RealTime CEO®

Connecting Strategic Vision with Plain English KPI Measurement

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RealTime CEO

Version RTC 22.5

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Today's Presentation: Leadership Framework for a Rapidly Changing Landscape

- Session notes available via download
- Virtual members, please turn on camera and mute mics
- Structure of presentation:
    i. Linking Strategic planning to operational response

    Break

    ii. Plain English Measurement: 6 numbers that tell you everything you need to know about you business

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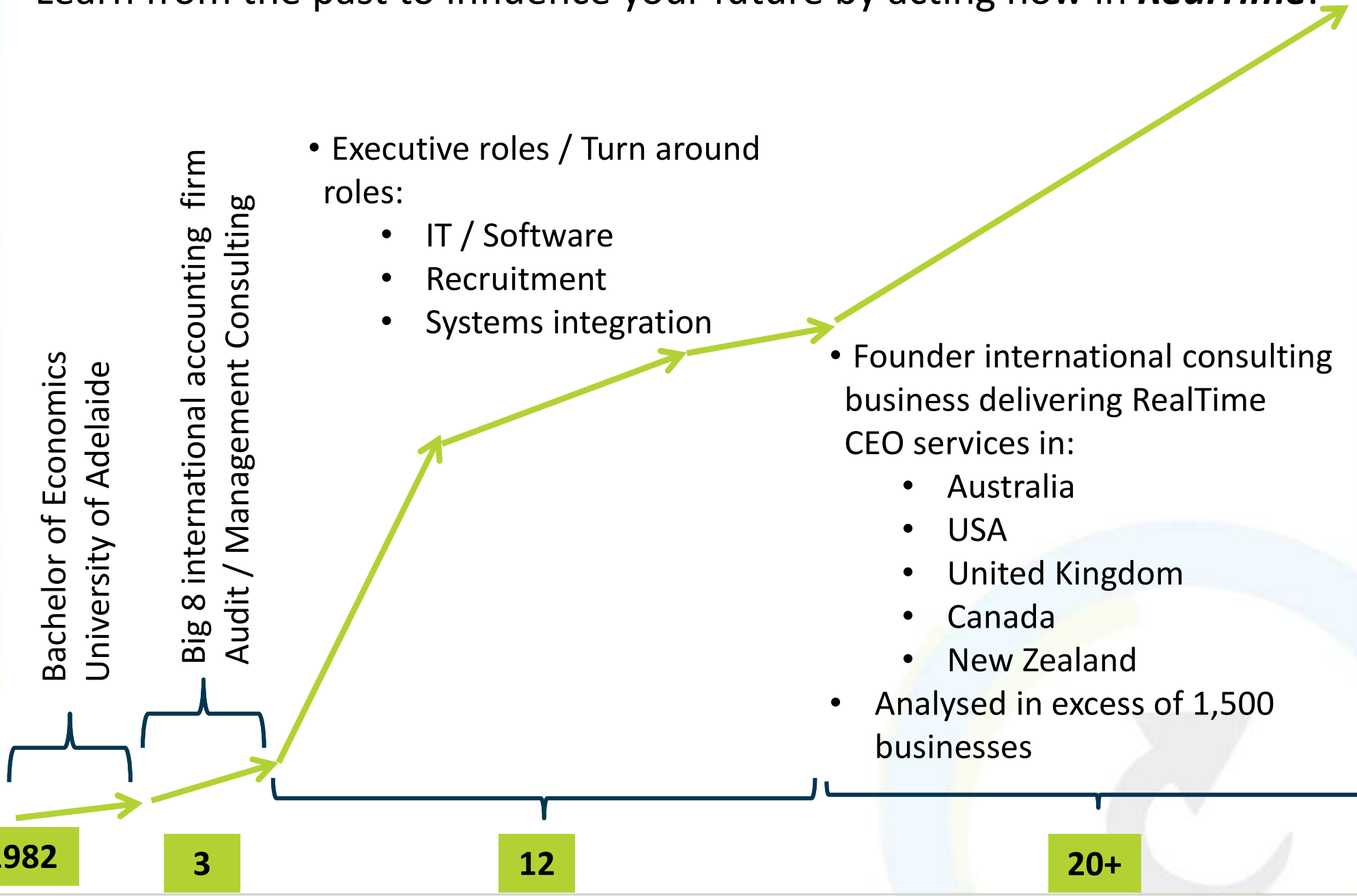
RealTime CEOs

Learn from the past to influence your future by acting now in ***RealTime***.



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Fundamentals of Leadership in Rapidly Changing Times

- Right now leaders are confronted with numerous challenges:
  - High inflation
  - Low unemployment / Talent war
  - Supply chain crisis
  - Covid 19
  - Conflict in Europe
- So how leaders behave is critical. We must:
  - Remain calm
  - Remain positive
  - Be pragmatic
  - Make decisions from a position of knowledge
  - Know your current numerical position and accurately plot your future numerical position
- As revenue grows, will we be “Value creators” or “Busy Fools”?

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RealTime CEO: Linking Strategic Planning to Operational Response to Numerical Measurement "SON Communication"

S

How is the Strategic Landscape Changing?
"What information has come to light in the last 30 days that changes our view of the future"
Demand Factors / Supply Factors

O

What changes are needed to our operational approach to CREATE VALUE and MITIGATE RISK?
What is in our control (where we can force change)?
What is out of our control (where change is forced on us)?
How will operational changes impact our assumptions about the future?

Where are we now numerically?

- **Trend of our 6 KPIs to date?**
- **"Must Ask, Must Answer" (MAMA) questions**

N

Based on our business assumptions, where will we be in the future?

- **Future trends of 6 KPIs**

Ensure a sustainable pathway and focus on Value Creation

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RealTime CEO Leadership Meeting Agenda

Monthly RealTime CEO leadership agenda:

1. Accountability: Start the meeting ensuring participants did what they said they would do last month
   - » Process: 3W Action Register
2. Impact of changes: How has your landscape changed?
   - » Process: SON Communication
3. Numerically: What are our trends to date?
   - » Process – Dashboard tracking of 6 KPIs
4. Numerically: Where are our trends going in the future?
   - » Process: Business Assumption Forecasting

Traditional Leadership Agenda

1. Review last months numbers – traditional accounting statements
2. Descend into operational fire fighting
3. Little or no time (or headspace) left to assess strategic change.

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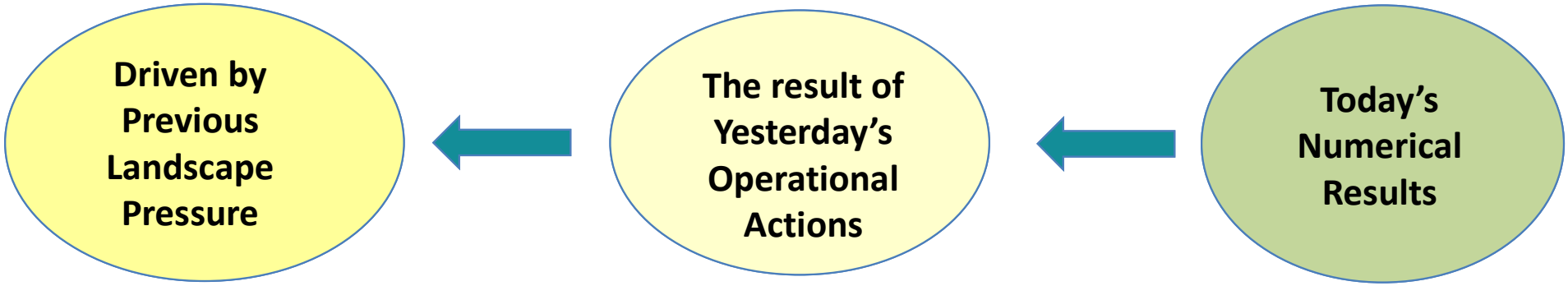
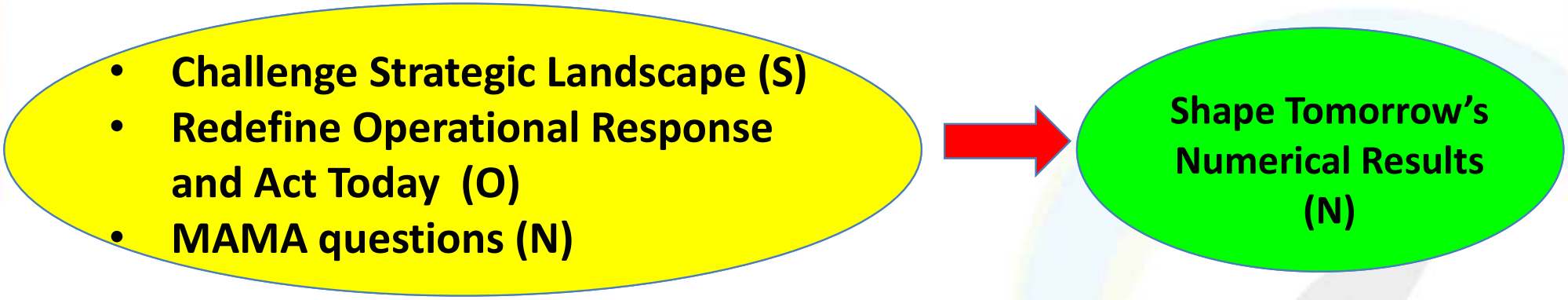
Traditional Leadership Agenda



RealTime CEO Leadership using SON



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RealTime CEO – 5 P Leadership

Purpose

- ? • Business compass
- ? • Drives Recruitment & management
- ✓ • Still here!

