

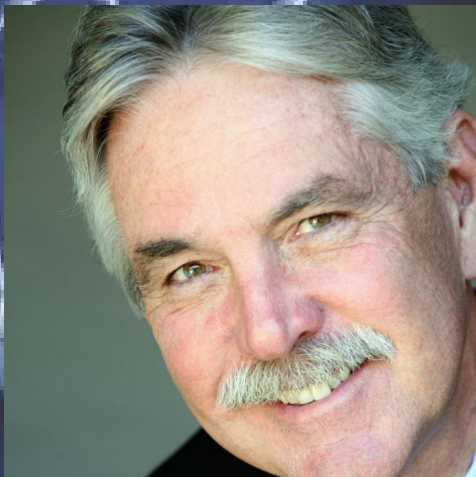
The background of the slide features a close-up of the American flag, showing the stars and stripes, waving over a rustic wooden surface. A solid red rectangular box is positioned in the upper middle section, containing the main title in white text.

# America Is Going Back to Work

---

*Will Your Company Be Ready?*

# Panel of Industry Experts



**Don McMahan**

Fractional VP of Sales



**Rolf Neuweiler**

Consulting CFO



**Franka Winchester**

HR Expert

# Today's Topics

---



1

## **Sales Management**

How to manage compensation plans and sales teams in a crisis.

2

## **Financial Strategy**

How to manage cash and financial landmines.

3

## **Human Resources**

How to manage your most valuable assets, from crisis to success.

4

## **Q & A**

Your hard questions answered by the experts




# 1

# Sales Management

---

How to manage compensation plans  
and sales teams in a crisis.



**“The next normal will look unlike any in the years preceding the coronavirus, the pandemic that changed everything.”**

**—McKinsey & Company**

# Maintaining Sales During COVID-19

## *It's All About Adapting*

### The Big Picture: Issues Affecting the Company

- Overall company strategy for the next 6 months
- Personnel Strategy for Sales
- Budgetary Constraints for Both Sales & Marketing
- IT Support for a Remote Workforce

# Maintaining Sales During COVID-19

## *It's All About Adapting*

### Company COVID-19 Strategy – Why You Need One

A March 2020 Research Project by McKinsey & Company

**Companies need to think and act across five horizons.**

The five horizons



#### **Resolve**

Address the immediate challenges that COVID-19 represents to institution's workforce, customers, technology, and business partners



#### **Resilience**

Address near-term cash-management challenges and broader resiliency issues during virus-related shutdowns and economic knock-on effects



#### **Return**

Create detailed plan to return business to scale quickly as COVID-19 situation evolves and knock-on effects become clearer



#### **Reimagination**

Reimagine the next normal: what a discontinuous shift looks like and implications for how institutions should reinvent



#### **Reform**

Be clear about how regulatory and competitive environments in industry may shift

# Tactical Issues for Sales Organizations

## *Immediate & Urgent*

- **Do You Have The Right Team for The New Normal?**
- **All companies** will have a mix of those who can make the turn and those who cannot.
- **Triage** – Quickly figure out who can play and who cannot. Some people will not be effective in a world with more Zoom calls vs traditional FTF selling. You cannot train your way out of this.
- **Repurpose** – Will some of them be effective in new roles? Need to determine quickly. Time is not your friend.



# Tactical Issues for Sales Organizations

## *Immediate & Urgent*

- **Sales Compensation** – Sales Teams with much of their compensation based on steeply declining revenues are an immediate issue for companies
- **Unhappy salespeople will walk**, and at a great expense to the company in both lost opportunity and direct replacement costs
- **Morale is as infectious as Covid-19** – Once it starts downhill because the company is slow to react to the new reality of this C-19 market, can spread to adjacent departments

# Tactical Issues for Sales Organizations

## *Budget Constraints & Strategy*

**Consider New Share of Sales & Marketing Budgets Based on Your New Strategy**

- **Sales Headcount** & Roles-x Outside vs y-Inside
- **Marketing Investments** – Will Be Different Post C-19
- **Will Require Some Real-World Testing**, 1st Plan Will Not Be Your Final Plan

Remember the famous Latin proverb:

“Fortis Fortuna Adiuvat”

