

# THE MONTHLY CEO ADVISORY™

revenue

A hand in a light blue shirt is drawing a red arrow on a whiteboard. The arrow starts from the left and curves upwards to the right, ending in a small circle with a dot, representing a positive trend or growth. The background is a blurred office setting.

JULY 2020

VOLUME 1, ISSUE 7

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Dear Friends,

I am pleased to provide you the July 2020 issue of ***The Monthly CEO Advisory***<sup>TM</sup>.

Let me highlight why you should read each article this month:

- 1) Barry Cohn identifies the six sources of workplace cultural conflicts in his article on Human Resources issues.
- 2) The Payroll Protection Program (PPP) is of high interest and David Stone's article outlines what CEOs should be aware of related to forgiveness.
- 3) Paul Mitchell's personal background and professional work experience provides a strong foundation for long overdue discussions about diversity in the workplace.
- 4) If you have people working remotely, heed Craig Pollock's advice on creating a better home working experience.
- 5) Given all that is going on in the economy, Chase Morrison provides some clear guidance on what you need to start working on if you are thinking about selling your business.
- 6) If you want to improve cash flow, take time to digest Kristy Melton's advice on taking credit cards for payments. She also mentions new regulations in some California counties related to taking credit cards.
- 7) For a checklist of how to keep your employees safe during this pandemic, be sure and read Barry Cohn's column on Employee Benefits.
- 8) Related to that, Paul Palkovic discusses a hot topic: is Pandemic Insurance on the horizon? Great question just considering the businesses losses that have been incurred.
- 9) BJ Schramm talks about Preparing for a Post COVID World; it's good reading for service and manufacturing companies alike.

Finally, there is my column on the similarities between golf and business. Whether you golf or not, I always encourage CEOs to take time away from your business simply for perspective.

Thank you for allowing us to be part of your continuing business education, growth and success. Stay safe.

Sincerely,



Ken Keller  
CEO

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# Business Growth Opportunities to Consider in 2020

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The Monthly CEO Advisory is a publication for business leaders. Please enjoy the articles, send us any suggestions of topics you would like to see covered and pass this on to others so that they might benefit. Thank you. Ken Keller

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# BUSINESS GROWTH & PROFITS

## BUSINESS AND GOLF: THE GAME IS THE SAME

The country is starting to open up and you can now actually watch golf tournaments on television again.

Professional golf is much more than watching the grass grow; I recently watched a tournament using it as opportunity to compare how golf is much like business. Read on and enjoy:

Golf is highly competitive; a golfer plays against others, and against their own record. Each time out they measure their results against par. In business, that means finishing better than planned results; and better than the prior year.

Efficiency matters. Golfers use limited resources to achieve the lowest score (fewest shots) to win. Having limited resources is standard in business; winning is non-negotiable.

Golfers that practice are more likely to win. Talent is great, but even a mediocre golfer knows that to improve requires a commitment to practice. In business, only the best in sales practice, which leaves opportunities for improvement in most companies.

Golfers believe in winning. In your company if you have doubters about winning, well, maybe they should play elsewhere.

Every golfer has a definition of what winning is; can every employee in your company say what winning is for the business?

Golfers keep their eyes on the prize. Distractions are plentiful but winners stay focused. In business, everyday there are distractions disguised as opportunities.

A golfer can't be lulled into thinking that nothing matters but results. Why? Having great results often hides other problems and businesses often die because of this tunnel vision.

Patience is essential. Those who take their time and play for the long haul succeed more often. On the golf course or in the boardroom, patient play wins.

Everything counts. On the course, the only genuine measure of success is when all strokes are counted. "Mulligans" aren't real. In business there are very few, if any, second chances.

Having a place of peace is essential.

A golf course should be a sanctuary; the game of golf is something to enjoy. In business, every CEO needs a place of quiet to think, to gain perspective.

Golfers and CEOs should both embrace their personality. The successful know who they are and they don't try to be someone or something they are not. These individuals are genuine.

Every player receives unsolicited advice about how to do better out on the course. It might be about how the club is gripped, stance, swing or putt. In business it is the same way. I recommend avoiding these well-intentioned people.

The successful have a routine to lean on because during tough times a solid foundation is essential. This means having processes and procedures that work to achieve the desired goals. Businesses with strong operating systems (foundation) are more efficient and are worth more too.