Positioning

- • Differentiate strategically ?
- • Price strategically ?
- • Strategic Marketing ?
- • Tactical Sales ✓

PERFORMANCE

- • S: RealTime Strategic Planning ?
- • O: RealTime Operational Response ?
- • N: RealTime Plain English KPI Measurement ?

Product

- ? • Innovation: product & processes
- ✓ • Good offering

People

- • Skill mix of leadership ?
- • Celebration culture ?
- • 3 W Accountability ?
- • Strengths / Weaknesses ✓

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SON Communication – Remove SILO Mentality

CEO

Strategic

Tomorrow

Operational

Today

Numerical

Yesterday

COO

Accountant

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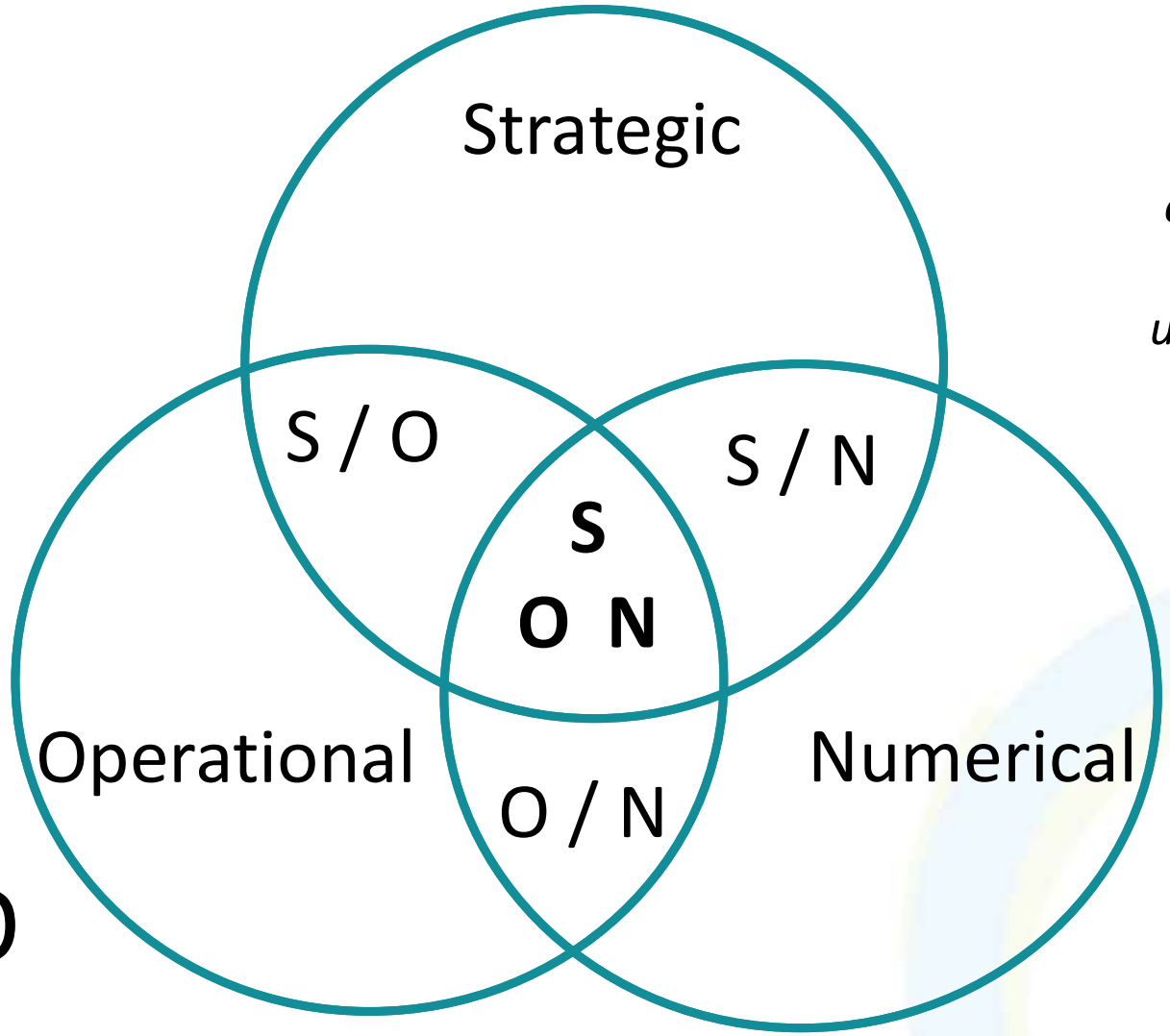
SON Communication

CEO



COO

CFO

"If you can't explain it simply, you don't understand it well enough"
Albert Einstein

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SON Communication – 3 Questions Every Month

1. “What information has come to light in the last 30 days that changes our view of the future?”

Break Out Exercise

2. “How will our behavior change to create value or mitigate risk?”

3. “What will be the numerical implication of these changes?”

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SON Communication: Demand Landscape

- ***Are market opportunities increasing or decreasing? (size of the pie)***
- ***Is your market share changing? (your slice of the pie)***
- ***What are the unique drivers of your future revenue?***
- ***Has the mix of what, where or to whom you are selling changed? [MAMA]***
- ***Are there any opportunities to launch new revenue sources?***
- ***Has your pricing landscape changed?***
- ***How much have OUR prices changed in the last year [MAMA]***
- ***Has your client payment behavior changed?***

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SON Communication: Supply Landscape

- ***Have there been any changes to your current or potential human resources?:***
  - ***staff added: source / wage v expectation / what can we learn***
  - ***staff departed: decision / impact / risk***
  - ***busy / efficient ratings***
  - ***morale rating***
  - ***wage pressure (Year on Year % average wage increase) [MAMA]***
- ***What is happening in your supply chain and other costs?:***
  - ***cost (Year on Year % increase) [MAMA]***
  - ***availability***
  - ***quality on arrival***
- ***Has your inventory strategy changed?***
- ***Do you have sufficient fixed asset capacity?***
- ***Have you changed any internal systems?***

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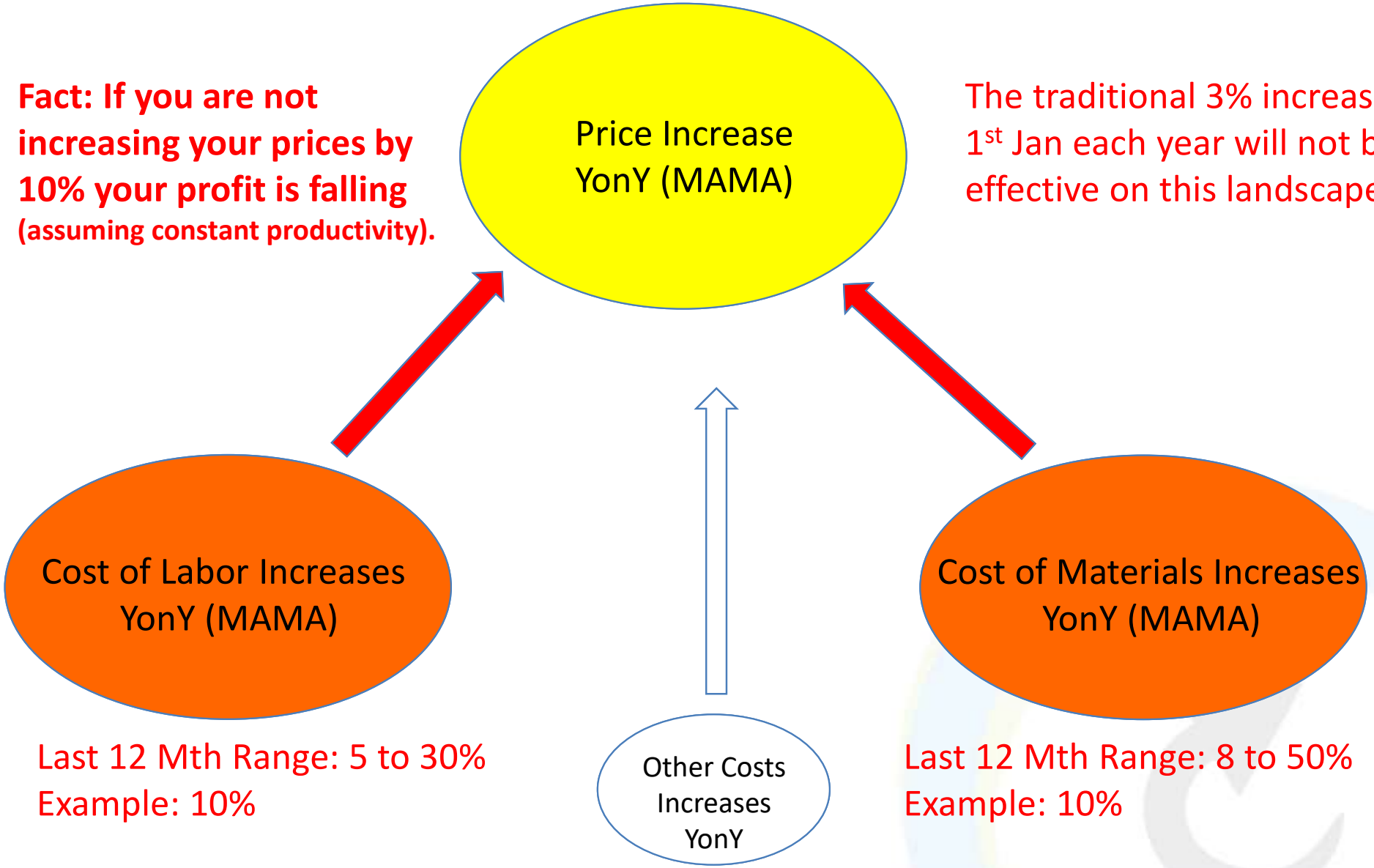
Price / Cost Relationship on a High Inflation / Low Unemployment Landscape

Fact: If you are not increasing your prices by 10% your profit is falling (assuming constant productivity).



