

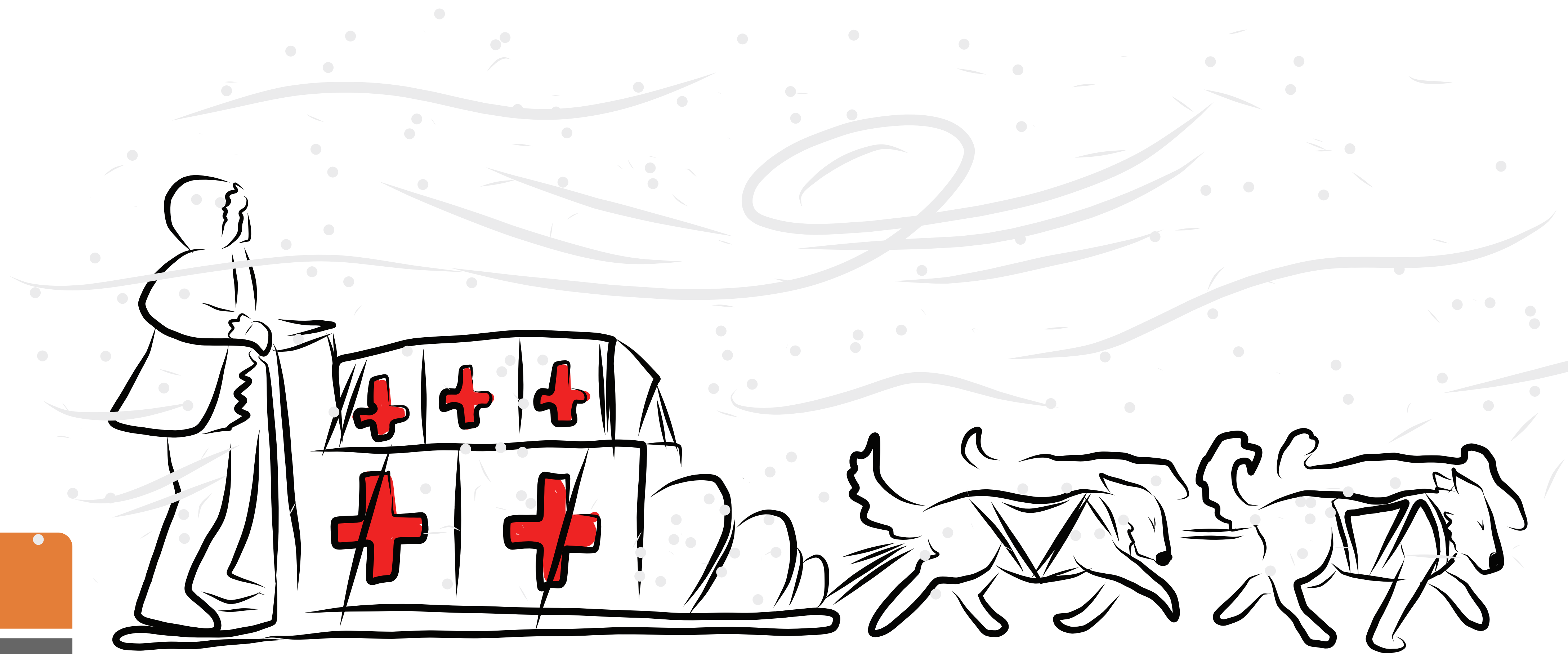
after the triage:  
how do you prepare  
your firm for life on  
the other side?