Many professional golfers also have a coach who works with them one on one to improve their game. Did you know that having a coach, and being coached, is something that the best in every industry utilize?

A coach sees things in us that we do not see in ourselves. They then teach us to take full advantage of our strengths, empowering us with positive, self-belief and encouragement.

In these challenging times, who couldn't use some of that?



### Ken Keller

I work with Business Owners, CEOs and Presidents leading companies with 20 or more employees, providing advice to increase revenue, decrease costs and improve profitability.

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# TAX NEWS

## I GOT MY PPP LOAN. NOW WHAT?

Now that you have gotten a Paycheck Protection Program loan (PPP), it is time to start planning how to spend the loan proceeds so some portion of the loan will be forgiven.

The purpose of the loans is to enable employers to keep their employees on staff and maintain their normal rates of pay during the 24-week period immediately following the funding of the loan. The term of a PPP loan is 2 years at an interest rate of 1%, and any portion of the loan not forgiven must be repaid at the end of the 2-year period.

If you recall, when applying for the loan, you were required to provide documentation to verify your average monthly payroll for the 12-month period preceding your application. However, for calculation purposes, each employee's payroll for a year had to be limited to a maximum of \$100,000.

The PPP loan amount is based on 2.5 times the average monthly payroll as determined by one of these methods:

These loans are partially forgivable if they are used for the intended purpose of keeping your employees employed during the 24 weeks following the funding of the loan. It is important to be aware of how forgiveness is determined to maximize loan. It may seem simple at first glance, but this is before taking into consideration all of the minutiae built into the loan forgiveness computation that will reduce forgiveness.

- **REDUCTION OF PAY**

You must determine any reduction in pay that is in excess of 25% on an employee-by-employee basis. These reductions in excess of the 25% will reduce the forgiveness amount dollar for dollar. There is no reduction in pay for an employee whose reduction is restored by June 30, 2020.

- **DECREASE IN EMPLOYEES**

Where the average number of employees has been reduced during the 8-week period as compared to a prior testing period, the forgiveness is proportionally reduced. For example, if there were an average of 10 employees during the testing period and an average of 9 during the 8-week period, then the forgiveness will be reduced by 10%. You will be able to choose either January 15 to June 30, 2019 or January 1 to February 29, 2020 as your testing period.

- **LIMITATION OF EXPENSES OTHER THAN PAYROLL**

Although the loan proceeds are primarily intended for maintaining payroll, other qualified uses include rent, lease, business interest and utility payments in force before February 15, 2020. However, these expenses are limited to 25% of the forgiven debt.



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There are other complications involved in determining the forgiveness as well.

Determining a loan's forgiveness starts with the sum of the payroll and expenses for the 24-week period and then is reduced for each of the items above. As you can see, it is not as simple as some would have you believe, and loan forgiveness is not automatic.

When applying for these loans, borrowers were required to make a good faith certification that there was a need for the loan. The Treasury has since come up with an "economic uncertainty" safe harbor for loans of less than \$2 million, under which the borrowers will be considered as having made the required certification concerning the necessity of the loan request in good faith.

We can assist you in planning your expenditures to maximize your loan forgiveness based upon government guidelines. Please call for a telephonic appointment.



# COMMERCIAL INSURANCE

## IS A PANDEMIC INSURANCE PROGRAM ON THE HORIZON?

The Coronavirus has shown us all how susceptible we are to a pandemic, and the terrible financial domino effect future pandemics can have on our global economy. Therefore, some are calling for the government to step in and assume sole risk of future pandemics, through a government program like the current National Flood Program. Others believe that having the government be the only provider of pandemic protection may not result in sufficient societal and economic resilience needed to temper the financial damage future pandemics might cause.

Privately purchased Pandemic insurance coverage has existed for a long time. However, due to the potential for enormous loss, and the insurance buying philosophy of most businesses, this coverage has always been extremely expensive and rarely purchased. Now, as with risks such as terrorism, massive cyberattacks, and floods, it appears that pan-

demics are too big for government, or the private sector to manage alone. What seems to be needed is a nationwide coverage program in which all businesses pay mandatory premiums to insurers that are financially backed by the federal government, so those carriers can provide well-crafted affordable Pandemic Insurance coverage. This would establish an environment where the financial risk of future pandemics is spread among all businesses, the insurance sector is the first line of economic response, and the government provides a financial backstop needed to avoid carrier insolvencies.

