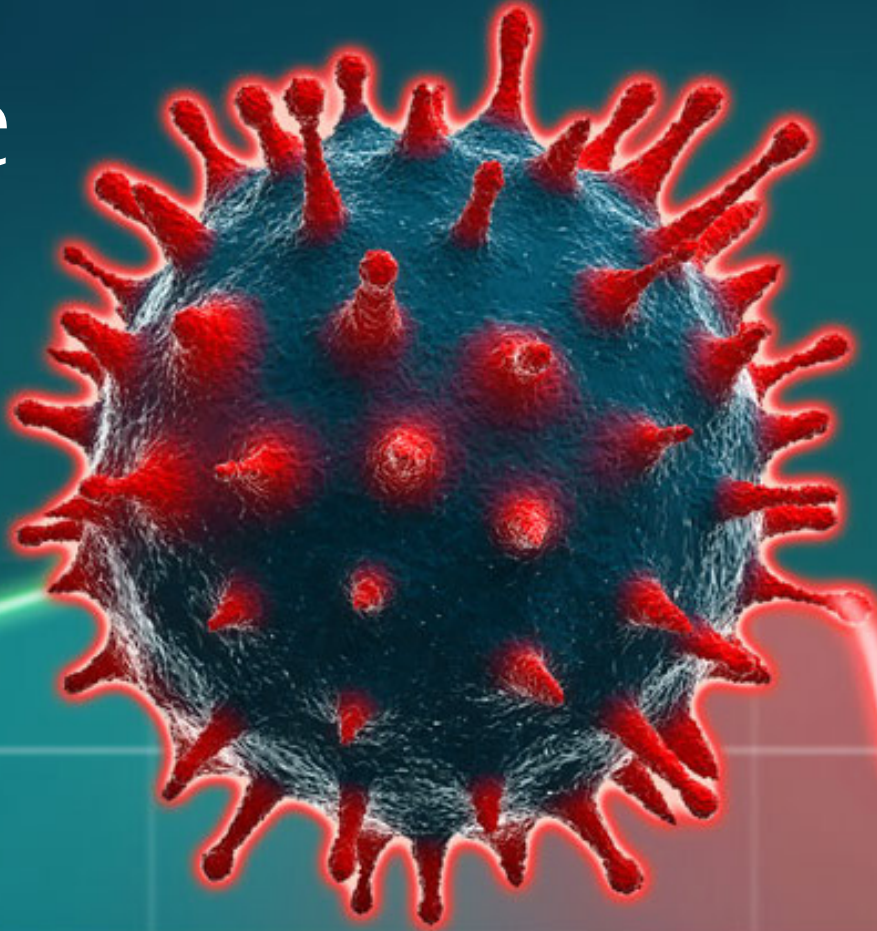




Optimize

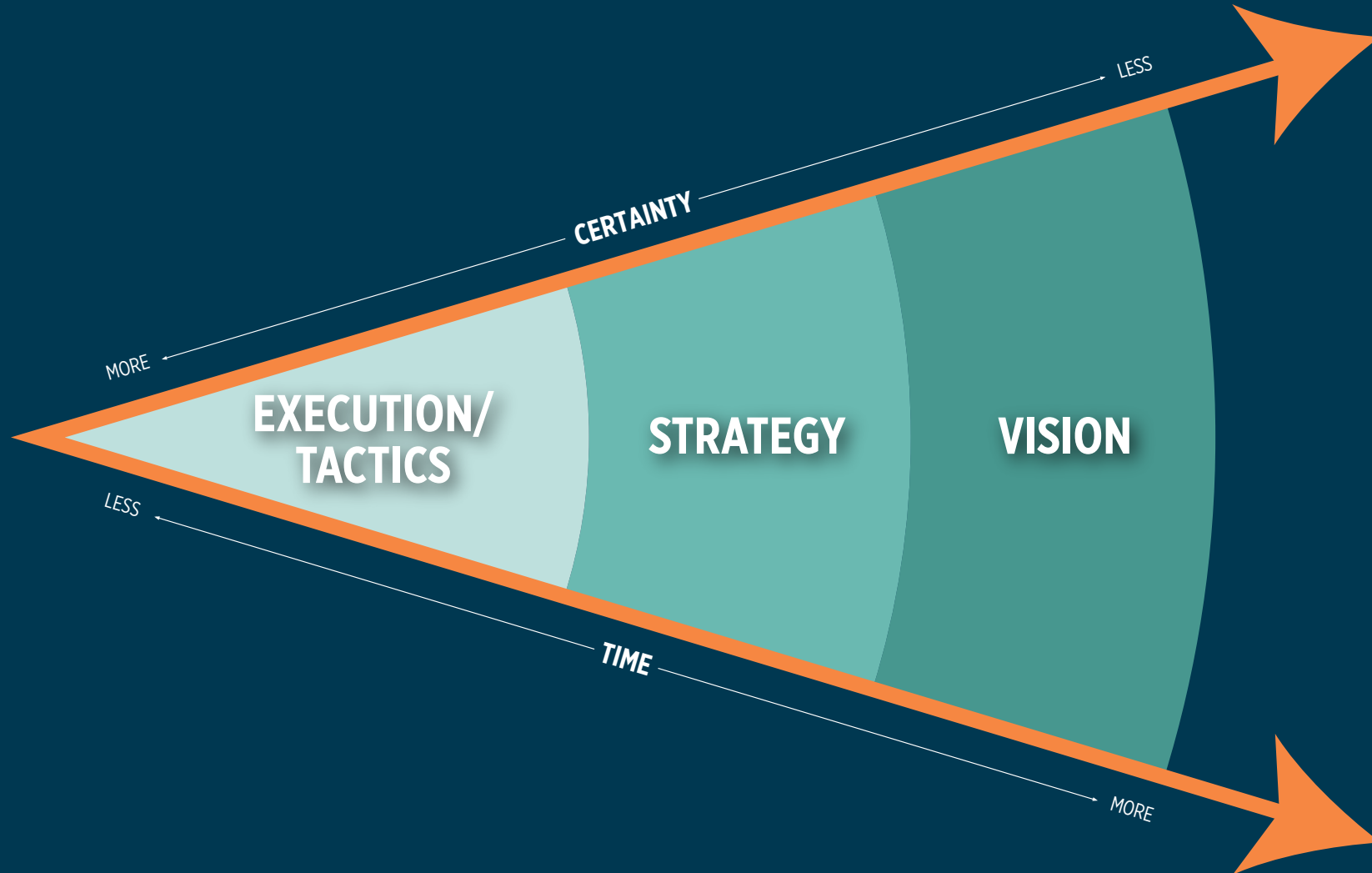


— HOW TO —  
**RESTART**

YOUR BUSINESS  
IN 30 DAYS



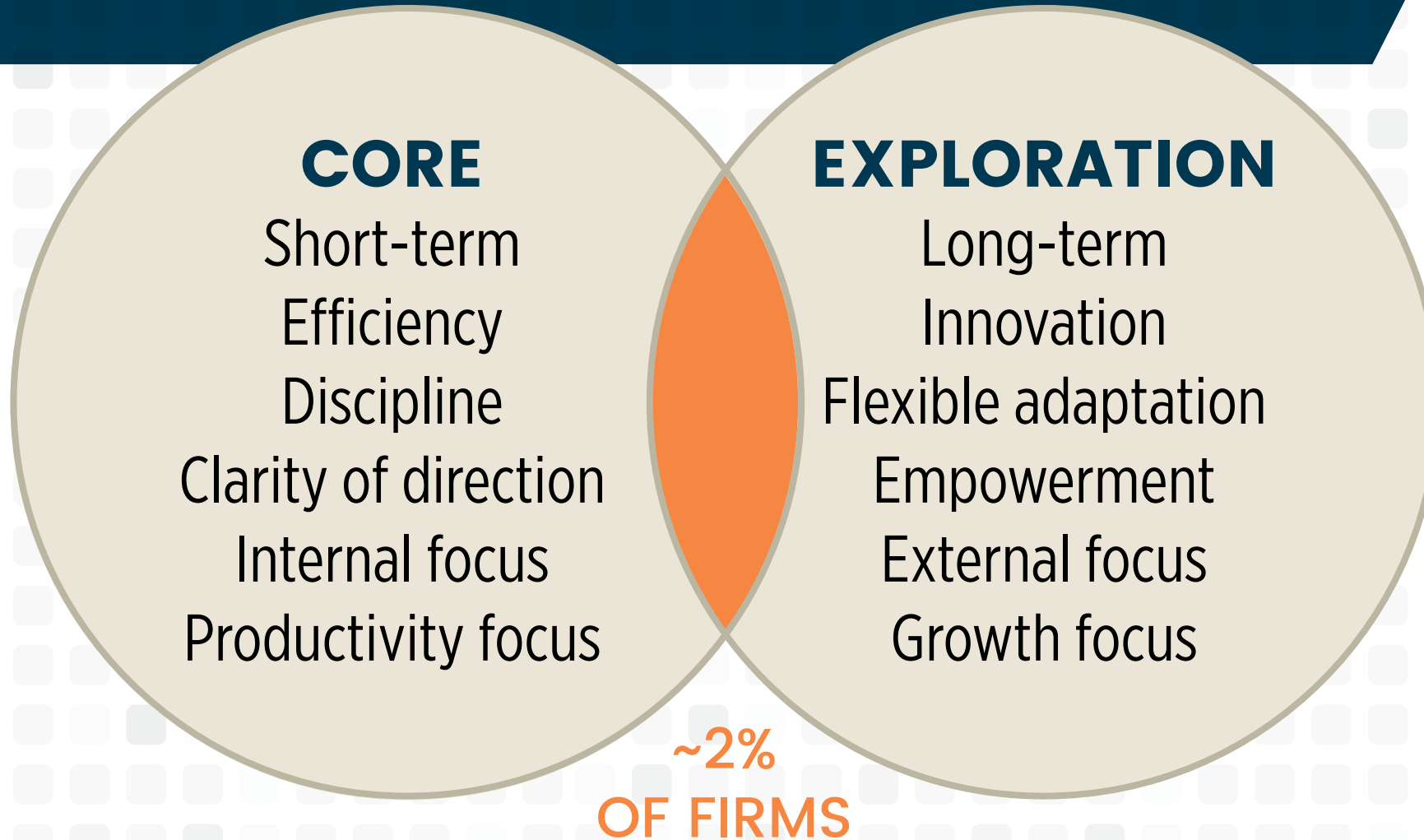
# WHY WE STRUGGLE WITH **STRATEGY**





# COMPETING

## COMPETENCIES





# WHAT WE WILL COVER TODAY

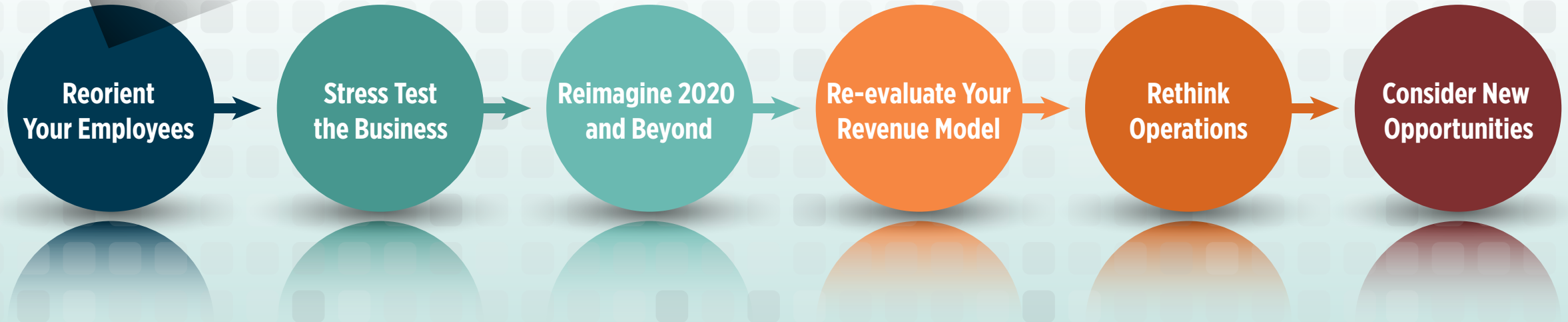




— HOW TO —

# RESTART

YOUR BUSINESS  
IN 30 DAYS





# REORIENT YOUR EMPLOYEES





# EMBED AGILITY

— INTO YOUR —  
MANAGEMENT DNA



7



# CHANGE

## MANAGEMENT



### Conduct Process Improvement Meetings

What have we learned about virtual work, adoption of technology and serving customers?