The traditional 3% increase 1st Jan each year will not be effective on this landscape

Last 12 Mth Range: 5 to 30%
Example: 10%

Last 12 Mth Range: 8 to 50%
Example: 10%

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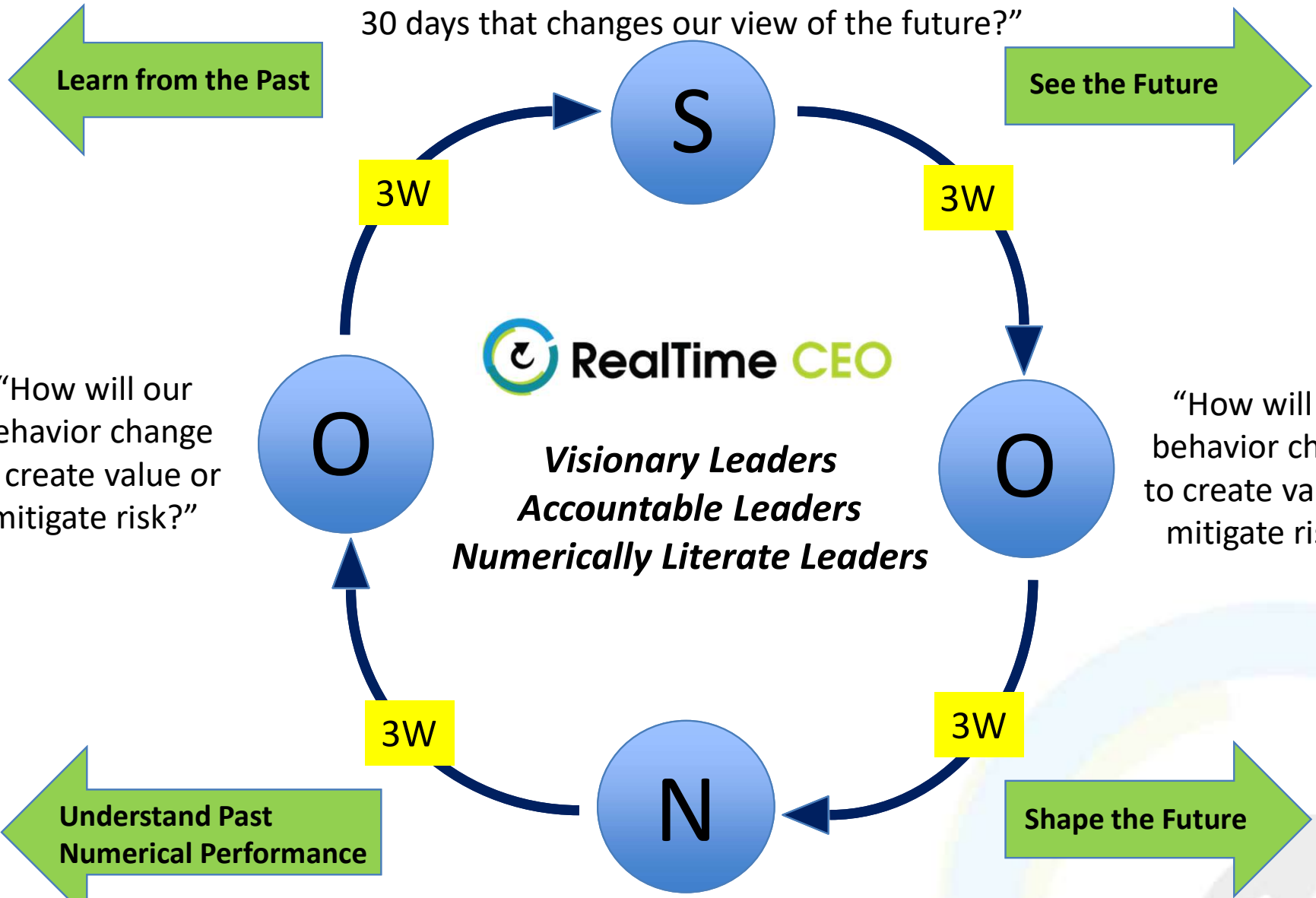
RealTime CEO SON Communication Cycle



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Coffee Break

10 Min

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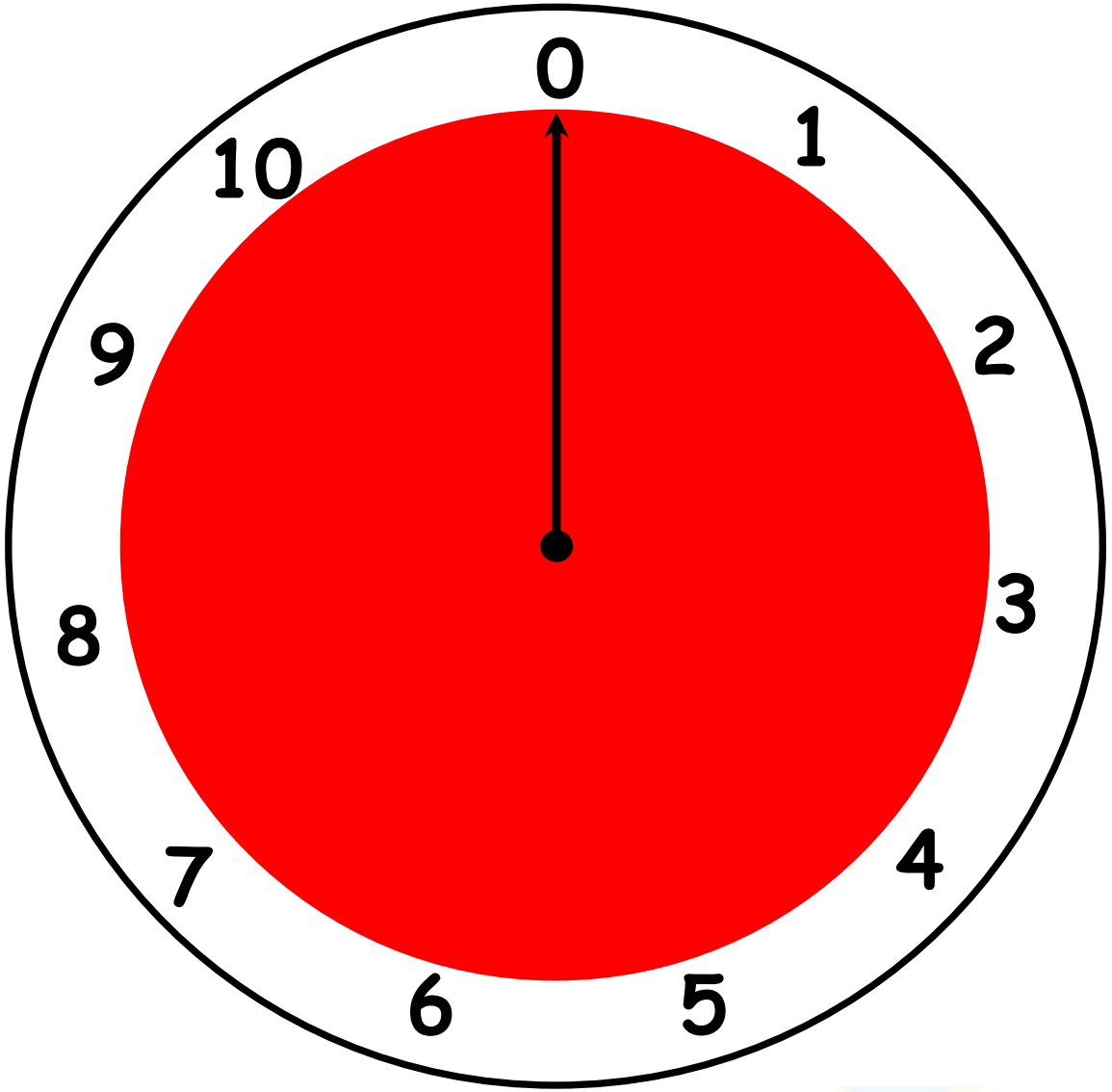

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Plain English Measurement
6 Numbers that tell us Everything We Need to Know

"Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted."