This type of public/private insurance program is not without precedence. After the 9/11 attacks, Congress passed the Terrorism Risk Insurance Act, which created a safety net for insurance claims arising from terrorist attacks. But Uncle Sam did not assume all the financial and administrative responsibility on its own. As a result, insurance companies now write Terrorism coverage as a normal course of business, employers have

improved their security practices, and the country is more financially resilient to that threat. Under this type of system, operational scrambles like those that recently plagued the Paycheck Protection Program should be mitigated, banks and other capital providers could better understand and price risk, and the potential for businesses - especially small businesses - to be destroyed by an exposure to loss that is outside their control will be greatly reduced.

As a result of the current pandemic we are already seeing sweeping changes in the way business is done. Manufacturing is moving towards geographically diversified supply chains, retail stores and restaurants are shifting to contactless ordering and payment systems, businesses of all kinds will now have greater acceptance of and the infrastructure to support remote work, new and better standards for cleaning facilities are being demanded, and regular checks to diagnose employees are occurring. These actions should help prevent future outbreaks from reaching the scale that COVID-19 has, while at the same time serving to reduce the cost of future pandemic insurance. Coupled with a strong public/private pandemic insurance system, they should also inspire more entrepreneurial risk and economic confidence into the future.



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# HUMAN RESOURCES COMPLIANCE

## THE SIX SOURCES OF WORKPLACE CULTURAL CONFLICTS

Workplace culture is how people interact and treat each other in the work environment, and elements of those cultures will influence whether the organization is a positive or toxic workplace. This has become more complicated over the last month with the events happening around the country.

In a survey by Emtrain responses from 40,000 employees across more than 125 companies traces workplace conflict back to six key indicators:

**Unconscious bias.** As workforces become more multicultural and multi-generational, these unintended, learned stereotypes come to the fore.

On this factor, awareness is an essential first step. But awareness alone will

not decrease the effect of unconscious biases. Most employees do not see the processes that organizations can use to mitigate unconscious bias, such as role modeling, consistent employee evaluation and equal division of support tasks.

**Social intelligence.** This is the ability to recognize and negotiate the social dynamics of the workplace. Only 46 percent of employees surveyed by Emtrain said their coworkers understand the impact their words or behaviors have on those around them, and just 23 percent said their coworkers can accurately pick up on the mood in a room.

**Preexisting mind-sets.** Employees carry different perceptions of experiences and conflicts with them, and they often see their perspective as the correct one—amplifying the potential for conflict and misunderstanding. They bring similar diversity and preconceptions about how to resolve conflict.

**In-groups and out-groups.** Most people can easily recognize in-groups from their school days: cliques, popular groups, the “in-crowd.” At work, these groups can form around race, gender, political beliefs, or other factors. People in out-groups receive less trust and support from their managers compared to members of in-groups. 63 percent of in-group employees surveyed said that if they report something, they are confident management will take the complaint seriously. Only 40 percent of out-group employees said the same.

**Power dynamics.** The use of power by managers can range from coercion to influence to empowerment. While the

majority of managers are not tyrants—most survey respondents said it is rare for people to get away with disrespectful behavior because of their authority—nearly one-third of survey participants identified power disparity as causing the greatest level of conflict at work.

Power dynamics can shift in a toxic direction, especially when combined with one or more of the personal cultural factors. If a manager has power but weak social intelligence skills, employees may feel uncomfortable or underappreciated, but could be unwilling to speak out for fear of repercussions.

**Norms and practices.** These are the spoken and unspoken rules that govern what is and is not appropriate workplace behavior. Deliberate, positive norms are the strongest predictor of healthy culture, and they can counterbalance negative effects from the other cultural indicators.

However, only half of employees see strong norms and practices at their companies. Among employees who see strong norms at their workplace, 75 percent said their organization is healthy, compared to 32 percent of employees who do not see strong norms.

We tend to minimize what others are thinking or feeling, but really their feelings and thoughts are just the same as ours. By showing a sense of compassion and mercy—not shooting the walking wounded—you can engage your people and let them know that they can feel safe in your workplace. That can do more for your culture in today’s situation than almost anything else.



