strategic direction. - Conducted formal and informal training for client resources to support the transfer of knowledge. - Supported internal initiatives centred on building Accenture Strategy’s internal culture. 	Achievements <p><i>Multichoice Africa</i></p> <ul style="list-style-type: none"> - Was part of the team that first won work with the client and thereafter helped grow the account to the largest for Accenture Strategy in under 2 years, at over R100m per annum. - Crafted the operations strategy across the client’s African businesses and identified significant cost savings opportunities. - Developed the company-wide transformational strategic programme. - Modelled the potential financial benefits across projects - representing annual cost savings of up to R15m and revenue uplift of R50m. - Created the business (value) case for the entire transformational programme - which was presented to and approved by the board. - Developed the service model and strategy for one of the client’s product lines. <p><i>Unilever</i></p> <ul style="list-style-type: none"> - Planned and executed the strategic roll-out of a new supply chain operating model across 11 African countries. - Travelled independently to 5 African countries to secure leadership buy-in and resource allocation for proposed strategic initiatives. - Conducted system and process training for client teams across the 5 African countries travelled to. - Developed customer value propositions, assessed country-specific market and business conditions, created hypothesis-driven solutions to close gaps and identified value realization opportunities across respective African operations. <p><i>Standard Bank South Africa</i></p> <ul style="list-style-type: none"> - Coordinated several client stakeholder teams in financially modelling the expected benefits. - Authored the business case presented to and approved by the Board of Directors. - Crafted the customer value propositions for two customer segments and identified potential revenue uplift opportunities of over R80m. - Defined and modelled the value drivers and expected benefits of the transformational programme – representing over R200m.

SA Bagersh PLC (Addis Ababa, Ethiopia) – Independent Consultant	
Responsibilities <ul style="list-style-type: none"> - Advised on client acquisition and retention, branding and new market entry strategies. - Unlocked additional value through identifying operational efficiency opportunities across the value chain. 	Achievements <ul style="list-style-type: none"> - Delivered a report with recommendations on options for the company to enter the South African market. - Recommended that the client adopt a “hub and spoke” supply chain model which would stream-line the client’s supply chain and save costs.

United Nations Office for Project Services (Dakar, Senegal) – Intern	
Responsibilities	Achievements

<ul style="list-style-type: none"> - Oversaw and reported to management on the status and progress of projects in Senegal, Mauritania, Guinea-Bissau, Mali and Chad. 	<ul style="list-style-type: none"> - Supported the successful delivery of several projects within budget, time and scope.
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Nestlé Suisse (Dakar, Senegal) – Intern

<p>Responsibilities</p> <ul style="list-style-type: none"> - Support supply chain management team in conducting stock analyses and identify stock supply risks 	<p>Achievements</p> <ul style="list-style-type: none"> - Analysed supply chain data to identify and drive efficiency improvements. - Prepared management reports to aid in decision-making.
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<p>Languages</p> <ul style="list-style-type: none"> - English: Fluent - Afrikaans: Fluent - French: Basic Conversational 	<p>Core Principles</p> <ul style="list-style-type: none"> - Empathy - Integrity - Authenticity - Ubuntu
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