Albert Einstein.

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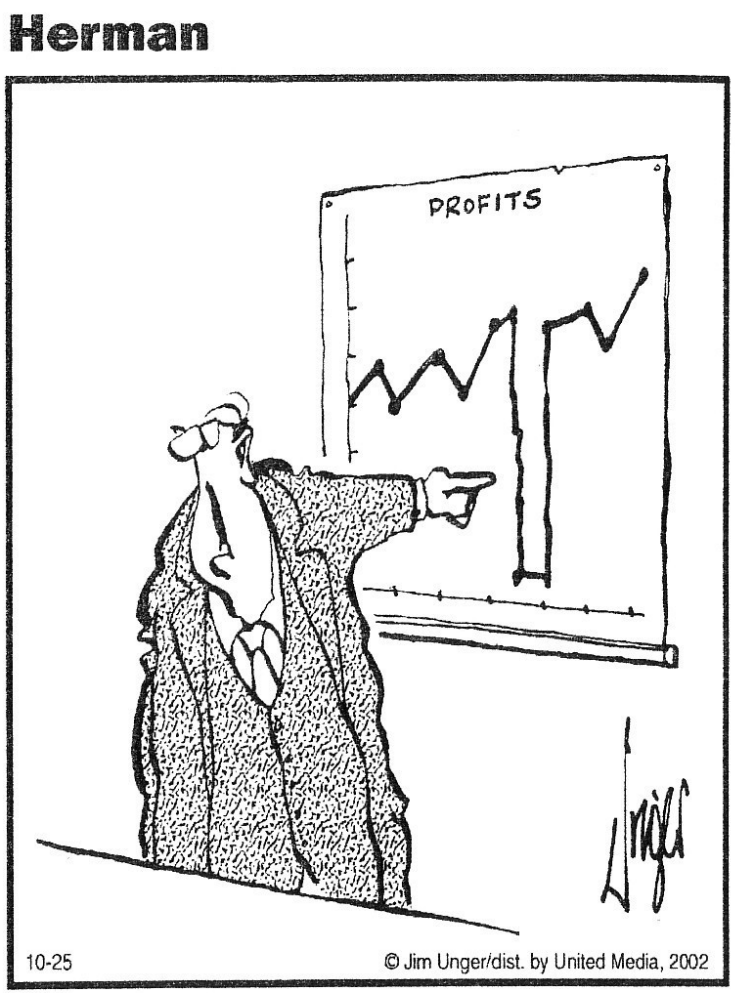
Traditional Measurement

- Traditional financial accounting uses “double entry bookkeeping”
- Clever measurement mechanism
- But as a management tool it is FLAWED:
  1. Driven by regulation needs NOT leadership needs
  2. Information split into 2 reports:
     - Income statement
     - Balance sheet
       - Leads to executives focusing on revenue and profit to assess their business health
  3. Artificial “Year End” line on the sand



“That’s the last time I go on vacation.”

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Measurement Timeframe
Year to Date vs. 12 Month Rolling

- The most common format to measure the income statement is “Year to Date”
- It is also the least effective – why?:
  - 11 of the 12 months you are using an incomplete data set
  - Even at end of the “year”, when you get 12 months of data accountants reserve the right to process “year end” adjustments months later
- 12 month rolling (12MR) is a SIGNIFICANTLY more effective way to interpret numbers. Why?”
  - every data set has 12 months of data (including 1 set of “year end” adjustments)
  - therefore it removes the smoke screen of seasonality.

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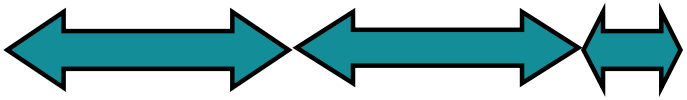
Measuring the Past Alternatives
YTD vs 12 Month Rolling

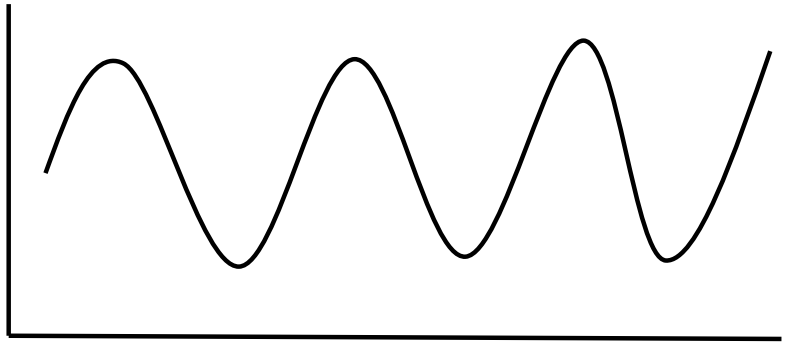
Year to Date

12 months to Dec 20

12 months to Dec 21

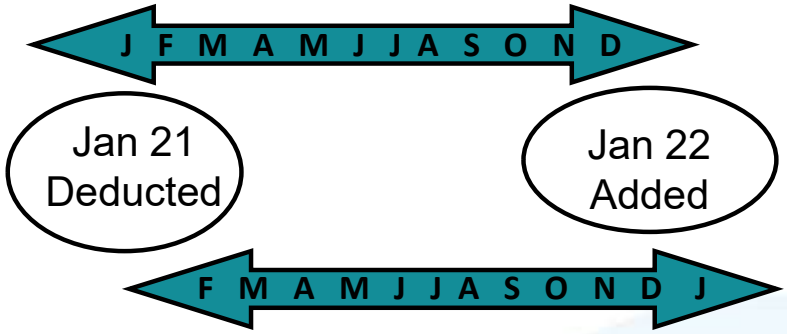
1 month to Jan 22

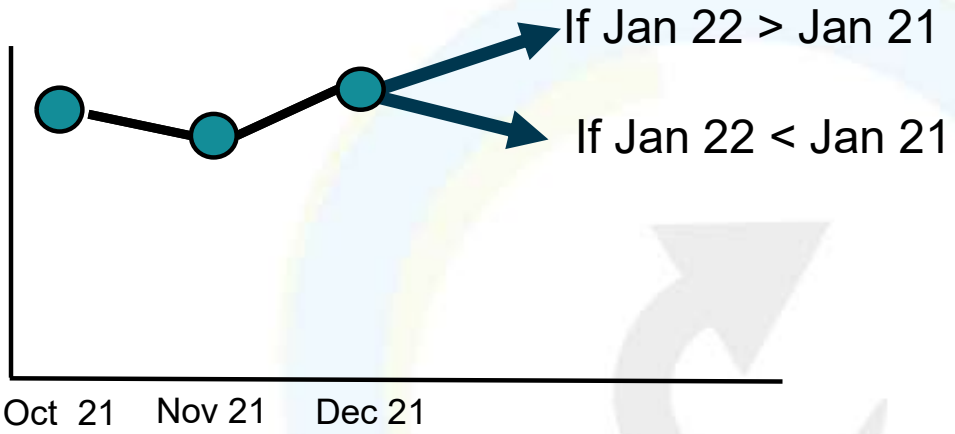




12 Month Rolling

12 months to Dec 21





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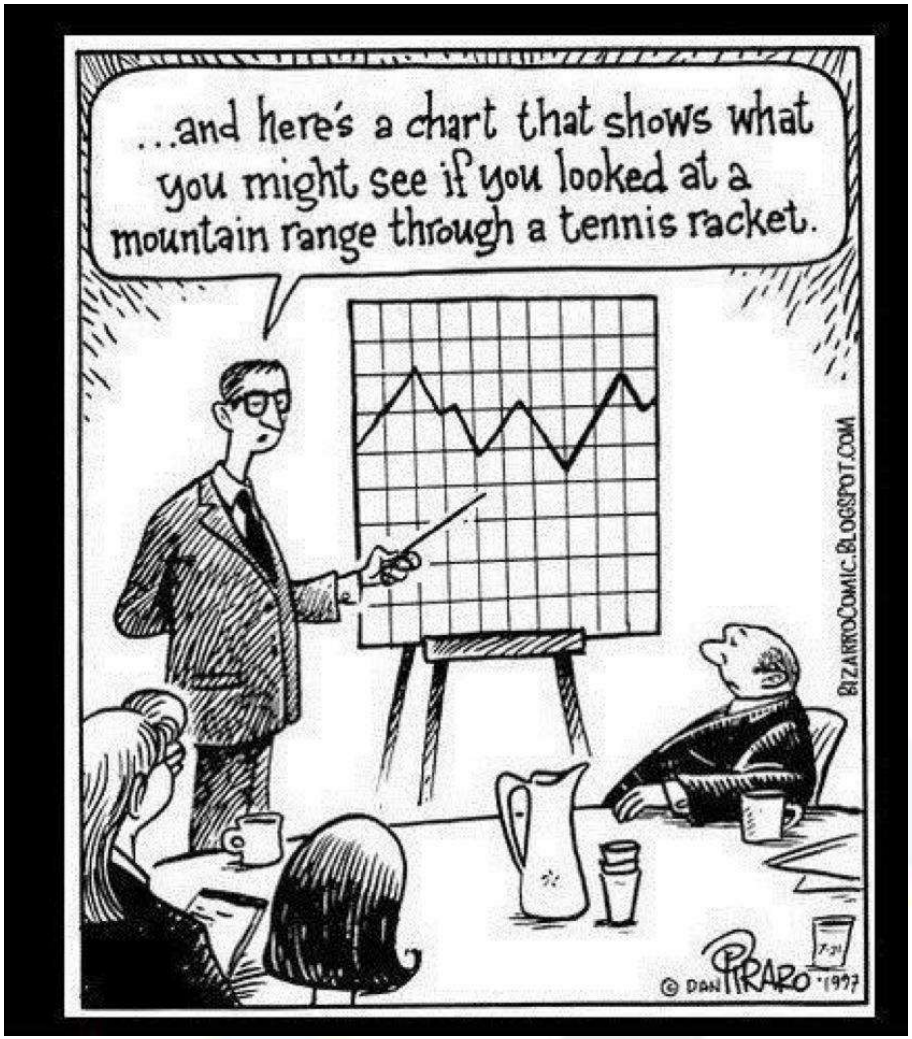
RealTime CEO Measurement

