

## Our OneEndeavor Moment

Dear Endeavor Family,

Warm greetings from Brooklyn. I want to begin by sending love, strength and well wishes to each of you and your loved ones as well as expressing gratitude for the many thoughts, prayers, crazy ideas (we love those!) you've sent our way.

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We are fortunate to be part of an extraordinary network of people and it's simply been amazing to watch all of the Endeavor team members, boards, mentors and EEs who have rolled up their sleeves, jumped onto Zoom calls, shared information and best practices, offered support, wired cash (never hurts!) and otherwise expressed willingness to move forward with our global mission, however we individually can.

Below, I've shared some of the unique ways our network is responding to the COVID-19 pandemic, including our note to our (now postponed) Brooklyn ISP participants, which outlines a curated beta test of a "Virtual ISP" that we are carefully experimenting with thanks to our good friends at Zoom and a handful of intrepid panelists and candidates.

Below these highlights of how our network is responding to this worldwide crisis (*please feel free to send me other examples!*) is a heartwarming exchange between the board chairs of Endeavor Egypt and Endeavor Italy, followed by a copy of our **Endeavor Values**, which we finalized last year.

The spirit of our core values -- #EntrepreneurFirst, #NetworkOfTrust, #GoingBig, #PayingItForward, #OneEndeavor-- have never been more relevant. While there are many extremely urgent, front-line issues to confront this hour (healthcare, food and medical supplies, schools, elderly care, hourly workers), I fervently believe that it is fearless groups like Endeavor that will pave the path for a better tomorrow.

Thanks for bearing with us as we focus hard on making this beta-test Virtual ISP as successful and value-added as possible, in a highly curated and controlled way, before returning to the full-fledged **live ISPs** with the real Endeavor magic! (*And don't worry: once this crisis passes, we won't be offering virtual ISP attendance as a continuing option – this is a limited, creative crisis response only!*)

As Adrian said: We will be first to press "GO" as soon as it is feasible to host everyone back in NY for a live ISP and resume our full ISP and other events schedule. (*Note: we will be in touch on the status of future ISPs and other events as we continue to gather information but please assume all*



*global convening events at least through April will NOT be held live).*

Please don't hesitate to reach out to me via email, WhatsApp or text, and we will continue to update you on best practices and relevant happenings within our network.

Onward and, yes, upward,

Linda

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Here are just a few brief examples from our network (*again, please share others with me!*)

- **In Spain**, we held a Virtual 'Meet the Companies' event this week: 11 Endeavor Entrepreneurs and 10 Corporations held a total of 66 1:1 online meetings to explore commercial opportunities during a 4-hour virtual event. MTC was pioneered by Endeavor Argentina and designed to be in person.
- **In Peru**, Endeavor MD Debbie Jaffe, who spent years at Google working and managing teams remotely, shared her best practices guide with the MDs who are adapting it to their own offices.
- **In the Philippines**, Endeavor Entrepreneurs, connected via WhatsApp, are sharing best practices and learnings with their peers as they develop strategies to manage teams through this situation. One Healthcare entrepreneur, whose company works in 50 ICUs and medical institutions around the Philippines, has been providing her fellow EEs up-to-the-minute updates from the front lines.
- **In California**, our SaaS vertical tour was canceled within 4 days of its start after many EEs had already traveled to San Francisco. Our global team led by Jamie Hankins continued with an ESS tour for 17 EEs and key staff, navigating local no-convening guidelines to bring in several speakers virtually, and canceling non-essential portions of the agenda such as a happy hour that could have put the group at risk.
- **Worldwide**, our EEs are offering their services free to support impacted groups: from providing free visualization software for organizations fighting COVID-19 to offering online educational content after school closures to serving as the national hotline for Coronavirus response!
- **Zoom** (founded by honorary EE Eric Yuan, whose lead investors from Emergence Capital are founding Endeavor Global board member Jason Green and founder-to-funder EE Santi Subotovsky) not only generously offered its virtual meeting services free to schools, community organizations and certain small businesses around the world, but Santi personally had Zoom's top product heads walk our ISP team through a special "Zoom Breakout Room" feature to enable the beta test Virtual ISP described below

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**Subject: Update on the Brooklyn ISP**

Dear ISP Panelists,

As you know, in the last few days the Coronavirus situation has taken a sharp turn, from the Philippines declaring a "health emergency," to Italy and Spain announcing countrywide lockdowns, and yesterday, the National Guard deploying to quarantine a community in New Rochelle, New York.



The reality is that each day new communities are affected, and those who travel internationally are likely to face mandatory quarantine upon returning home. Up until this point, it had been our hope that we could move forward with the Brooklyn ISP, but we can now conclude that the risks around holding a live event in the coming weeks are too high.

That said, in keeping with the entrepreneurial spirit of Endeavor, we are proposing a Limited Beta test of a "Virtual ISP" via Zoom. This is far from an ideal option, but one that came at the request of our entrepreneur candidates and one that we are willing to test with a handful of companies in a highly controlled environment. Given that we are navigating uncharted territory, we are looking for 12 intrepid panelists who are willing to partner with us for this experiment.