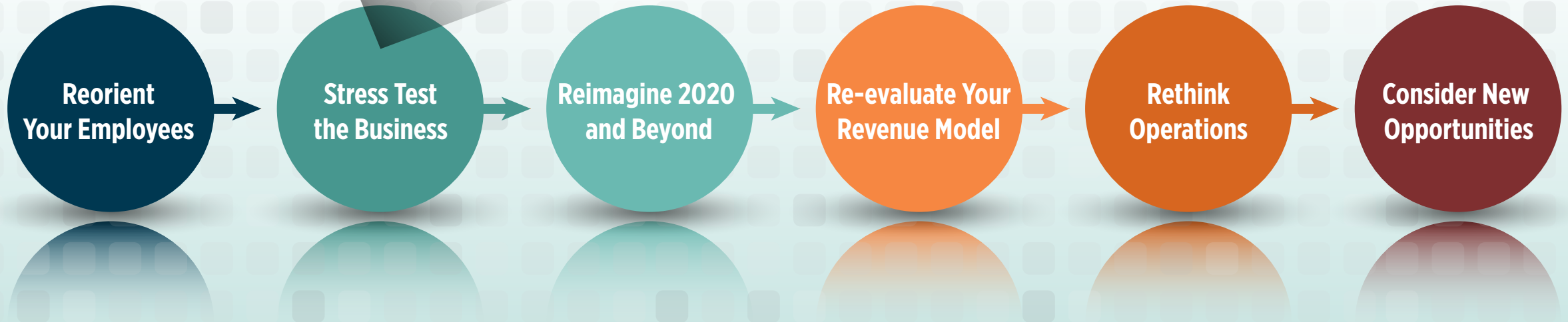
— HOW TO —

# RESTART

YOUR BUSINESS  
IN 30 DAYS



**Stress Test  
the Business**





# STRESS TEST

## — THE BUSINESS —

### DURING THE CRISIS

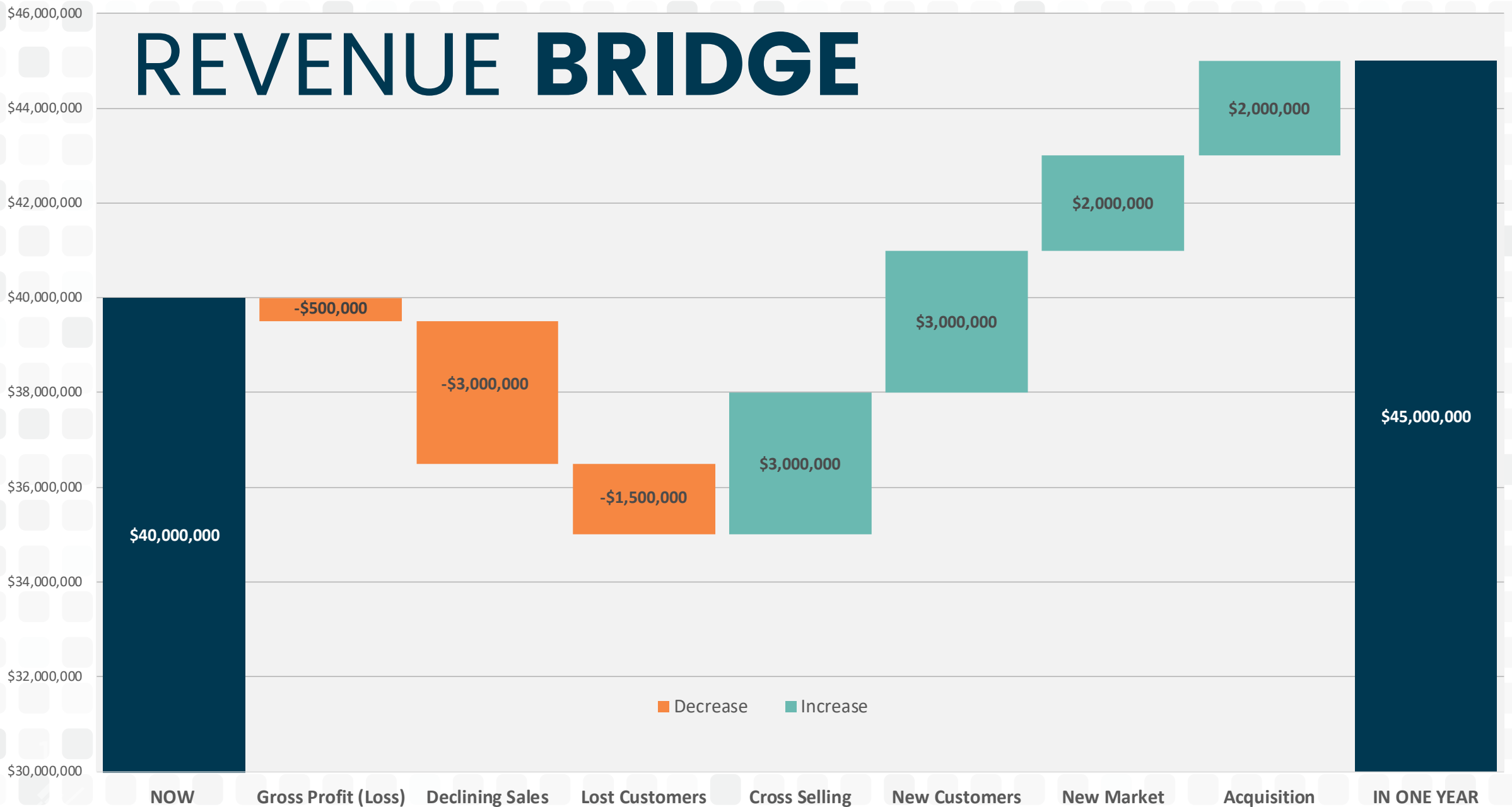
- ✓ P&L and Balance Sheet
- ✓ Cash flow statements
- ✓ Bank covenants
- ✓ Cash containment strategies
- ✓ C-suite involvement in AR/AP
- ✓ 6+6 budgets (6 months actual + 6 months forecast)

### PREDICTIVE REVENUE MODEL





# REVENUE BRIDGE





# SCENARIO PLANNING

## ✓ Conduct STEEP exercise

- Social, technological, economic, ecological, and political
- Organize into the three scenarios/  
demand curves

## ✓ Example: Scenario 1

- Assumptions: 9% unemployment, 2% inflation, 25% decline in mall traffic, surge in omnichannel ordering, 7% decline in store volume, 5% decline in revenue



# CONTINGENCY

## PLAN

### SCENARIO A

Loss of  
25% Revenue

Risk Level	Role	Action	Annual Cost	Timeline
Medium	CEO	Notify Board	\$8 million	1 day
		Communicate with team		5 days
	CFO	Notify lenders		5 days
		Restate forecast		7 days
		Reforecast scenario cash flow/ratios		7 days
	Sales	Consolidate Account Management 5>4		5 days
	Ops/HR	Revise workflows		14 days
		RIF 20 FTE		21 days
		Close PA call center		21 days
		Consolidate into Tucson call center		21 days

