



The Day After Funding/Loan Applications...Now What?

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“You never let a serious crisis go to waste. And what I mean by that it's an opportunity to do things you think you could not do before.”

Rahm Emanuel

7 Financial Best Practices For Crisis Situations

1 Build Your Plan-Ahead Team

2 Know Your Numbers

3 Put the Situation in a Box

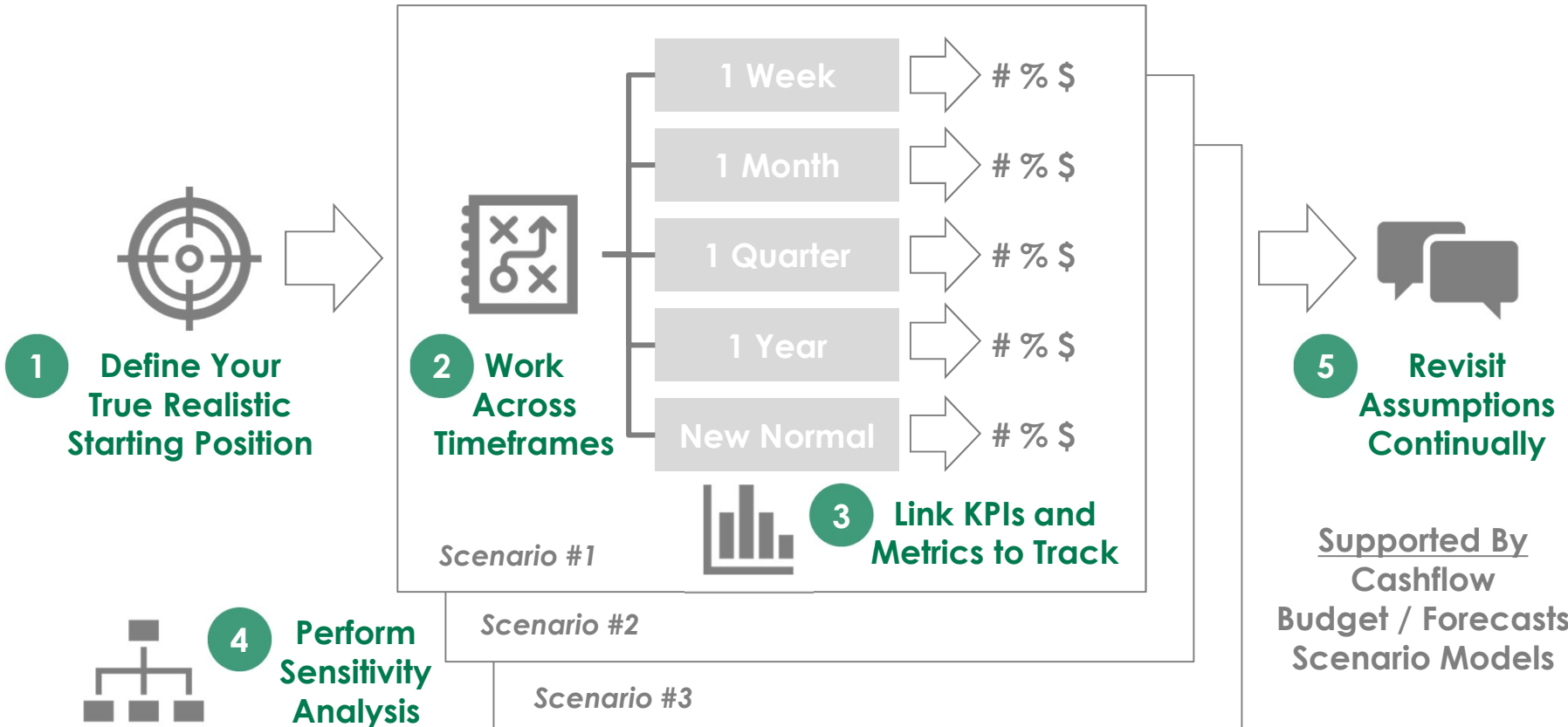
4 Extend Your Resources

5 Hoard Cash

6 Measure and Increase Accountability

7 Establish a Credible Go-Forward Basis

How to Model Finances



EXAMPLES

POST-CRISIS PLAYBOOK



Build a fact-based
narrative



Clearly articulate
value levers



Prioritize and build
consensus



Create **actions plans**
and roadmaps

Profitability Diagnostic Fact Base

Overall sales increased in recent years, though
year-over-year growth rates vary...