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# MANUFACTURING EXCELLENCE

## PREPARING FOR A POST-COVID WORLD

In this era of COVID 19, most manufacturers have been experiencing significant reductions in volume. While the recovery time will vary from industry to industry, markets will return and volumes will come back to pre-COVID 19 levels.

While we are strained financially for the short term, are we taking advantage of the fact that our facilities are not fully utilized, are experiencing down time, and consequently available for making process improvements which will not be possible as demand returns to pre-COVID levels?

In conversation with Southern California manufacturers, my observation is that most are doing an excellent job of managing their variable costs. Costs such as labor, materials, tooling, and outside services should remain constant as a percent of sales. Most manufacturing managers are highly focused on these costs and generally do a good job of managing them.

The reality however, is that variable costs account for only 30% to 40% of costs in most manufacturing operations. The balance of costs are fixed. This includes buildings, equipment, insurance and a significant portion of utilities. While little can be done to control these costs in the

short term, we can take action now to dramatically improve our future fixed costs per unit.

Let's take a look at the simple reality of fixed costs. The fixed cost per unit of production is a very simple ratio. The numerator (fixed costs) may be moved slightly through re-negotiation but these reductions are not likely to be significant. The key is growing the denominator (units of production) without increasing the fixed cost numerator. That requires that I learn to increase throughput without increasing fixed costs. This must be done at every level: administration, engineering, inspection, shop floor, logistics and maintenance. How do I change these manufacturing processes in a way such that more product moves through the manufacturing flow while maintaining (or reducing) facility, equipment, technical, administrative and managerial costs?

The first question is where do I look? How do I identify where to focus time and resources for efficiency improvements? Consider looking at two fundamental process drivers: Variation and Velocity.

**VARIATION:** Ask yourself, based on your personal experience and your production data, where do I see variation in the process? What are the indicators? Are we

making excessively large lots of product to overcome variable yield losses? Do you see inconsistent scrap rates? Are these inconsistencies related to equipment, suppliers, processes or personnel? Does the amount of rework vary from lot to lot? These are red flags which should cause us to look deeply to explore the root causes, identify improvements required, and commit time and resources to correct deficiencies.

**VELOCITY:** What is slowing the "cash to cash" cycle in my operation? Mapping out the processes from the time the order is received and cash is laid out for internal staff time (estimating and administration) to the moment cash is received from the customer, where does the process stop or bottleneck?

- Where are processes taking longer than necessary?
- Are there unnecessary steps which need to be eliminated?
- As you walk the shop floor, are excessive amounts of product idle on the shop floor, driving up fixed unit costs?
- Are inventories increasing as demand decreases?

As future demand increases, we will again be consumed by the drive to meet customer demand. Let's take the time now to prepare so that we come out of this COVID era stronger and more prosperous than ever.



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# INFORMATION TECHNOLOGY

## 8 WAYS TO IMPROVE YOUR WORK FROM HOME EXPERIENCE

These days, the remote Work From Home paradigm has become the defacto standard for most knowledge workers. And since it looks like this probably isn't going to change in the foreseeable future, it makes sense to make your environment as comfortable and productive as possible.

Working from home means you and your staff probably don't have all the gear that you're used to at the office. So, if you're going to be working from home on a regular basis, I'd suggest making the transition a little bit easier by upgrading your setup.

Here are 8 ways to improve your Work From Home experience...

### 1. UPGRADE YOUR COFFEE MAKER

In the office, coffee is the source of life. So why not make it so at home? Look into replacing your old coffee maker with a Keurig or a Nespresso. You're going to be spending a lot of time focused in an environment that isn't really built for focus, so splurge a little and invest in something that will pay dividends every day.

### 2. SIT-STAND DESK CONVERTER

Sit-stand desks have become standard at most offices, so if you like having more movement in your workday, it's time to invest in one for your home office.

### 3. STANDING MAT

This one goes with the standing desk like peanut butter goes with jelly. Don't skimp and let your standing

plans be sabotaged by discomfort. Look for a mat that's comfortable whether you're wearing shoes or not. Manufacturers claim that these sort of mats reduce pressure on a person's knees by 40%.

### 4. ERGONOMIC KEYBOARD

Even if it feels like an unnecessary expense, your wrists and shoulders will thank you if you invest in an ergonomic keyboard. The goal is to have your wrists in a neutral position, not bent.