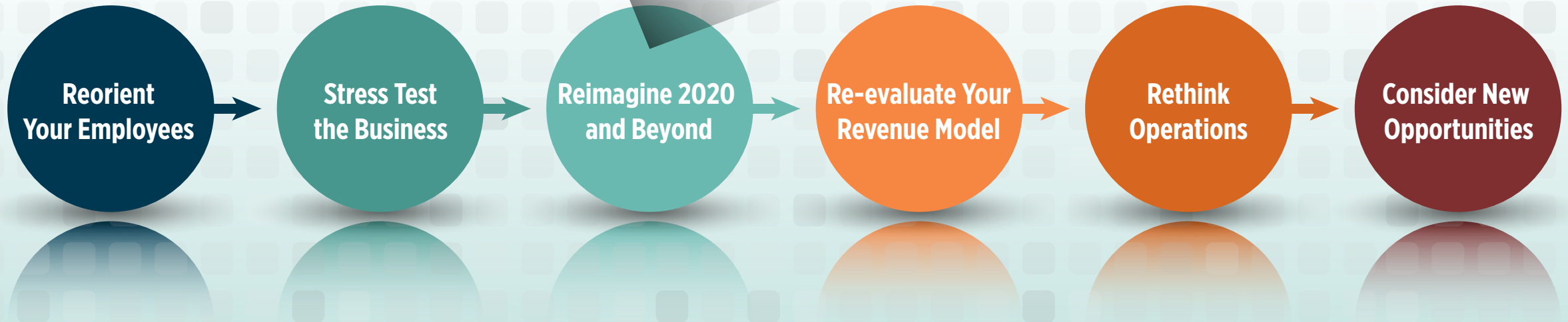


— HOW TO —

# RESTART

YOUR BUSINESS  
IN 30 DAYS

Reimagine 2020  
and Beyond





# REIMAGINE 2020

## — AND BEYOND —

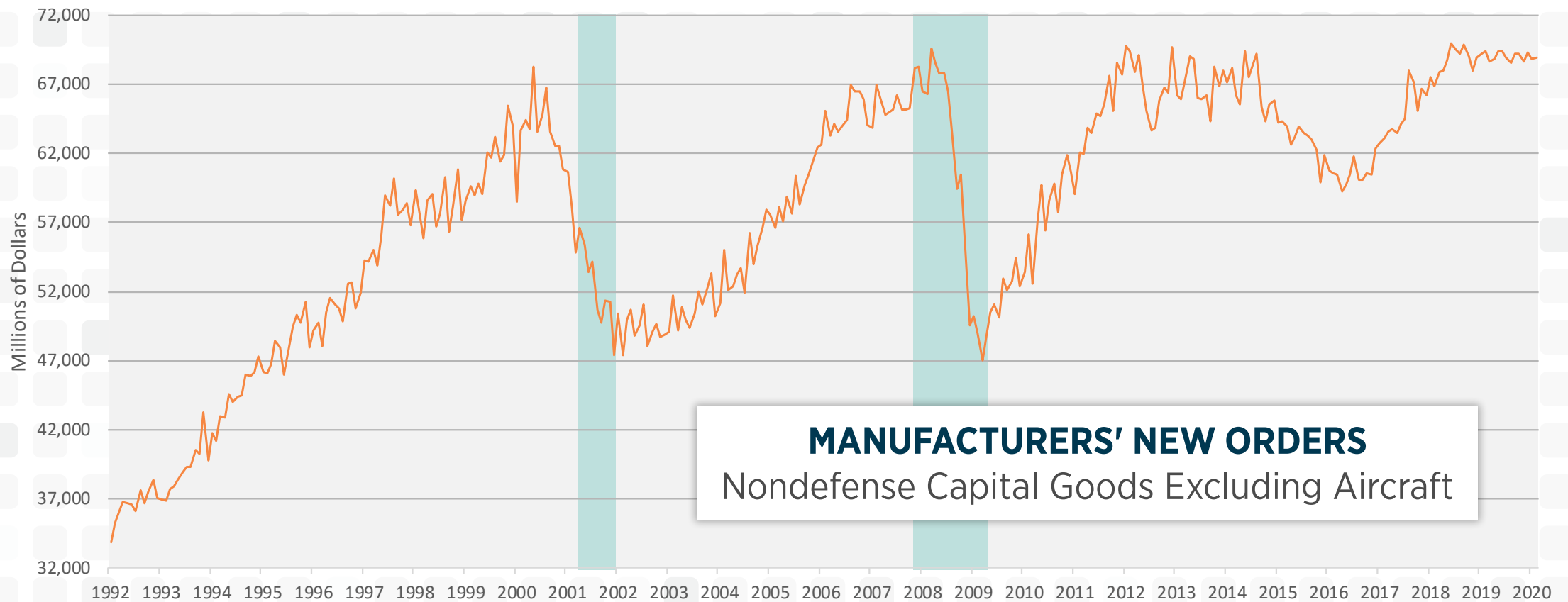
- ✓ Reset on all strategic objectives and priorities
  - Is your strategic planning process rigorous enough to withstand market shocks?
  - Consider milestones that would spark a contingency plan