**Please let us know in the next 24-48 hours if you are interested in serving as a panelist remotely.** Important to note:

- The Endeavor team is working to develop a "Virtual ISP" format that will try to maintain the unique feel of interviews and deliberations, but will also try to incorporate some "social" elements. But remember this is definitely not going to be the same experience; we will still encourage those entrepreneurs participating in the beta to attend a later "live" ISP as observers in order to fully Endeavorize them.
- We will only test this with a maximum of 8 companies, and 12 panelists.
- Panelists will be chosen from the pool of those who are willing to participate remotely, based on several factors including time zone, relevant industry experience, and those reported potential conflicts of interests. For those who sign up, we will share more details as they become available.
- Linda will personally moderate all panels, and will oversee the Virtual ISP in conjunction with our tech team.
- Each Endeavor office will be able to submit up to 1 company to be considered.
- We will stick to the same dates in March 23rd-25th, and will ask participants to have flexibility to accommodate the myriad time zones of Endeavor's global network.
- This will be a bootstrapped project that will require flexibility on everyone's behalf. Things could go wrong; anyone signing up for the experience needs to have patience, as like you, we will be learning in real time.
- There will be technical requirements, which will be sent once confirmed. Training will be provided, but comfort navigating the Zoom platform will be helpful.
- This is an experiment that we feel is warranted given that we do not know when live ISPs will become feasible.
- Finally: it's important to note that this is only going to be tested due to these extreme circumstances; we are making clear this is a LIMITED BETA and that going forward, once this current situation resolves, we will not be offering Zoom options to individuals (neither candidates nor panelists), as throughout our 22 year history, we've found that the true magic of Endeavor comes from the connections made in person.

Thank you all for bearing with us through this unprecedented situation. We are looking forward to toasting with all of you as soon as the coronavirus is behind us, and in the meantime, please stay safe and stay healthy!



Warm regards,  
Linda, Kirk, and the ISP Team

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**Note from Aymin Ismail, chair of Endeavor Egypt to our Italian team**

Dear Pietro Sella,

Good day and hope my email finds you and your family in good health.

Please convey my admiration and solidarity to all Endeavor family in Italy who are continuing remotely to work in such difficult circumstances providing care to all Endeavor members with such a severe infection that carries risks. I hope you and your colleagues will stay safe and well while you carry out your duties so selflessly.

Assisting entrepreneurs and companies while dealing with this situation is an essential and critically valuable service provided by Endeavor Italy. I commend you all. I praise the work and courage of your Endeavor Team working incredibly hard, with both courage and compassion, in extremely difficult and stressful circumstances.

Endeavor Egypt stands in solidarity with our colleagues in Italy and will work to support coordinated global efforts in the battle to assist entrepreneurs within the current situation. If I or Endeavor Egypt staff can be of any help, please don't save us."

Be safe and our prayers to you, your family and all Endeavor Team.

Ayman Ismail  
Endeavor Egypt

**Note from Pietro Sella, board chair of Endeavor Italy** (in response to Aymin)

Ayman, Linda, Edgar,

Thanks for your words, support and spirit. Endeavor Italy team is doing a great job!

We are trying to be a positive example demonstrating that even in hard times a deep purpose, a positive attitude can make the difference. We want to be a good example demonstrating that everything can go further if you believe in it.

We reciprocate your support and we are ready to help the network e be active part of it nevertheless (I think this is a global challenge we have to face and win).

Pietro

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## Endeavor's Values



Endeavor's values guide our brand and mission – the way we represent our organization and network, and the choices we make. These values are our founding principles; they have guided our growth and development over two decades and will continue to steer us forward.

### ENTREPRENEUR FIRST

WE ARE AN ORGANIZATION OF, BY, AND FOR ENTREPRENEURS.

At our core, we are guided by what high-impact entrepreneurs require to scale, and we are nimble in adapting to better provide that support. We put the needs of our Endeavor Entrepreneurs first because we all gain when our entrepreneurs gain. On occasions when various stakeholders' needs and wants may differ, the tie goes to the entrepreneur! In return, we ask our entrepreneurs to make a commitment to serve our organization in various capacities as mentors, panelists, ambassadors, board members, and Endeavor Catalyst investors.

### NETWORK OF TRUST

OUR COMMUNITY IS BUILT ON MUTUAL TRUST AND RESPECT.

Endeavor seeks to have transformational impact by helping talented entrepreneurs confront their most difficult business (and at times, personal) challenges. It is integral to our mission that founders feel they can share these challenges transparently with us and rely on the Endeavor network, our greatest asset, for uncompromised support. We all do our part to create this atmosphere of conflict free idea exchange. We also each maintain a commitment to personal growth, which enhances honest dialogue and enables better outcomes.

### GOING BIG

WE SEE CRAZY AS A COMPLIMENT AND AIM TOWARD ASPIRATIONAL GOALS.

In our work, we aspire to be the best while also pursuing meaningful change and innovation. We embrace ambiguity and agility, welcome critical questions and opposing perspectives, and continually challenge ourselves to expand our dreams. We view success as a lifelong pursuit, and we constantly look for ways to improve ourselves and our organization. As emerging and aspiring leaders, we recognize the importance of being authentic, aware and accessible.

### PAYING IT FORWARD

WE STRIVE TO MULTIPLY OUR IMPACT.

We feel a deep obligation to magnify change and innovation. We willingly commit ourselves to mentoring and investing in the next generation of leaders, both within and beyond our own team. We seek to lift those around us, widening the circle of opportunity. Giving back is essential to who we are, and we look for meaningful and measurable ways to maximize our influence.

### ONE ENDEAVOR

WE ARE BORDERLESS, UNIFIED BY A PASSION FOR HIGH-IMPACT ENTREPRENEURSHIP.

Brought together by a common mission, we honor our differences and push one another toward ever more aspirational, unifying goals. We welcome opportunities to work with one another across borders and dedicate ourselves to facilitating valuable connections among our network. We celebrate our global successes as local victories. As one unified organization, we are far greater than the sum of our already strong parts.