- RealTime CEO Plain English philosophy is applied to business measurement
- “Inside Out” focus
- Single, easy to interpret management report
- 6 numbers that tell us everything we need to know
- 12MR measurement
- Past and future vision
- Encourages a leadership conversation that results in progressive ACTIONS that improve the future.



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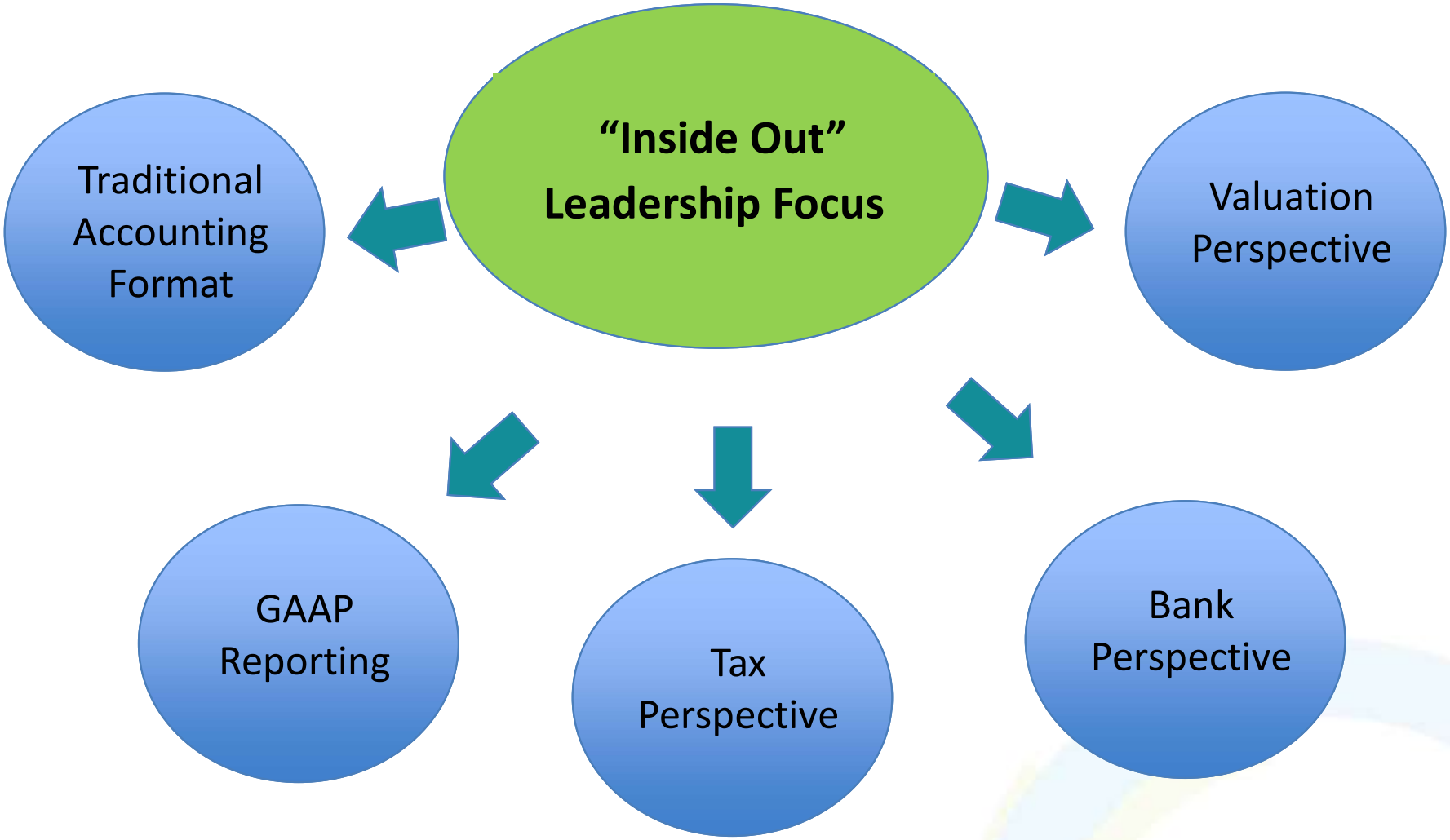
Different Views of Business



"Inside Out" requires us to have data that reflects "Operational Reality".
Prior to preforming the numerical analysis, traditional accrual income statement and balance sheet data is recast into "Operational" or "DuPont" format.
See appendix for examples.

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Operational Numbers allow us to Instigate a **Narrative**

- The re-cast "Operational" income statement is very similar to a traditional income statement
- The re-cast "Operational" balance sheet is very different:
  - is a more functional and clearer presentation of the confusing traditional balance sheet
  - groups "Funding" components (debt and equity) to tell us "how much is invested in the business" [MAMA]
  - groups "Operating" components to tell us how management are using the investment to operate the business [MAMA]
- Once the financial date is re-cast to operational format, we can then do calculations that drive a narrative which raises financial literacy and is likely to improve decision making:
  - How many dollars of revenue can I leverage from each dollar of investment? [MAMA]
  - How profitable is my revenue? [MAMA]
- Which leads us to the 2 most critical numbers every business leader should know:
  - **Is the return I am earning on my investment commensurate with the risks I am taking?** [MAMA]
  - **Have I generated enough cash flow to survive, thrive and make future strategic investments?** [MAMA]

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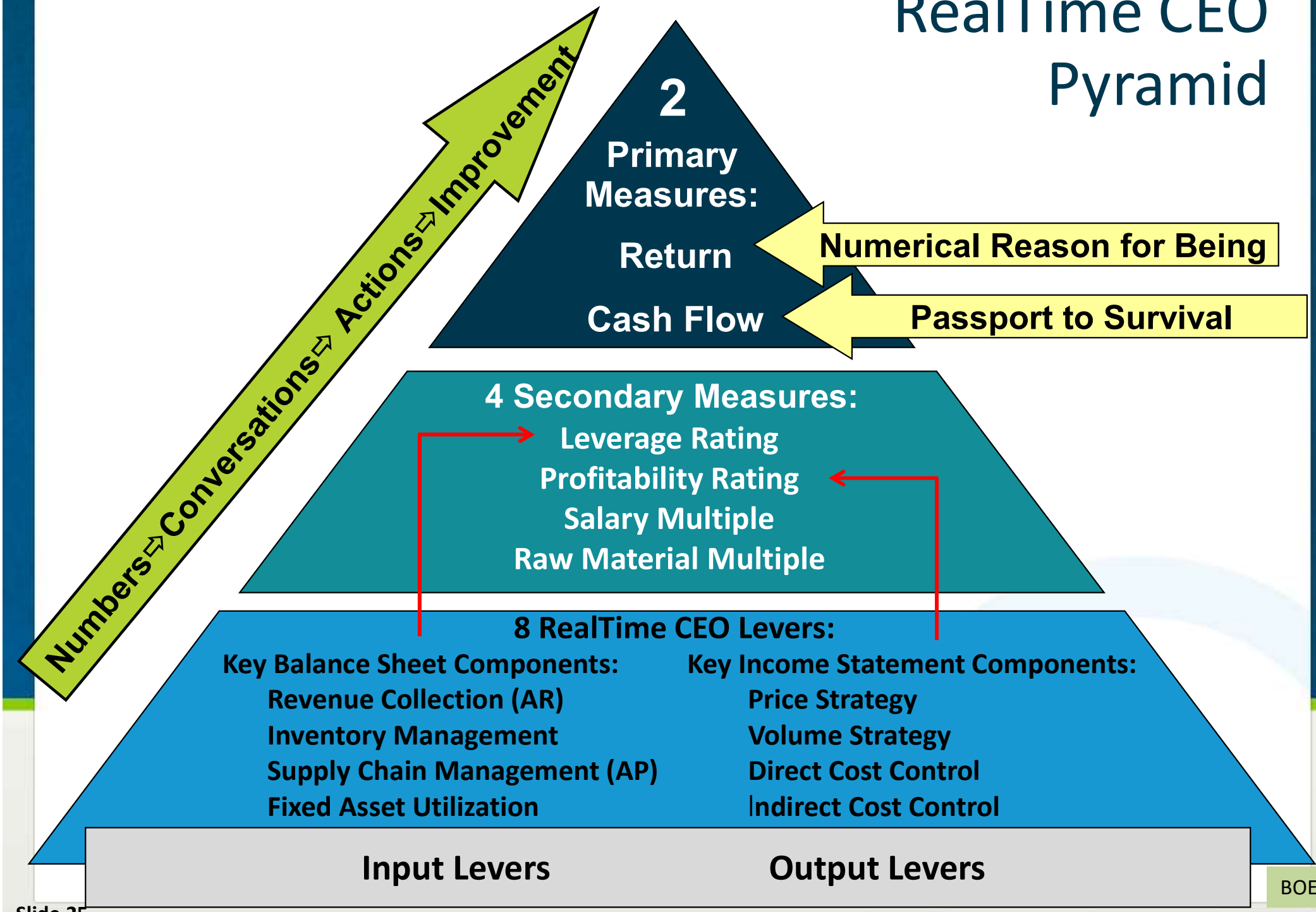
RealTime CEO Pyramid