# UTILIZE PREDICTIVE

## KEY PERFORMANCE INDICATORS



**MANUFACTURERS' NEW ORDERS**  
Nondefense Capital Goods Excluding Aircraft



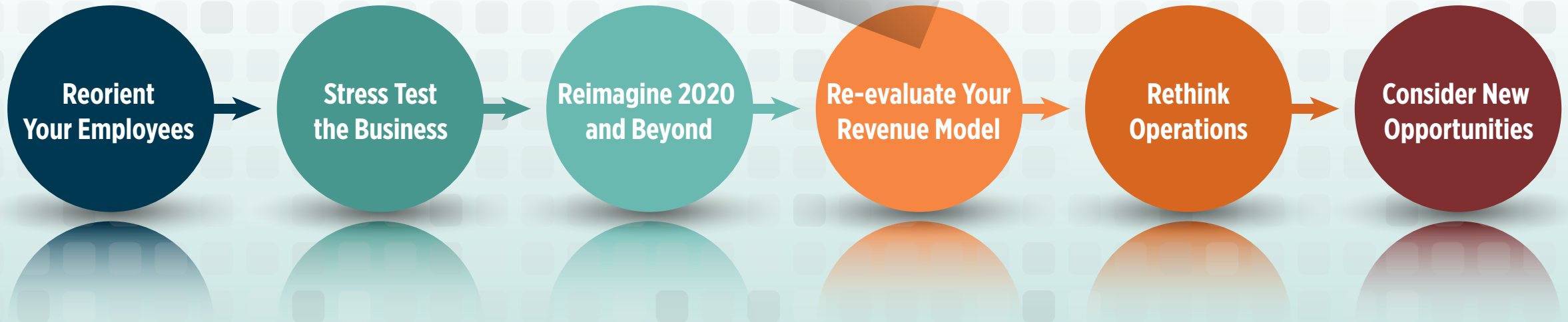
— HOW TO —

# RESTART

YOUR BUSINESS  
IN 30 DAYS



Re-evaluate Your  
Revenue Model





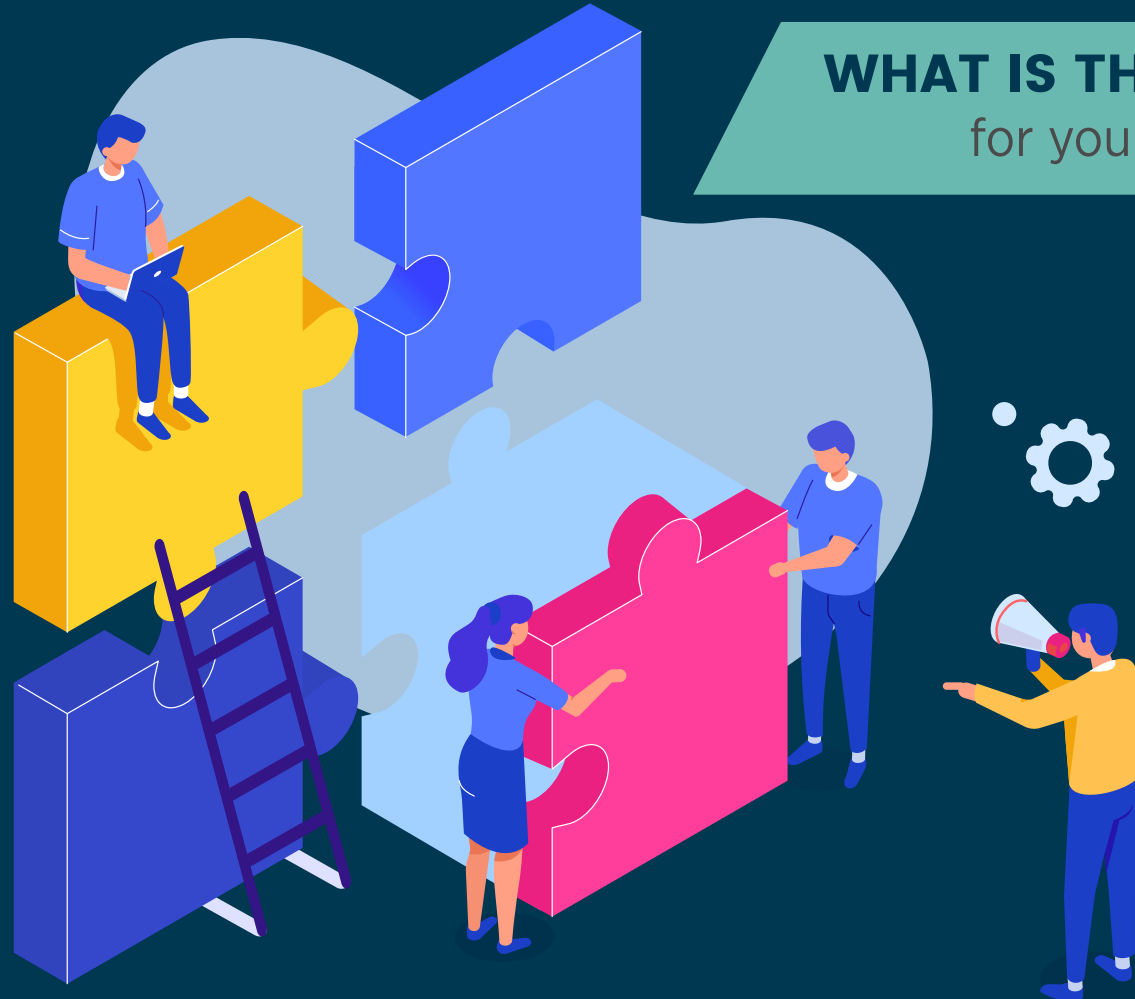
# — REEVALUATE YOUR — REVENUE MODEL

Conduct Innovation  
Sessions  
with customers

Peer-to-peer  
conversations

Variable pricing

**WHAT IS THE NEW NORMAL**  
for your customers?







# LIVING ON THE EDGE


## OF THE OFFER

Supported by education,  
warranty, configuration,  
inventory and training



 SHOP LEARN

Search by Product Name or Brand 

Sign In 

Use promo code: **TREAT17** and save 10% on supplies through 10/31/17.Check out our 2,000+ Reviews on Trustpilot 

**SALE**

### Riley 500 Auto-Ready Screen Printing Shop Package

[write a review](#)

**\$29,999.99** ~~\$33,355~~ **10% Off**

SKU: # PKPO-RILEY500

QUANTITY

1

Finance as low as \$629/month. [Click to apply now!](#) »

[Add to Cart](#) [Add to List](#)

**Ships in 30 Business Days** | [Available Inventory and Shipping Map](#)

Ships for \$1,500 in Contiguous US. Additional shipping charges apply.

Have a Question? [Chat with us](#)

 Have a Question? [Contact our Sales Team](#)



# MANAGING MARGIN

THROUGH MIX



Twitter Facebook +1 855-600-8160 My Account Cart Checkout




**TouchUpDirect**  
RED - FRIENDLY TOUCH UP PAINT

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**PAINT FINDER** Automotive BMW 2017 7-Series **START**

**PICK YOUR PACKAGE**

 +  

**Touch Up Aerosol Preferred Package - \$52.95**

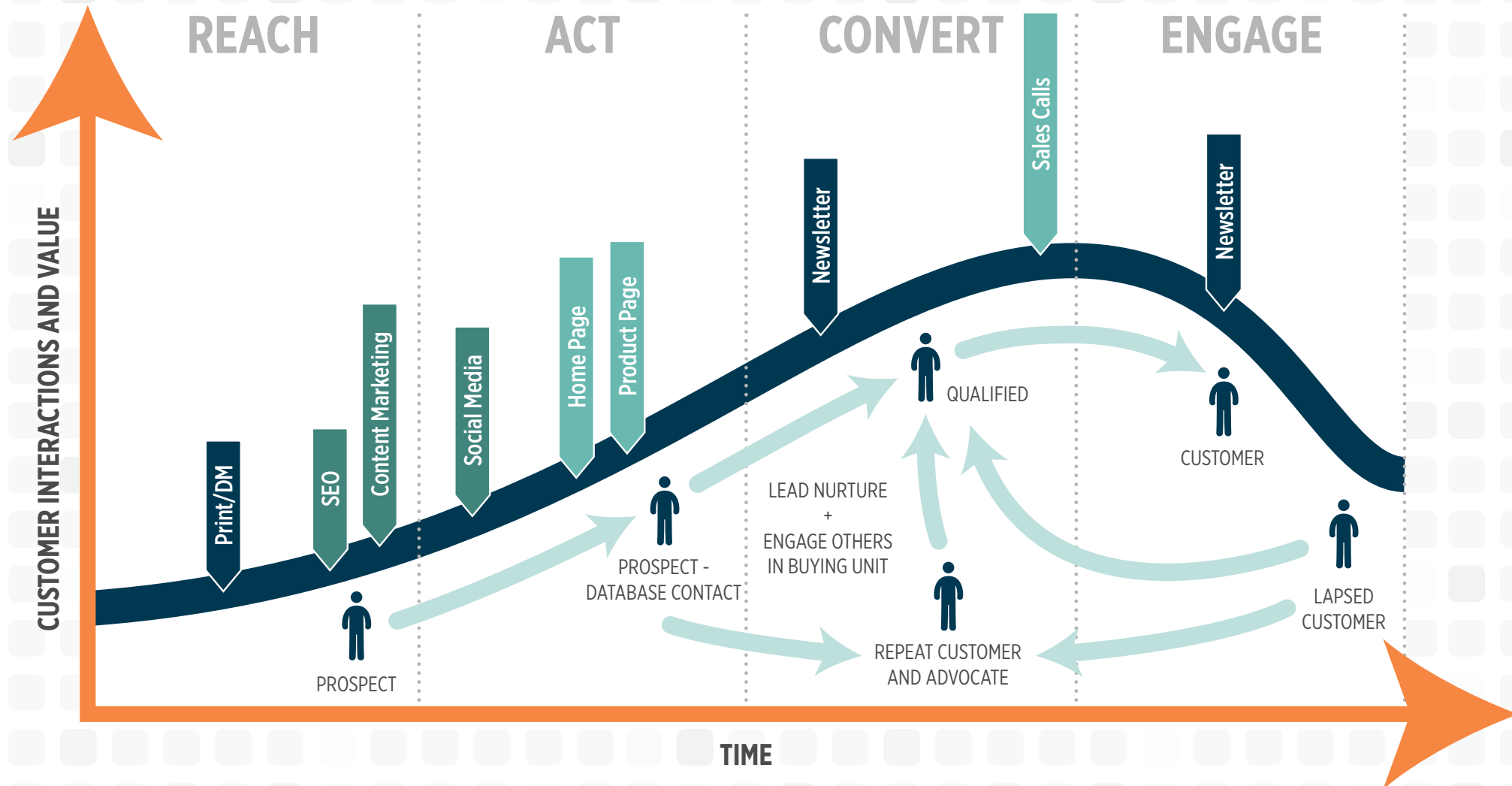
Preferred Package includes clear coat, primer, wax & grease remover handy wipe and latex gloves. You will receive three aerosols: color, clear coat and primer (13.5 oz. each).