### 5. ERGONOMIC MOUSE

The Logitech MX Vertical mouse is an absolute must. I have one in the office and one at home. The design places your hand in a natural handshake position using a 57-degree angle, which reduces muscular strain by 10%.

### 6. UPGRADE YOUR HEADPHONES

Now's the time to trade up to a better set of headphones as well - for those times when your home is noisy or you're working from a coffee shop. While you don't necessarily have to spring for Apple AirPods, it's worth it to get a nice set of wireless headphones - especially to double as a mic for all the video calls you'll be part of.

### 7. WEBCAM

Working remotely means more virtual meetings, which means more video calls. If your business leverages Microsoft Teams like we do, you'll find



## Craig Pollack

### FOUNDER & CEO

FPA Technology Services, Inc. –  
"IT The Way It's Supposed To Be!"  
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yourself talking to people through video more than ever before. Which means having a webcam is no longer an option - it's a must have.

### 8. NATURAL LIGHT LAMP

Just like the standing mat, the ergonomic keyboard, and the ergonomic mouse, this is worth the investment in your health. People who have access to daylight during work hours are more productive during the day and sleep better at night. Adding some natural light to your home office could make a difference in the long run.

### RECAP

The remote Work From Home approach is here to stay. And the ability to up your environment will only improve your productivity and, ultimately, the performance of your business. Make sure you've done all you can to make working from home as easy, enjoyable, and productive as possible.

# COMPANY BENEFITS

## THE CORONAVIRUS: HOW TO KEEP YOUR EMPLOYEES SAFE

As employees begin to return to work, it won't be business-as-usual. Public health officials warn that if precautions aren't taken, there is a risk of a second wave of COVID-19 cases. It is important that employers keep their employees informed to keep everyone safe.

While this will vary depending on your location, practices that remain in place include social distancing, cloth face covering requirements and limitations on the number of guests within a business.

### **Social distancing –**

Keeping your distance will be a key component in staying healthy as things continue to reopen. To properly practice social distancing: stay at least 6 feet—which is about two arms' lengths—away from others, avoid gathering in groups, mass gatherings or large crowds whenever possible and wear a protective face mask or covering when out in public.

### **Cloth face covering requirements –**

Some states, cities and businesses have rules in place requiring people to wear a cloth face mask at business locations to help prevent the spread of the coronavirus.

### **Limitations on number of guests –**

There is also guidance in place to promote social distancing, including limiting the number of guests allowed within an office building. Be sure to check local guidelines or business postings for direction as an employer.

### **What can you do to stay safe?**

It's up to you and your employees to do your part to keep yourself and others safe during this pandemic. To do so, keep the following in mind: stay home when you're sick, wash your hands frequently with warm water and soap for at least 20 seconds, avoid touching your eyes, nose and mouth, practice social distancing, wear a face covering when in public and follow guidance from federal, state and local health officials.

### **When Information Becomes Misinformation: Infodemic**

Public health experts are also fighting the effects of what they refer to as an infodemic. Defined as an outbreak of misinformation, doctors are saying that this infodemic is making it harder to treat patients, moreover, this misinformation can lead to a breakdown in the doctor-patient relationship, increase risk of infection or serious illness, or worsen the course of the COVID-19 pandemic.

Doctors say that an infodemic focused solely on COVID-19 quickly has begun and spread. The misinformation being shared is widespread and includes at-home treatments for the coronavirus, claims over how the coronavirus is spread, and how to stay safe in public. The COVID-19 pandemic is rapidly evolving, which leads to changing guidance and advice for staying safe. Despite this, it's always best to weather the storm and follow guidance from the CDC and your local public health officials.

In addition, the following tips will help you sort out fact from fiction:

### **Fighting the Coronavirus "Infodemic"**

- **Research the source** – Some companies are trying to profit from fear and uncertainty during the pandemic, and some are spreading false information about the coronavirus in order to promote their product or service. Be sure to research the claims, studies and data brands are sharing to validate the information.
- **Review multiple sources** – If information being shared is true, there will be a host of other sources sharing the same information. If a piece of information is an extreme outlier, and other sources are not saying the same things, it's probably not accurate.
- **Trust your gut** – If something seems or sounds too good to be true, it probably is.
- **Check reliable resources** – The CDC, local public health officials and your doctor are the most reliable sources to get your coronavirus-related questions answered.