BOE

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Decision Validation: "Should We? / Can We?"

"An expert is someone who has succeeded in making decisions simpler through knowing what to pay attention to and what to ignore."
Edward De Bono

- The majority of private company decisions are made relying on "gut feel" or "intuition"
- To support intuition, decisions can also be challenge with 2 simple but powerful questions:
  - Should we?
  - Can we?

Should We? determined by **Return**

Will our "reason for being" be improved?

Can we? determined by **Cash flow $**

Can we fund this decision without jeopardizing our future?

Need Yes to both for a good decision

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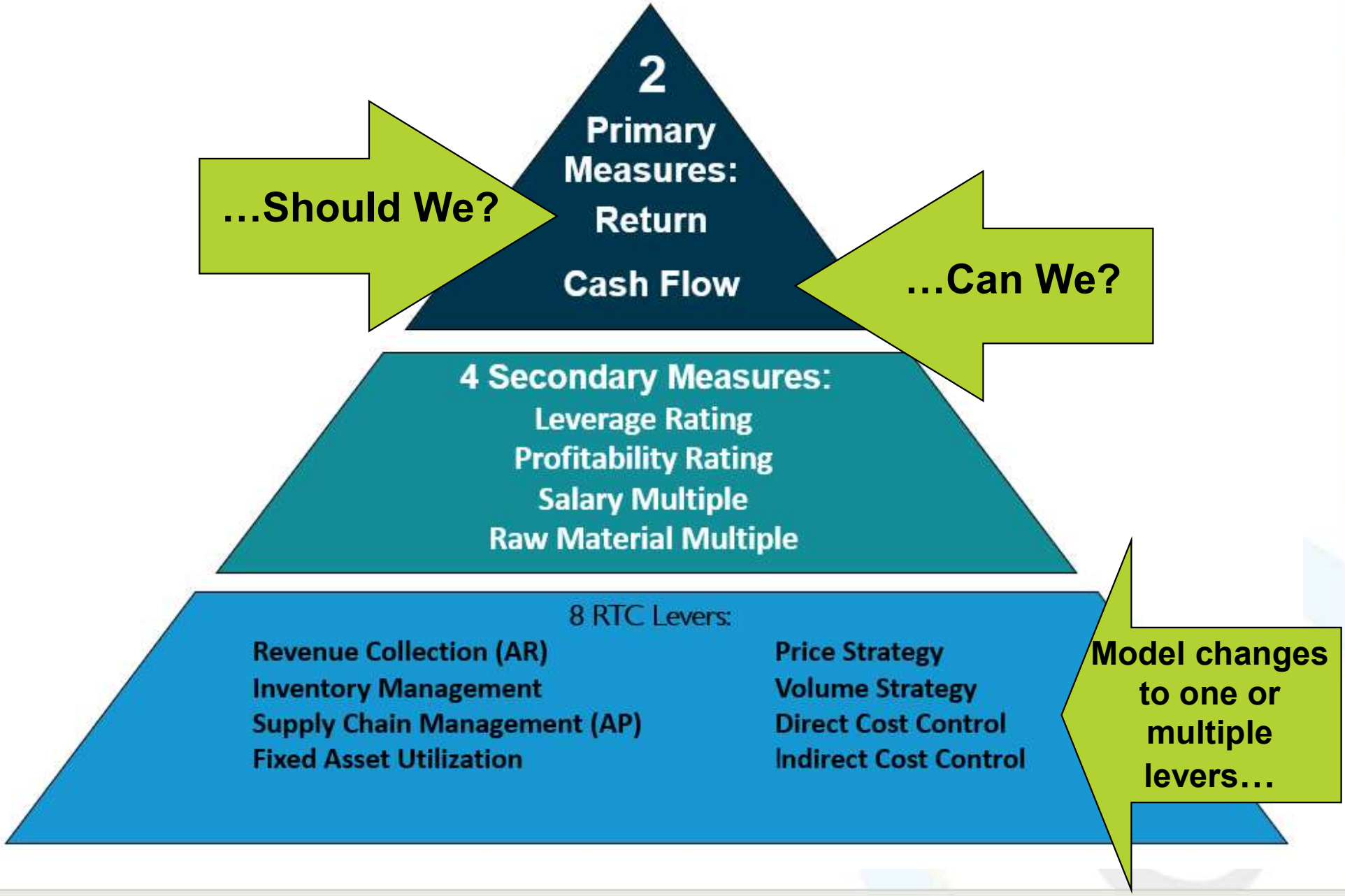
“Should We? / Can We?” Crystal Ball



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RTC Primary Measure – Cash Flow

- Recognizing cash flow as a critical measure is **VERY** different from “Cash Accounting”:
  - Cash accounting only recognizes revenue when the money is received and only recognizes expenses when money is paid
  - Cash accounting is **NOT** an appropriate measuring process for any thing other than the most basic business
  - Any serious business should have already adopted accrual accounting
  - If your balance sheet includes accounts receivable and accounts payable, you are using accrual accounting.

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RTC Primary Measure – Cash Flow

- Cash flow is the lifeblood of the business
- Having adopted accrual accounting we can accurately calculate cash flow and use it as powerful 1 page management report
- Why is cash flow more important to track than profit?:
  i. Cash flow is the full story, profit is half the story
  ii. Revenue fuels vanity, profit provides sanity, cash flow **IS** reality
  iii. Banker's view: Profit is fantasy, cash flow is reality
- Measurement of Cash flow should:
  - reflect operational reality
  - be easy to understand
  - drive a conversation that will result in actions that improve performance.

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Measuring Cash Flow

Closing Balance sheet – Feb 21

12 Month Income Statement: Mar 21 to Feb 22

Closing Balance sheet – Feb 22

Income Statement

	Feb 21	Feb 22
Revenue	$12.0m	$15.0m
Direct Costs	$8.4m	$10.5m
Margin	$3.6m	$4.5m
Indirect Costs	$3.0m	$3.6m
Profit	$600k	$900k

Operational Cash Flow 12 Months to:	Feb 22
Money In	
Revenue	15,000,000
Change in Accounts Receivable (Give more credit) / Give less Credit	(1,200,000)
Total Money In	**13,800,000**
Direct Money Out	
Direct Costs (materials,labour and other DC but not non cash items)	10,500,000
Change in Inventory - Hold more inventory / (Hold less inventory)	700,000
Change in Accounts Payable (Take more credit) / Take less Credit	(600,000)
Direct Money Out	**10,600,000**
Cash Contribution Margin	**3,200,000**
Indirect Money Out	
Indirect Costs (all indirect costs but not non cash items)	**3,600,000**
Miscellaneous spending (increase / decrease in Other Operating Assets and Liabilities)	-
Operational Cash Flow	**(400,000)**
Operational Cash Percentage	**-2.67%**
Income Tax Paid	250,000
Interest Paid	240,000
Dividend Paid	50,000
Net Cash Income	**(940,000)**

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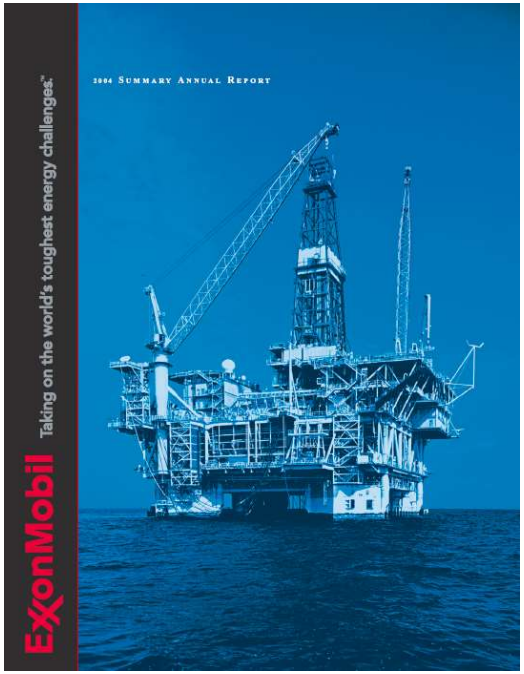
RTC Primary Measure – Return

- Dupont analysis flagship measure: **Return on Capital Employed** (ROCE) is a highly valuable measure of business operational performance used by most public companies



ExxonMobil's Annual Report:

"The corporation has consistently applied its ROCE definition for many years **and views it as the best measure** of historical capital productivity in our capital intensive long term industry, both **to evaluate management's performance** and to demonstrate to shareholders that capital has been used wisely over the long term."