**Add to Cart**

20



# CUSTOMER JOURNEY





# NEW

## MARKETING APPROACH

Be humble and empathic in  
your messaging

Encourage practical  
experimentation





# NEW

## SALES APPROACH

How will you win in an era  
of virtual buying offices?





# INTEGRATED

## SALES AND MARKETING

### SALES

Sales Management  
CRM  
Pipeline Management  
Inside Sales  
Sales Training  
Selling Tools

### SUPPORT

Engineering  
Ops  
Customer Service

### MARKETING

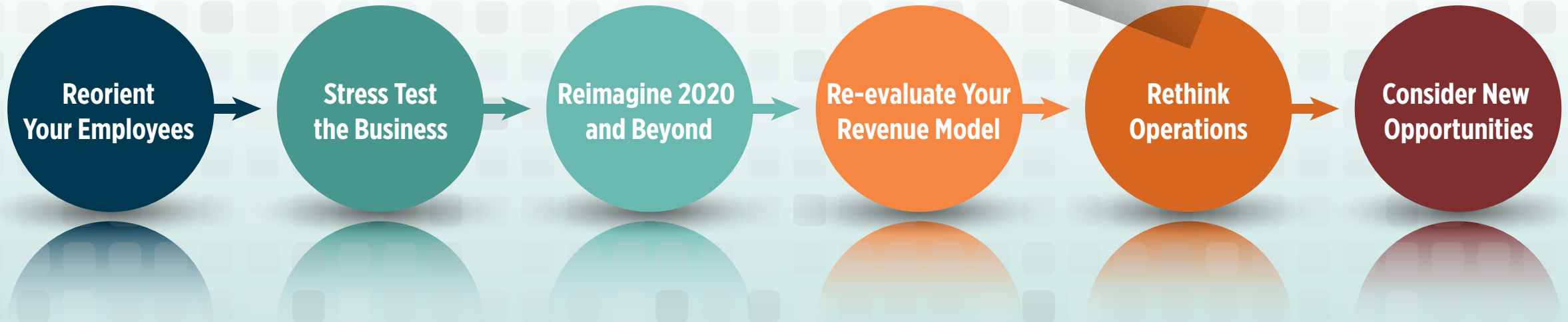
Market Research  
Web/Digital Assets  
Traditional Media  
Social Media  
Analytics  
Channel Strategy  
Branding  
Customer Insight



— HOW TO —

# RESTART

YOUR BUSINESS  
IN 30 DAYS





# RETHINK OPERATIONS

- ✓ Manage change on the way up with the same level of intention you did on the way down
- ✓ Establish working guidelines
- ✓ Work in pods





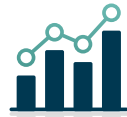
# POST COVID-19 OPERATING MODEL



HR



IT



ACCOUNTING



SALES AND  
MARKETING



OPS

- Process and procedures
- Incent predictability and scalability



AGILE TEAMS

A

B

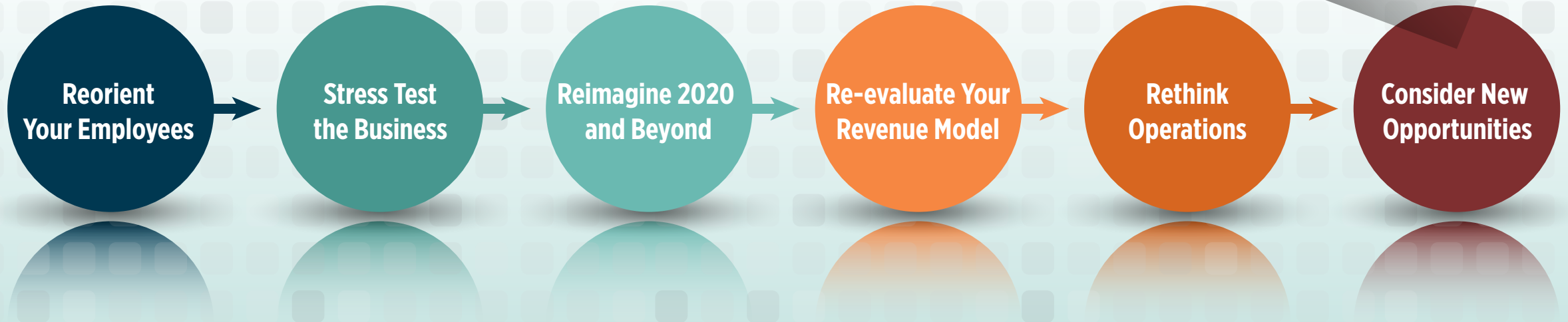
- Agile practices
- Incent innovation



— HOW TO —

# RESTART

YOUR BUSINESS  
IN 30 DAYS





# CONSIDER NEW OPPORTUNITIES

What new gaps exist  
in the supply chain?

How is compliance  
being relaxed in  
your industry?

What integration is  
likely to occur?