Source: Live Well, Work Well Heffernan Insurance Brokers



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# CFO *Insights*

## THINKING OF SELLING YOUR BUSINESS? 4 ACTIONS YOU NEED TO TAKE TODAY!

Are you starting to contemplate exiting your business in the not too distant future? If you are, successfully achieving your exit goals requires time, knowledge, and tenacity. With the knowledge component being the focus of this article, here are 4 actions you need to take today to begin preparing the future.

### KNOW YOUR OPTIONS

There is a plethora of exit options that range from synergistic sale to a

competitor to the dreaded business liquidation. Exit options can be broadly categorized as being either external transfers (e.g. sale) or internal transfers (e.g. management buyout). Take some time to educate yourself on the pros and cons of the various options and how your situation affects your available options. Two key considerations when assessing options are the amount of time you have before exiting your business and your post-exit financial resource needs.

your business needs to be viewed in the context of your selected exit option, which will include synergistic, investment and fair market methods. Through all this review, remember that the key is not what you get, but what you keep when the transaction is complete and everyone is paid, especially Uncle Sam.

### BUILD A TEAM OF ADVISORS

You already know that it takes a village to raise a child. Well it is going to take a team of trusted advisors to successfully exit your business. Potential members of your team include your CPA, a transactional attorney, insurance expert, business broker or M&A advisor and several others. Additionally, having a CFO Services consultant to coordinate it all will help.

If you can focus on these 4 actions, you will be well on your way to transitioning to the next phase of your life and building a legacy you will be proud of. If you have questions or need additional information, feel free to reach out.



### Chase Morrison

I provide CFO services to manufacturing and distribution companies with revenues ranging from \$5M to \$40M in revenue, with a focus on helping clients better utilize their ERP/accounting systems to overcome barriers to growth and profitability.

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### STRENGTHEN YOUR COMPANY FINANCIALS

This is especially true if you are planning an external transfer, because of the scrutiny your financial records will endure. Do you have any overly aged receivables on your balance sheet? Is inventory tested and accurate? Are there any other questionable assets? Are gross and operating margins stable over time or do they fluctuate like the S&P 500 has recently? Better to strengthen your financial reporting now rather than having to explain "who shot John" during due diligence.

### GAIN AN UNDERSTANDING OF VALUATION METHODS

When valuing a business, there is no absolute answer. The value of

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# ALTERNATIVE FINANCING



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## ACCEPTING CREDIT CARDS TO INCREASE CASH FLOW—NEW HEALTH ORDER

We all know that to in order to legitimize your business, boost sales and be competitive, companies need to be able to accept credit card payments from their customers.

Accepting credit cards can also help improve your business' cash flow. Strong cash flow is more important now than ever. In most cases, credit card transactions are electronically processed and are likely to be settled quickly. Then the proceeds are immediately deposited in to your business bank account by the processor within a matter of days. This will not only increase and improve your cash flow but will discard issues revolving around checks, billing, and invoice collection from your customers.

Now, in response to the COVID-19 pandemic, many counties have issued orders saying that essential businesses must provide for contactless credit card terminals. These counties include but are not limited to Santa Clara, Santa Barbara, Los Angeles, Alameda, Marin, San Mateo, Berkley, Sacramento, Sonoma, San Diego, Placer County, Lake County, Sutter and Yuba, Ventura, Mendocino and Monterey. The order basically reads that any open, essential business must provide for contactless payment systems or if not feasible to do so, disinfect for the next customer by disinfecting all payment portals, pens and styluses after each use.

As a result, we have partnered with a credit card processing company in Southern California that offers a Zero-Touch Solution to help reduce the risk of transmission of the virus. The terminals are customer facing and easy to

sanitize. Your employee just sends the amount to the terminal from their computer and the customer can complete the transaction touch free. There is no signature required and no receipt exchange.

Clearly, you want to do what you can to be safe, minimize your liabilities and save time.

With things shifting and more people working from home, businesses will also likely need to implement more flexible systems to accommodate remote work spaces. It's important to have remote payment processing capabilities. You want your employees to be able to process a payment from any computer with internet access. Or if you have not already set it up, you want the ability to be able to take payments directly from your website. Does your current processing company offer these features?

More importantly, you don't want to be overpaying for a manually keyed credit card transaction vs. a swiped transaction. Our partner will be able to analyze your processing fees and make sure that you are set up properly to minimize the processing costs associated with both card present and card not present transactions. Either way, you will not pay more than what you are paying for the system you have today.