- RTC's measure of return is **Return on Operations** (ROO), a private company derivation of Return on Capital Employed (ROCE)
- So what is ROO in plain English?

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ROO% is your Business Interest Rate

What you put in vs What you get out

Input vs **Output**

Investment

as defined by Operational balance sheet (see appendix for example)

vs

Real Operating Profit

as defined by Operational income statement (see appendix for example)

$$\frac{\text{Annual Revenue}}{\text{Investment}} \times \frac{\text{Real Operating Profit}}{\text{Annual Revenue}}$$

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2 Key Questions to Understand ROO

Revenue / Investment	X	Real Operating Profit / Revenue	=	ROO

For each dollar of investment how much revenue is generated each year?	How much real operating profit is in each dollar of revenue?
Quantity of Revenue	Quality of Revenue
Leverage Rating	**Profitability Rating**
Measures Ability to Generate Revenue	Measures Profitability of Revenue

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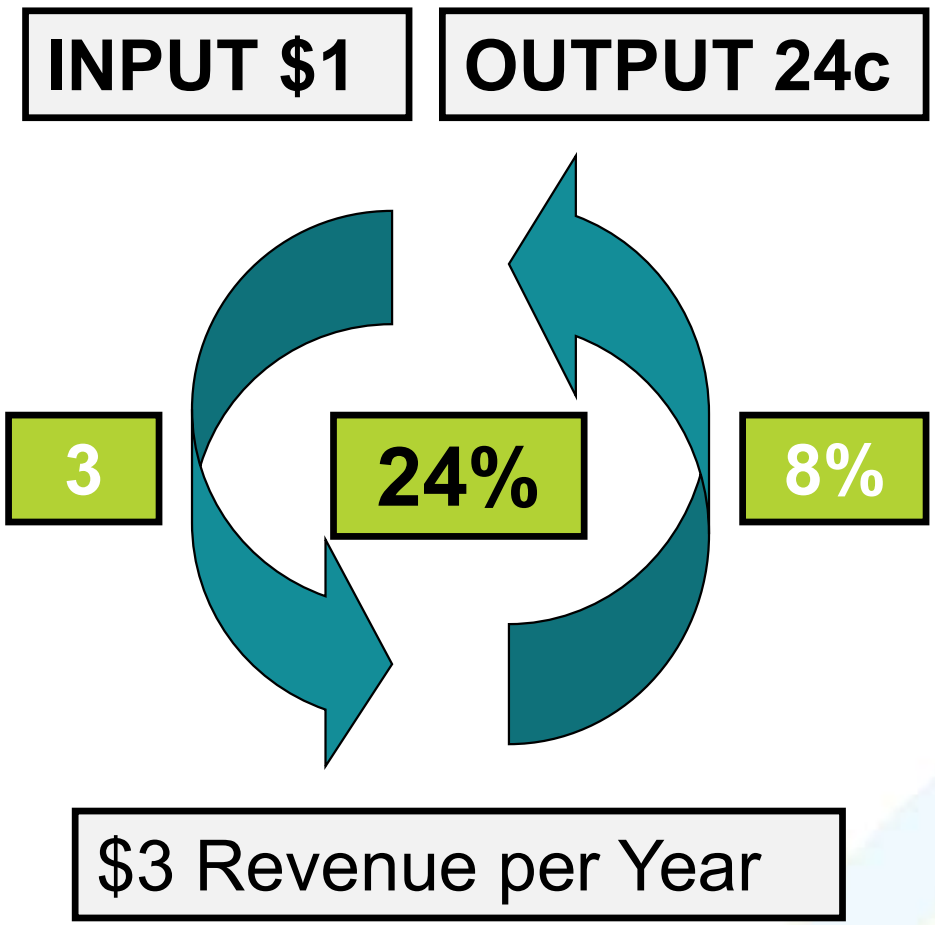
Calculation of ROO%

- Leverage rating
- How many dollars of revenue can be generated each year
- **Influenced by:**
  - **Accounts receivable**
  - **Inventory**
  - **Accounts payable**
  - **Fixed assets**
- Input or Balance Sheet Levers



- Profitability rating
- How many cents of profit in each dollar of revenue
- **Influenced by:**
  - **Pricing strategy**
  - **Volume strategy**
  - **Direct cost control**
  - **Indirect cost control**
- Output or Income Statement Levers

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Salary Multiple

- ***Concept***: How many dollars of revenue are you generating from each dollar of salaries [MAMA]
- ***Calculation***: Revenue $ / Salary $
- ***Conversation***: Emotion free conversation driver:
- Can be calculated multiple ways: total salaries, direct salaries, indirect salaries, divisional salaries etc.
- Drives great conversations:
  - too many people?
  - too few people?
  - are you adding or removing staff at the right rate?
  - if we held onto good staff in the downturn understand this was a “J Curve” and returning to normal revenue levels may cause some “business fit” issues
  - productivity issue?
  - culture of over-servicing?
  - is your economy experiencing wage pressure?
  - has your pricing strategy kept pace with your wage cost increases?

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Raw Material Multiple

- ***Concept***: How many dollars of revenue are you generating from each dollar of raw materials [MAMA]
- ***Calculation***: Revenue $ / Raw Material $
- ***Conversation***: Emotion free insight:
  - how well you are negotiating with your suppliers?
  - versus how well you are negotiating with your customers?
  - what has happened to the world price of base commodities that could impact your supply chain?
  - has your pricing strategy kept pace with your raw material cost increases?

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Conclusion

- The next 90 days are going to see massive and challenging changes
- Leaders have a critical role to play:
  - Remain calm, pragmatic and positive
  - Set targets based on 90 day timeframes
  - Keep morale up: Actively find things to celebrate
- Leadership teams must be disciplined:
  - Be accountable: 3W
  - Challenge the landscape changes: SON Communication
  - Know your current numerically position: 6 KPIs with Cash as #1
  - Know which questions must be asked and must be answered [MAMA]
  - Accurately plot your future numerical path
- As the market recovers, be “Value Creators” NOT “Busy Fools”
- You don’t have to do this alone – members can access subsidized support and tools to fast track your improvement.

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Thank you - Any Questions?

"Mr Osborne, may I be excused? My brain is full."

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Members are entitled to subsidized RealTime CEO set up and detailed business analysis and support. For more detailed information see description in appendix and contact Nick on email above

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Break Out Exercise

Sensitivity Analysis and Power of Price

- Sensitivity analysis calculates the impact of a 1% change in each of the 8 levers (in isolation) on Return, Operational Cash Flow and Profit ***[MAMA]***
- It is an invaluable guide to leadership to focus potential actions

Sensitivity Analysis

Forecast 12 Months to Oct 21			Return (ROO) 43.86%		Op. Cash Flow $3,815,543	Operational Profit $2,117,843
RealTime CEO Lever	Value	Change	Impact	Power of Price	Impact	Impact
Price	32,697,147	1%	6.14%	1.00	$265,472	$326,971
Direct Costs	24,912,892	-1%	5.13%	1.20	$246,294	$249,129
Volume	32,697,147	1%	1.31%	4.69	$31,695	$89,025
Indirect Costs	5,717,100	-1%	1.13%	5.42	$51,640	$57,171
Days Receivables	67	-1%	0.57%	10.84	$61,500	$0
Days Payable	66	1%	0.34%	18.19	$36,835	$0
Inventory Days	60	-1%	0.26%	23.72	$28,303	$0
Fixed Assets	427,359	-1%	0.07%	90.10	$0	$1,410

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Break Out Exercise

For Your Business:	Example
1. Select a product or service you sell	XP Sprocket Modulator
2. What is your unit sales price?	$1,000 / unit
3. What is the cost to buy / produce each UNIT (all direct costs including materials / labor / freight / other variable costs)	$700 / unit
Therefore your UNIT margin is…..	$300 or 30%
4. How many units are sold per year?	1,200 each year
Now estimate demand change:	
5. If you increased the price by 10%, how many unit sales would you lose over the year because of the price increase?	If the price went up to $1,100 we would lose 100 units ie a 8.33% reduction in volume
6. If you reduced the price by 10%, how many unit sales would you gain over the year because of the price reduction?	If price went down to $900 we would gain 200 units/month ie a 16.66% increase in volume

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The Impact of Price Increase

After a Price Increase, what percentage drop in unit sales will result in the same Contribution Margin dollars?