WITH GROWTH LARGELY CONSTRAINED BY

...an **value-add segment that may not be as differentiated** as it once was,
due to external factors and internal decisions / changes

AT THE SAME TIME

A case can be made to **look closely at utilization**, particularly
given future brand architecture changes...

AND

...sensitivity and scenario analysis can be used to evaluate
decisions for cost rationalization or capacity management

There is a **disconnect between “theoretical” and “actual” margins**,
which are used in some decision-making processes...

BUT

...that **disconnect can be readily addressed** with more timely collection of
and visibility into localized direct costs

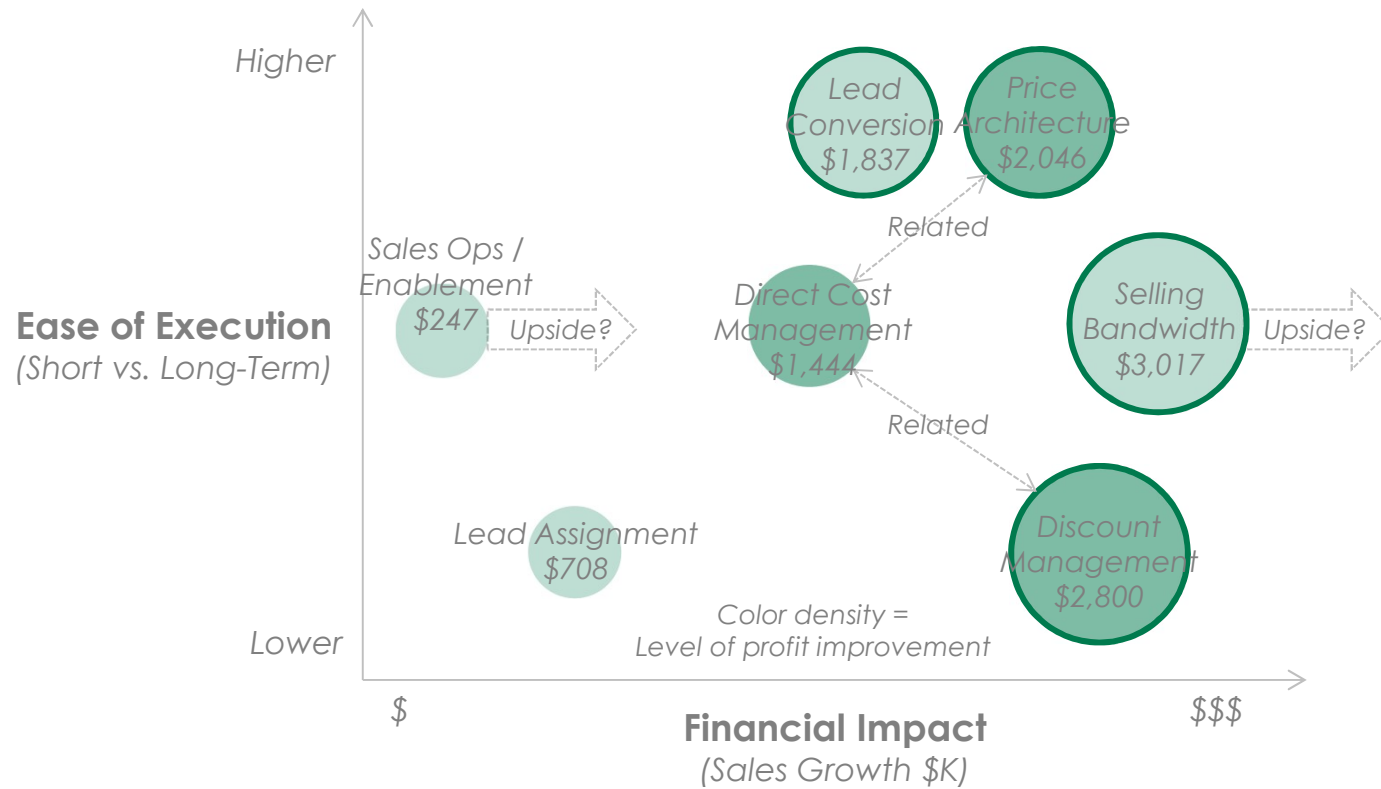
“Below the line” costs allocated to equipment remain constant or declined in
recent years, while **corporate costs have grown**

Value creation opportunities exist through a combination of sales and price-focused actions over both the short and long-term