**LET ME KNOW IF YOU WOULD LIKE  
TO SET UP A 15-MINUTE DEMO  
OF THE PROGRAM.**



# WE CAN DO BETTER

## A LIFE IN BLACK AND WHITE

How can we move our businesses and our people forward with compassion amid so much turbulence and tension?

### WHY WE ARE HERE

George Floyd's death at the hand of a White police officer has caused social unrest across the country and around the world but it is also an excellent opportunity for positive social change. Personally, I am seeing interest from many White Americans who want to learn how they can help break the cycle of Black racism and social injustice. This is a key time for business leaders to educate themselves on how to have these meaningful conversations with their employees of all races. Due to my business and life experiences, I find that I am uniquely qualified to offer support in doing just that.

### WHY ME?

- I was born to a White mother and a Black father in 1958 in Minneapolis, Minnesota.
- Because of the culture at that time, I grew up in a predominantly Black culture and went to an historically Black University.
- As a Black teen, I was affected by the trauma of being treated differently because of the color of my skin and that has stayed with me. It was all I knew.
- When I moved to California, I looked different than I did when I was younger and because of the culture here, I was accepted in the business community and promoted to lead large sales teams in a primarily White world.
- Since I looked White, I was accepted as such and that opened many doors.

My goal in leading discussions on this very timely topic is to use my life and business experiences to promote meaningful conversations about how

we can all work better to reach a new level of understanding and learn about things we simply don't know

### WHY NOW?

Corporate America is at a very important crossroads regarding race relations. Whether one chooses to move forward and expand one's ideas on this subject is an individual choice. However, now is a good time to gain understanding and positively impact all employees, regardless of their race. If nothing is done, the results can be very damaging as seen here:

- The CEO of CrossFit who recently tried to link the coronavirus to George Floyd protests. As a result of his insensitive remarks, Reebok has cancelled their 10-year relationship, franchisees are leaving, the community is unhappy, and sports icons are saying they won't compete in any CrossFit challenges. He was eventually fired.
- In Charlotte, NC, the head of a security company named CPI said, "Maybe our time would be better spent focusing on black on black crime." As a result, the Carolina Panthers, Charlotte Hornets, and



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literally hundreds of other corporate clients have cancelled their relationships.

If companies don't figure out how to change this narrative and focus support around eliminating social injustice, they will lose clients and employees of all races and damage their communities. Since most boards and leaders of companies are primarily White, many have no experience dealing with this so there is a strong need for information.

### FOCUSED TOPICS CAN BE:

- Why do Black Americans feel the way they do?
- Why are so many young White Americans motivated to stand with their Black peers in the movement?
- How this will affect all of your employees and your company culture?
- How can businesses best meet cultural expectations going forward?
- Do you know your company metrics when it comes to Black employees?



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## JOB BENCHMARKING MADE SIMPLE

### BENCHMARK, THEN COMPARE

**Setting up a job's benchmark is easy once you get the hang of it.** Just follow these two simple steps. If you need help, contact TTI Success Insights and we'd be glad to walk you through it. **Start by benchmarking the job as outlined below.**

#### ***First, you must:***

## BENCHMARK THE JOB

1. Identify 3 - 7 Subject Matter Experts, explain the purpose of Key Accountabilities and provide an agenda
2. Create a job assessment link
3. Facilitate the Key Accountability session by helping to identify, rank and weigh each Key Accountability
4. Provide Subject Matter Experts with instructions for completing each section of the job assessment
5. Combine the results into a Multiple Respondent Report and review with the Subject Matter Experts
6. Pinpoint the critical success factors in each area assessed and create the Job Overview Page

#### ***Then, you've got to:***

## COMPARE TALENT TO THE JOB BENCHMARK

#### **For Hiring...**

1. Advertise the position
2. Screen resumes for hard skills and experiences
3. Conduct email or phone interviews with candidates
4. Create talent assessment link
5. Assess candidates
6. Create Comparison Report for qualified candidates
7. Compare the candidate to the Job Overview Page
8. Conduct in-person interviews with questions found in the Job Report
9. Make your hiring recommendation
10. Provide a new hire binder including Comparison or Gap Report, Coaching Report, Development Report and/or Rx development access

#### **And/or Development**

1. Identify current performers in the position
2. Create talent assessment link
3. Assess the current performers
4. Create a Comparison or Gap Report
5. Discuss results and pinpoint development areas and strategy
6. Provide a Comparison or Gap Report, Coaching Report, Development Report and/or Rx development access



## **A Laser Beam-Focused Workshop to Uncover Obstacles to Growth**

### **10 Reasons to Get an X-Ray for Your Company Today**

**ONE:** Walk away with a winning short-term and long-term view of your company's strengths and weaknesses and turn them into action steps.