Price Increase	Contribution Margin										
	10.00%	15.00%	20.00%	25.00%	30.00%	35.00%	40.00%	45.00%	50.00%	55.00%	60.00%
2%	16.67%	11.75%	9.09%	7.41%	6.25%	5.41%	4.76%	4.26%	3.85%	3.51%	3.23%
3%	23.08%	16.67%	13.04%	10.71%	9.09%	7.89%	6.98%	6.25%	5.66%	5.71%	4.76%
4%	28.57%	21.05%	16.67%	13.79%	11.76%	10.26%	9.09%	8.16%	7.41%	6.78%	6.25%
5%	33.33%	25.00%	20.00%	16.67%	14.29%	12.50%	11.11%	10.00%	9.09%	8.33%	7.89%
10%	50.00%	40.00%	33.33%	28.57%	25.00%	22.22%	20.00%	18.18%	16.67%	15.38%	14.29%
15%	60.00%	50.00%	42.86%	37.50%	33.33%	30.00%	27.27%	25.00%	23.08%	21.43%	20.00%
20%	66.67%	57.14%	50.00%	44.44%	40.00%	36.36%	33.33%	30.77%	28.57%	26.67%	25.00%
25%	71.43%	62.50%	55.56%	50.00%	45.45%	41.67%	38.46%	35.71%	33.33%	31.25%	29.41%
30%	75.00%	66.67%	60.00%	54.55%	50.00%	46.15%	42.86%	40.00%	37.50%	35.29%	33.33%

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The Impact of Price Discounting

After a price discount, what percentage increase in unit sales will be necessary to result in the same Contribution Margin dollars?

Price Decrease	Contribution Margin										
	10.00%	15.00%	20.00%	25.00%	30.00%	35.00%	40.00%	45.00%	50.00%	55.00%	60.00%
2.00%	25.00%	15.38%	11.11%	8.70%	7.14%	6.06%	5.26%	4.65%	4.17%	3.77%	3.45%
3.00%	42.86%	25.00%	17.65%	13.64%	11.11%	9.38%	8.11%	7.14%	6.38%	5.77%	5.26%
4.00%	66.67%	36.36%	25.00%	19.05%	15.38%	12.90%	11.11%	9.76%	8.70%	7.84%	7.14%
5.00%	100.00%	50.00%	33.33%	25.00%	20.00%	16.67%	14.29%	12.50%	11.11%	10.00%	9.09%
10.00%	Not Possible	200.00%	100.00%	66.67%	50.00%	40.00%	33.33%	28.57%	25.00%	22.22%	20.00%
15.00%	Not Possible	Not Possible	300.00%	150.00%	100.00%	75.00%	60.00%	50.00%	42.86%	37.50%	33.33%
20.00%	Not Possible	Not Possible	Not Possible	400.00%	200.00%	133.33%	100.00%	80.00%	66.67%	57.14%	50.00%
25.00%	Not Possible	Not Possible	Not Possible	Not Possible	500.00%	250.00%	166.67%	125.00%	100.00%	83.33%	71.43%
30.00%	Not Possible	Not Possible	Not Possible	Not Possible	Not Possible	600.00%	300.00%	200.00%	150.00%	120.00%	100.00%

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Appendix

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Critical Recession Metrics

- In normal trading conditions disciplined leaders focus on 6 key metrics to define business health
- But in challenging times, we must add 3 more CRITICAL measures:
  - **Foundation Reserves:**
    - Cash on hand + available debt (consider available equity injection)
  - **Cash Burn Rate (CBR):**
    - Operational Cash flow (green box) over 1 month
    - The excess of cash going out versus coming in
  - **Current Operational Runway (COR):**
    - If there is a Cash burn rate (more going out than coming in) calculate the Current Operational Runway
    - Foundation Reserves / CBR
    - This will be initially calculated on a monthly basis, and if need be weekly or even in desperate cases daily.

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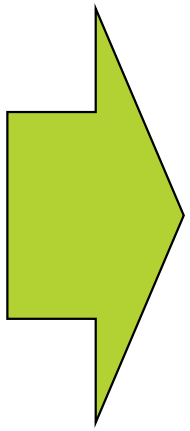
Income Statement: Transition from Traditional to Dupont / Operational View

Traditional Income Statement

Revenue
less COGS
Gross Profit

less Overheads
Net Profit



Operational Income Statement

Operating Revenue
less Direct Operating Costs
Contribution Margin
less Indirect Operating Costs
Real Operating Profit
less interest
less owners distribution over commercial salary
Net Profit

Key Issues:

- Interest is not included in Operating Profit
- Normalization of owners salaries
- Real Operating Profit is private company EBIT

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Traditional v DuPont or "Operational" Income Statement

Revenue:		
Source 1	5,000,000	O
Source 2	12,000,000	O
Total Revenue	**17,000,000**	
COGS:		
Materials	8,500,000	O
Other COGS	1,000,000	O
Total COGS	**9,500,000**	
Gross Profit	**7,500,000**	
Overheads:		
Direct wages	3,000,000	O
Indirect wages	1,000,000	O
Indirect other	1,500,000	O
Interest	60,000	N
Owner distribution*	240,000	N
Total Overheads	**5,800,000**	
Profit	**1,700,000**	
Tax	510,000	N
Distributions	250,000	N
Profit (after T and D)	**$940,000**	

Operational Revenue:	
Source 1	5,000,000
Source 2	12,000,000
Total Revenue	**17,000,000**
Direct Costs:	
Direct materials	8,500,000
Direct wages	3,000,000
Other Direct costs	1,000,000
Total Direct Costs	**12,500,000**
Contribution Margin	**4,500,000**
Indirect Costs:	
Indirect wages	1,000,000
Indirect other	1,500,000
Total Indirect costs	**2,500,000**
Real Operating Profit (EBIT)	**2,000,000**
Interest	60,000
Owner distribution*	240,000
Tax	510,000
Distributions	250,000
Profit (after I, T and D)	**$940,000**

- * = Over and above commercial wage
- O = Operational
- N = Non Operational

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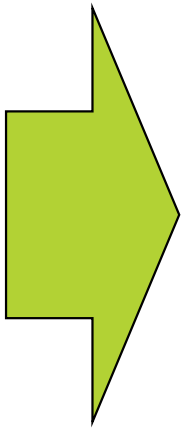
Balance Sheet: Transition from Traditional to Operational/Dupont View

Traditional Balance Sheet

Assets

less Liabilities

Owners Equity



Operational Balance Sheet

Funding	**Operating**
Own money - Equity	Accounts Receivable
Others money - Debt	Inventory
	(Accounts Payable)
	Fixed Assets
	Misc Op. assets and (liabs)
HOW MUCH INVESTMENT (Pot of Gold)	**= HOW WE USE the INVESTMENT**

Defined by Dupont over 90 years ago:

- Clearly defines how much is invested in the business
- Shows who provides the investment
- Highlights how the investment is being used to operate the business.

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Traditional v DuPont or "Operational" Balance Sheet

Assets:		
Cash	10,000	(F)
Receivables	500,000	O
Inventory	400,000	O
Fixed Assets	200,000	O
Misc Op Assets	15,000	O
Total Assets	**1,125,000**	
Liabilities:		
Line of Credit	110,000	F
Payables	300,000	O
Lease payables	50,000	F
Long term debt	500,000	F
Misc Op Liabs	20,000	O
Total Liabilities	**980,000**	
Equity:		
Share capital	100	F
Retained Earnings	144,900	F
Total Equity	**145,000**	
Total Equity and Liability	**1,125,000**	

- O = Operational
- F = Funding (Non operational)

Operating Assets:	
Receivables	500,000
Inventory	400,000
Fixed Assets	200,000
Misc Op Assets	15,000
Total Op Assets	**1,115,000**
Operating Liabilities:	
Payables	300,000
Misc Op Liabs	20,000
Total Operating Liabs	**320,000**
Net (How Investment is Used)	**795,000**

Funding – Debt:	
Cash	(10,000)
Line of Credit	110,000
Lease payables	50,000
Long term debt	500,000
Funding - Equity:	
Share capital	100
Retained Earnings	144,900
Total Investment	**795,000**

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RealTime CEO Offer

- We are offering all today's participants an opportunity to undertake a 3 month RealTime leadership program at a subsidized price.
  - 3 month of RealTime CEO software subscription
  - On-boarding support:
    - Planning meeting
    - Data loading
    - SON structure set up
    - Leadership induction meeting
  - Comprehensive analysis of business including:
    - Review of strategic landscape changes and leadership responses using SON Communication module
    - Conversion of numeric data to operational format and 12 month rolling
    - Comprehensive analysis of numeric health of business including all MAMA questions
    - Deep dive into income statement and balance sheet drivers of the business
    - Comprehensive prediction of future numerical trends using "Business Assumption Forecasting"
    - Assessment of health of foundation reserves
    - Sensitivity analysis
    - Validating decisions with the "Should We? / Can We?" Crystal Ball
  - 3 x monthly consulting sessions to review business progress through the 3 month program
- Process and Commitment:
  - Controller – allow 1 hour
  - CEO/Leaders: allow 2 hours / meeting
  - **COST**: Significantly reduced for TEC and Vistage members. Likely to deliver minimum $1 spend : $10 value
- For more information about this offer email me on Nick@RealTimeCEO.com

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