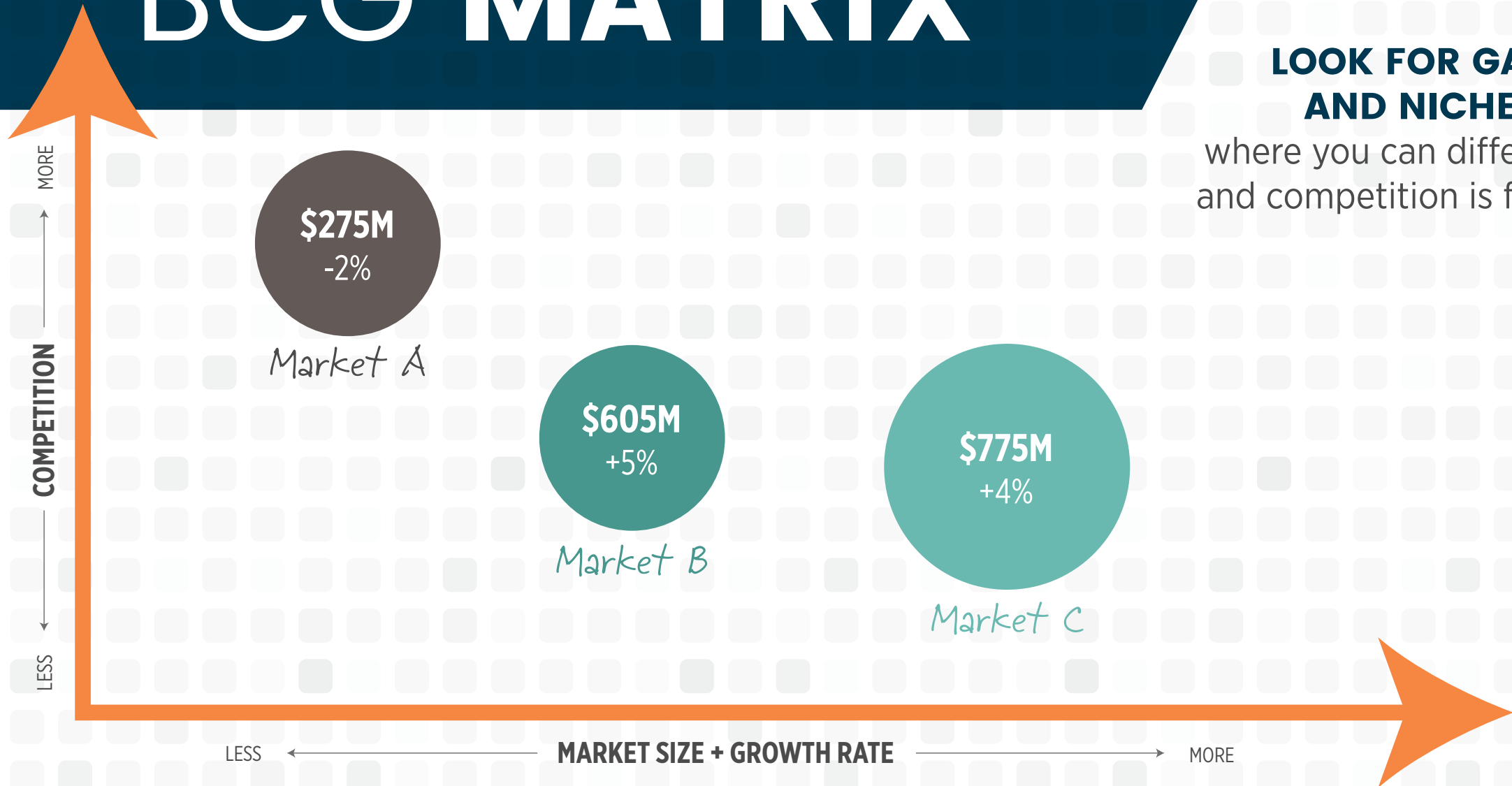
Acquisitions,  
partnerships  
and integrations



# MODIFIED BCG MATRIX

## LOOK FOR GAPS AND NICHES

where you can differentiate  
and competition is fractured





# SUB SEGMENT

HAVE CLEAR TARGETS

## USE A SIMILAR MATRIX

to evaluate potential customers within a segment

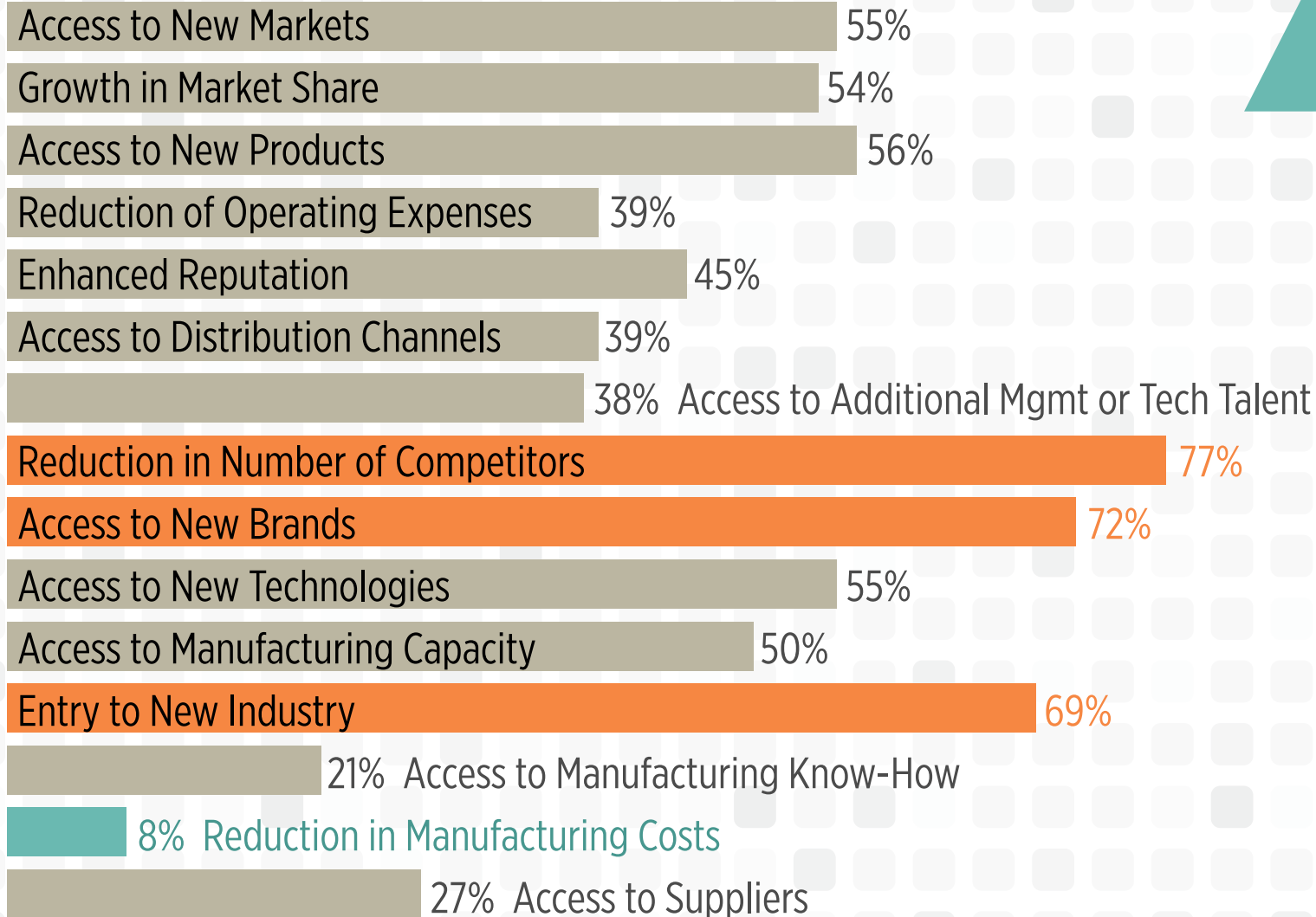
SEGMENT	HEALTH (Size + Growth Rate)	INDUSTRY ATTRIBUTES	PROFESSIONAL PROCUREMENT	COMPANIES
TIER 1				
Drug Delivery	\$775 M (4%)	Startups	High	Customer A, B
Diagnostic	\$605 M (5%)	Access to Distribution	Low	Customer C, D
TIER 2				
Surgical	\$275 M (-2%)	Consolidating	Medium	Customer E
Orthopedics	\$230 M (1%)	No access to Dist	Medium	Customer F, G, H