**TWO:** Target what and where your key issues are: People, Process or Profit and gain insight on how to address them in order of priority.

**THREE:** Get your company focused on the right path to improving performance.

**FOUR:** Remove the hidden barriers that are causing performance to slump, people to disengage and profits to dwindle.

**FIVE:** Lock onto your five greatest challenges and take them on one by one until performance begins to improve.

**SIX:** Uncover the Rules of the Road for your stage of growth. Take a hard look at how well you have completed each Rule for your stage of growth. Based on our research not getting these done at the right time is a huge 'performance drainer' for all companies.

**SEVEN:** Learn the secret behind your builder / protector ratio (this is your 'confidence / caution quotient'). Find out why your employees are so uncomfortable with change. Figure out how to create an atmosphere of confidence with just the right amount of caution.

**EIGHT:** Create a "language of growth" that will resonate with every single employee, helping them to understand how they impact a company's profitability.

**NINE:** Learn how to maximize your company's ability to stay focused on the right things at the right time.

**TEN:** Determine if you are "running ahead of your headlights" and what that means to your business performance in the next 6 to 12 months.

**For a free consultation on this workshop, please contact Ken Keller.  
[Ken.Keller@StrategicAdvisoryBoards.com](mailto:Ken.Keller@StrategicAdvisoryBoards.com) or call 661.645.7086**



**TEN Attributes Gained from Zeroing in on Your  
Company's Profit Zone™ Program**

**ONE:** Walk away with a winning short-term and long-term view of a company's strengths and weaknesses and turn them into action steps.

**TWO:** Begin the education of the management team on how they impact the company's bottom line.

**THREE:** Get the company focused on the right path to improving performance.

**FOUR:** Remove the hidden barriers that are causing performance to slump, people to disengage and profits to dwindle.

**FIVE:** Raise questions regarding financial aspects of a company that help identify areas of strengths and weaknesses.

**SIX:** Recognize the importance of the 9 activities that impact a company's profit zone.

**SEVEN:** Learn how every single person in the company can help improve profits and reduce costs.

**EIGHT:** Help each and every employee see how their job impacts the company's bottom line.

**NINE:** Reduce the unknown by creating a language around financials that help employees control their destiny.

**TEN:** Tap into the intelligence of employees as they discover new ways of understanding how their time, performance and productivity can help a company sustain profitability.





### **17 Benefits Your Participants will Gain from the PZ:**

1. Improve communications among key staff members which will improve team interaction.
2. Introduce a language of growth in order to engage every single employee in helping the company succeed.
3. Identify areas where understanding how each person impacts the company's bottom line will make significant changes in the company so that everyone can work with common goals and objectives.
4. Takes the fear and the unknown out of growing a business to provide a more targeted approach to specific growth issues.
5. Provides a well-thought out road map to maximize performance.
6. Helps improve a leader's ability to address conflict and reduce tension that leads to unproductive behaviors.
7. Uncovers key indicators to allow a company to identify areas of impact and benchmark performance.
8. Educates individuals on financial literacy concepts which can address the statistic that 71% of employees become disengaged from the company within 6 months after joining.
9. Provides critical financial management training that encourages managers to focus on empowering employees, leading to employee retention.
10. Allows people to get to the truth of all issues.
11. Become more focused on how to exceed customer success which will mitigate the chances of customer's migrating away.
12. Improve staff satisfaction and productivity.
13. Find closure from past issues.
14. Discover the next best thing to do that will increase performance.
15. Identify real issues based on factual, non-emotional insight through the use of self-diagnostic tools and assessments.
16. Creates a graphical overview of a company's vision for improvement, keeping key initiatives fresh and accessible.
17. Provides a step-by-step process to engage entire company in the planning process once key initiatives are created and shared with employees.

If you would like to learn more about the Profit Zone™ please contact Ken Keller at 661.645.7086