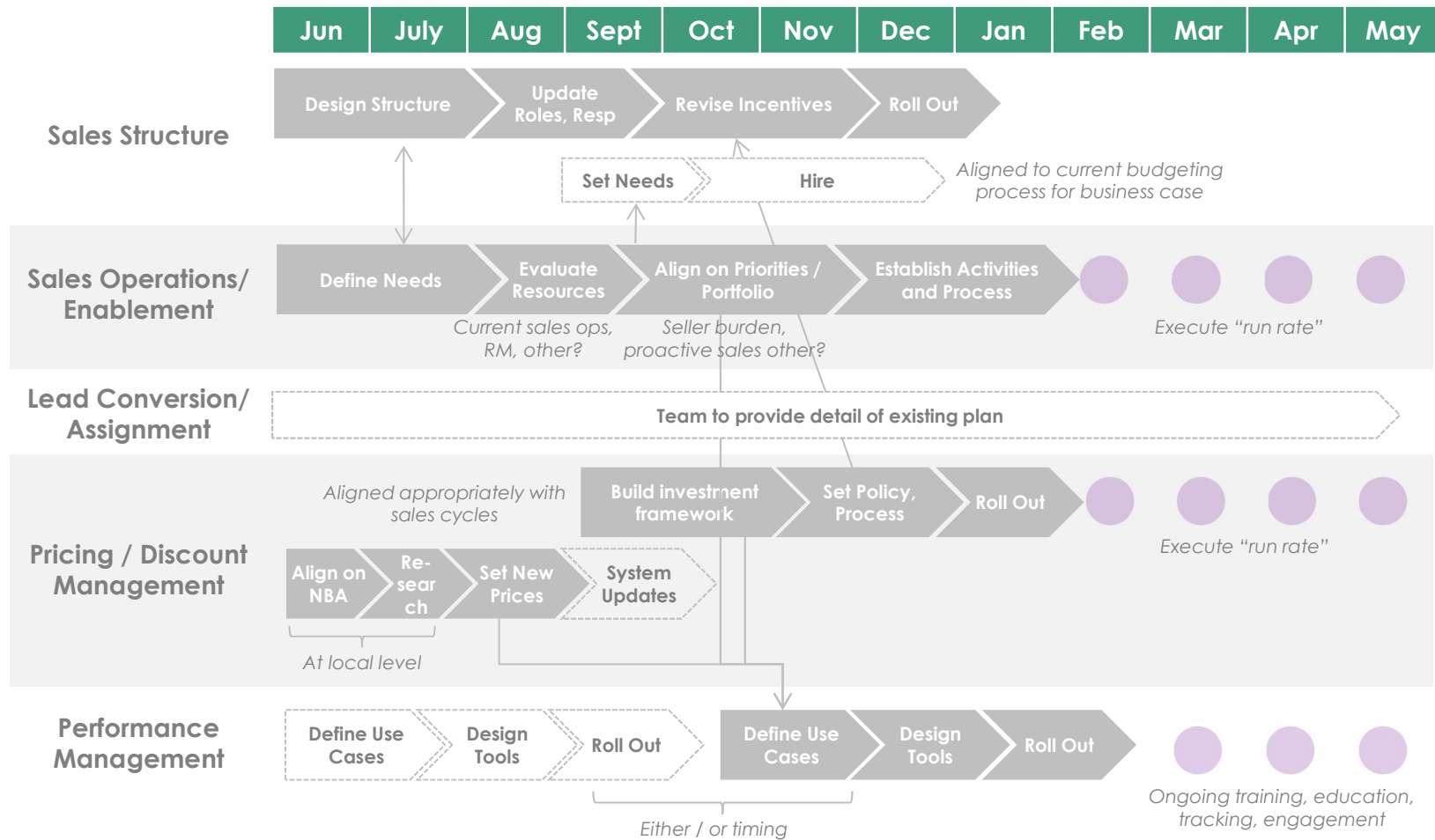
Value Creation Opportunities

Focus Area	Description	Incremental Sales (\$K)		Incremental Margin (\$K)		Ease of Execution	
		Low	High	Low	High		
Sales	Selling Bandwidth	Reallocation / refocus of account manager time to selling activities	\$968+	\$5,066+	\$503+	\$2,634+	Medium
	Lead Conversion / Scoring	Managing execution of RFP scoring and lead prioritization efforts	\$1,643	\$2,030	\$854	\$1,056	High
	Lead Assignment	Conversion-based assignment of inbound leads	\$304	\$1,112	\$158	\$578	Low
Price	Sales Ops / Enablement	Targeted sales efforts to high potential, underserved segments	\$141+	\$352+	\$73+	\$183+	Medium
	Price Architecture	Alignment of prices across / within metros for logical architecture	\$818	\$3,274	\$818	\$3,274	High
	Discount Management	Control-based management of discounting activity	\$2,172	\$3,428	\$2,172	\$3,428	Low
	Direct Cost Management	More timely visibility into direct costs for revenue management decisions	\$727	\$2,162	\$727	\$2,162	Medium
			\$3,874	\$11,834	\$2,406	\$7,725	