# ACQUISITIONS

WHEN DO ACQUISITIONS  
add value?

OBJECTIVES ACHIEVED



32





# LEVERAGING VERTICAL INTEGRATION

PAYDEN/KRAVITZ

**KRAVITZ**  
BACK OFFICE SOLUTIONS



# KEY TAKEAWAYS

- ✓ Begin by listening through Innovation Sessions with clients and process improvement meetings with your team
- ✓ Embed agility into your management DNA
- ✓ Manage changes on the way up with the same level of intention you had on the way down
- ✓ Ensure your sales and marketing are integrated
- ✓ Engage in scenario planning, create three financial projections and stress test your business
- ✓ Develop predictive KPIs– internal and external
- ✓ Reanalyze and reweight all industry verticals and target markets
- ✓ Reset on all goals, objectives, and action items



WE HELP COMPANIES  
DECIDE WHAT TO DO

**NEXT**

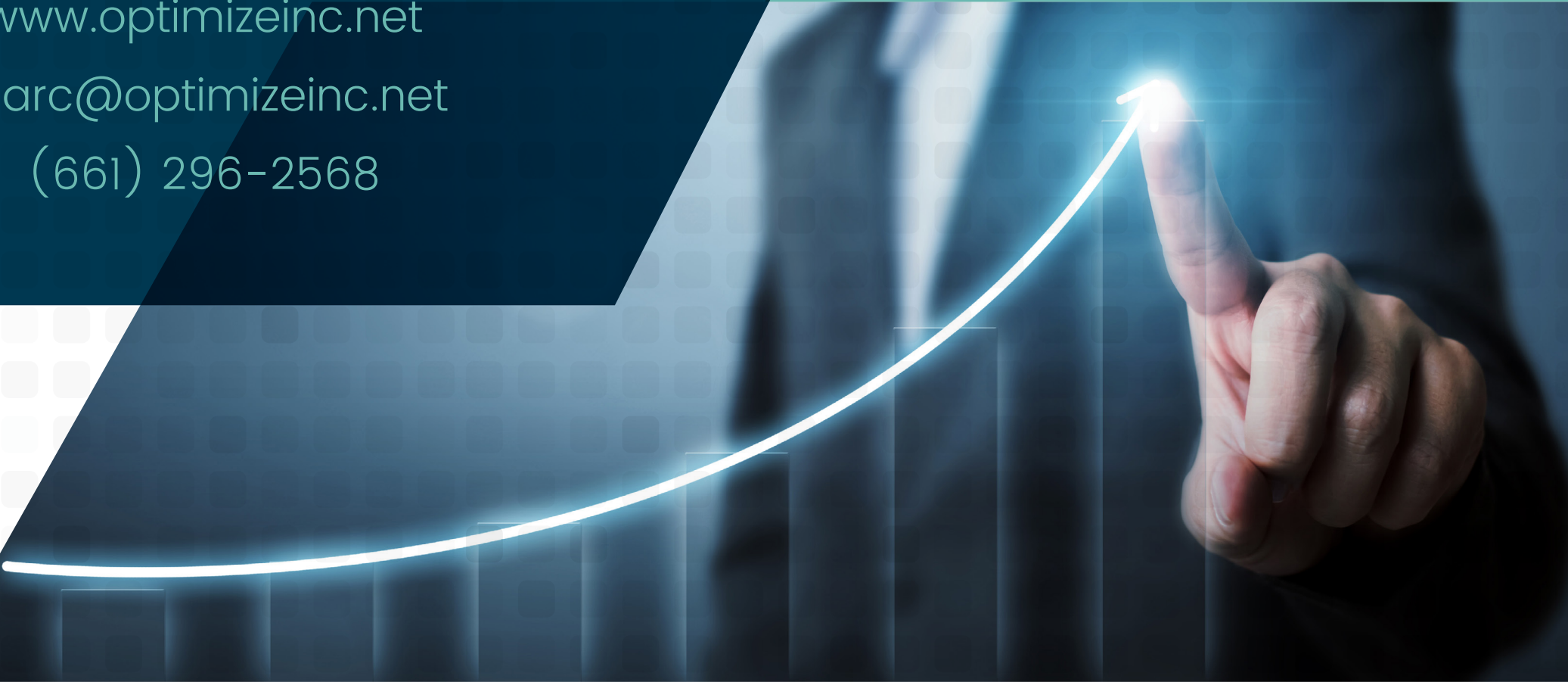
[www.optimizeinc.net](http://www.optimizeinc.net)

[marc@optimizeinc.net](mailto:marc@optimizeinc.net)

(661) 296-2568



Strategy • Alignment • Execution





## REFERENCES

- **SLIDE 2 WHY WE STRUGGLE WITH STRATEGY** Strategy Beyond the Hockey Stick by Bradley, Hirt and Smit
- **SLIDE 3 COMPETING COMPETENCIES** ted.com, Knut Haanaes Boston Consulting Group
- **SLIDE 16 UTILIZE PREDICTIVE KEY PERFORMANCE INDICATORS** Economic Research Division, Federal Reserve Bank of St. Louis
- **SLIDE 19 LIVING ON THE EDGE OF THE OFFER** The Edge Strategy by Lewis and McKone
- **SLIDE 21 CUSTOMER JOURNEY** Inspired by smartinsights.com
- **SLIDE 32 ACQUISITIONS** 5 Frogs on a Log