***“Fortune Favors the Bold”***

# IT Infrastructure & Support

## *The Logistics Division for the Company in this War*

**"You will not find it difficult to prove that battles, campaigns, and even wars have been won or lost primarily because of logistics."**

-General Dwight D. Eisenhower

**"The line between disorder and order lies in logistics..."**

-Sun Tzu

**"My logisticians are a humorless lot ... they know if my campaign fails, they are the first ones I will slay."**

-Alexander the Great



The background of the slide features a modern glass skyscraper, likely the Burj Khalifa, with a financial data overlay. The overlay includes a line graph showing price fluctuations, a bar chart, and various numerical values such as 'Open', 'Close', 'Change', 'Volume', and 'High'. The overall theme is financial and corporate.

# 2

## Financial Strategy

---

How to manage cash and financial landmines.



# Update Budgets and Business Plans

## *It's All About CASH TRIAGE*

### The Big Picture: Issues Affecting the Company

- Determine and Focus on Essential Business
- Breakout Covid-19 Expenses vs. Normal Operating Costs.
- Cashflow is Paramount – Governmental, Bank, Investor, and other funds

# Income Statement Health

## *It's All About Essentials*

- Revenues – Refer you to Don's Presentation
- Employee Costs – Refer you to Franka's Presentation
- Other Expenses
- Insurance
- Taxes

# Balance Sheet Health

*It's All About Essentials*

- Cash and Loans
- Accounts Receivables
- Fixed Assets, Investments, and Other Assets
- Accounts Payable and Other Liabilities
- Accounting Estimates and Balance Sheet Clean Up

# Communication

- Talk to Your Accountant and Tax Advisor as well as your banker, customers, supplies, employees, stakeholders, .....



# 3

## Human Resources

---

Manage and support your most valuable resource – your people!



An American flag is draped over a wooden surface. The flag's stars and stripes are visible, with the blue field of stars on the left and the red and white stripes extending to the right. The wooden surface has a natural grain pattern.

“

**The most dangerous, damaging infectious disease is hysteria, and so what we're trying to do is make sure that we have a compassionate, human response to a crisis that's happening, that we do so all the while maintaining the safety of the public. That's what we have done time and again.**

”

**—San Antonio Mayor Ron Niremborg**

# Workforce Planning

- Re-hiring
- Right staffing for growth
- Virtual recruiting and on-boarding
- Correct classifications
- Terminations



# Company Culture



- Virtual connections, mental health
- Sick or potential death of an employee
- Phasing back into physical office space





# Employee Management

- Emergency Paid Sick and Family Leave
- Corrective action
- Focus on internal improvements
- Career development



# Compensation & Benefits

- Payroll Protection Program versus Emergency Paid Sick Leave
- Managing reduced pay
- Wage and hour compliance
- Tracking sick time for CARES Act



# Compliance

- CARES Act poster requirements
- Policy for social distancing; testing
- Handbook and working from home policies
- Safety policies

Small Business information on the CARES Act:

<https://www.sbc.senate.gov/public/index.cfm/guide-to-the-cares-act>

# Thanks

Additional questions:

**Don McMahan**

[Don@flycloudconsulting.com](mailto:Don@flycloudconsulting.com)

**Rolf Neuweiler**

[Rolf@a2zcfo.com](mailto:Rolf@a2zcfo.com)

**Franka Winchester**

[Franka@pcg-services.com](mailto:Franka@pcg-services.com)





# The Poll Results

Attendee Poll Results at May 6 Webinar			
America is Going Back to Work--Impacts of Covid-19			
1-Covid-19 Impact to Company Revenue		4-Expectations After SIP Lifted?	
Lost 30%	50%	We'll Rock n Roll	58%
Lost 10-20%	17%	We Expect to Struggle for Awhile	42%
Little Impact	25%	5-When Will Business Start Improving?	
Increased	8%	June/July	58%
2-Has Your Company Had to Cut Hours?		Q4 2020	17%
Yes	42%	Next Year	25%
No	58%	6-Have You Applied for EIDL & PPP?	
3-Company Needed to Reduce Headcount		Both	42%
Yes	25%	One	17%
No	75%	None	42%