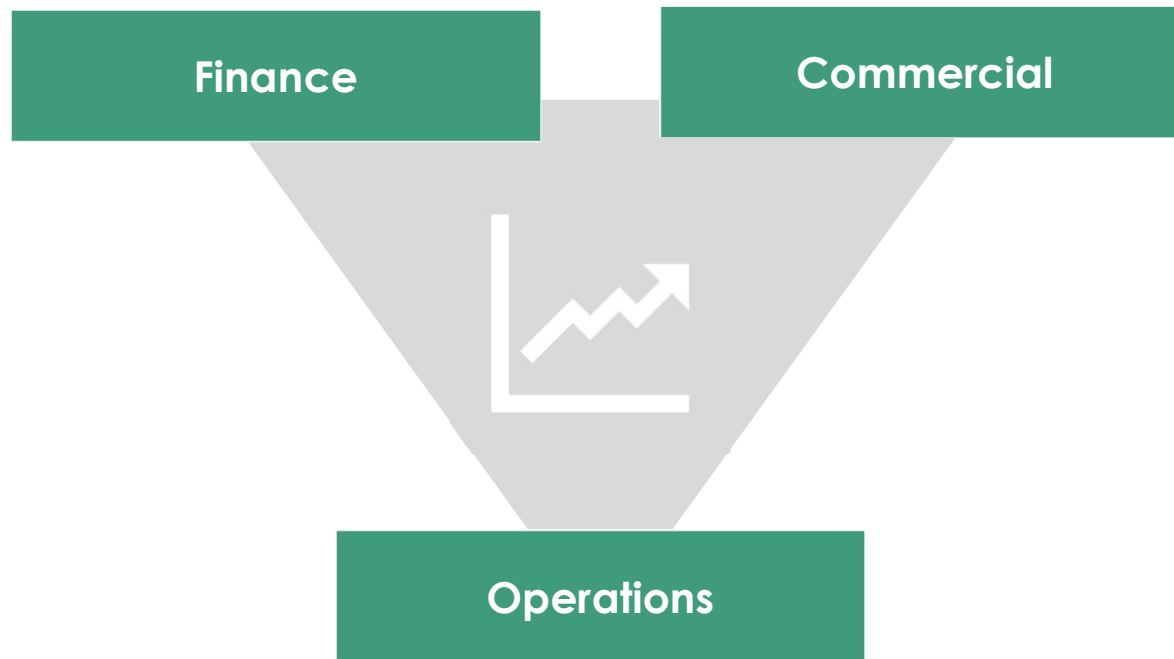
Value Creation Framework



Value Creation Roadmap



HOLISTIC APPROACH



RESILIENCE STRATEGY

REAL
PROFIT
STRATEGYSM



RESILIENCE EXECUTION





***Uncover
Insights***



***Explain
Results***



***Take
Action***

OPPORTUNITY

Aligning **price architecture** for more rules-based commercial decisions

Identifying **value-based pricing** or **SKU profitability** opportunities

Prioritizing portfolio with 360-degree view of **customer profitability**

Being proactive in **customer relationship management** supported by action plans

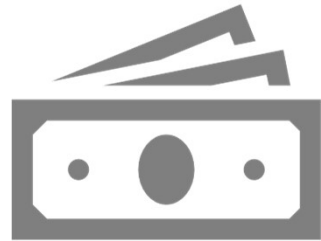
Analytically articulating **drivers of salesperson success** and related incentive plans

Evaluating **sales management** and determining priorities for rationalizing sales resources

Arming salespeople with data-driven **recommendations for proactive selling** opportunities

Sensitivity and **scenario modeling** for contingency plans

Continuing the dialogue...



***Deferred Pay
Cashflow Services***



***Free
Diagnostic***

***Accelerating
businesses that build
community...
for the last 29 years***

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