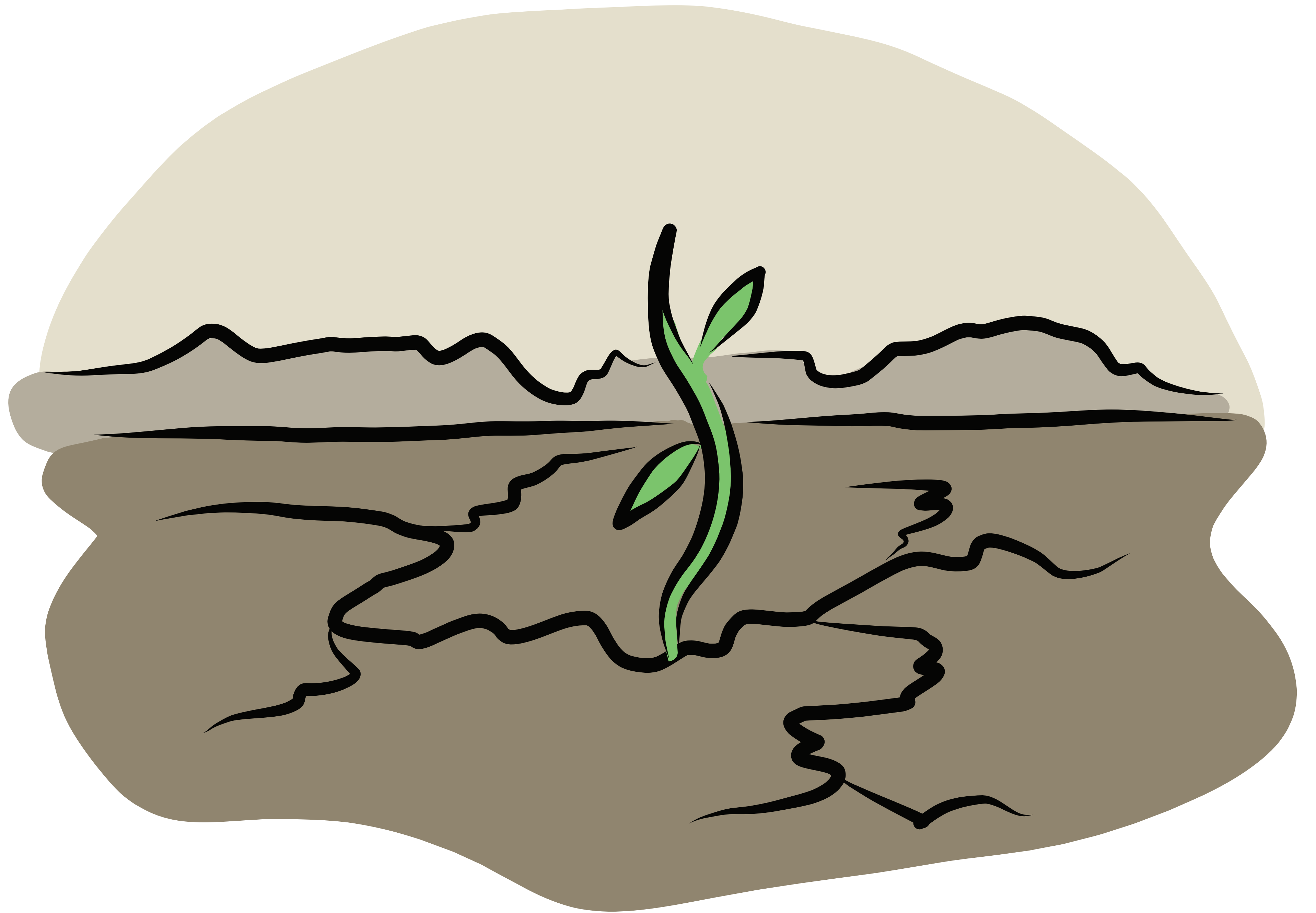
david c. baker | recourses, inc. | nashville, april 6, 2020



some alternate  
messaging











staff





- some will want to be made whole financially
- layer stripped things back, tied to firm's performance
- do another evaluation of wfh and stick to it
- maintain same degree of open book
- you'll have no losers—and you'll have choices





clients





- not so with clients, a mixed bag
- identify best clients
- cycle the rest
- then decide on growth, maintaining this ratio:  
opportunity > capacity
- follow strict percentage and dates and paperwork





contractors



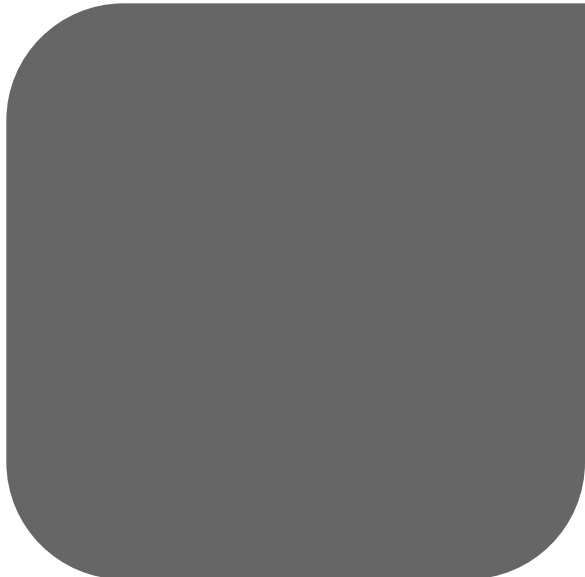


- focus on upgrading, where possible
- but latch onto permanent contractors and not temporary ones looking for work
- use fixed bid vs. t+m
- build out skill players most of all





service offerings





- note discounts all along
- pull back flirtations w/ other markets
- evaluate deeper services for existing focus
- try to make it easier for prospect to buy a defined package
- detach from “doing”; it’s just handy from a trusted, convenient source





- recognize that there is zero safety in mrr
- experiment w/ staff aug, department advice, their product development





financial





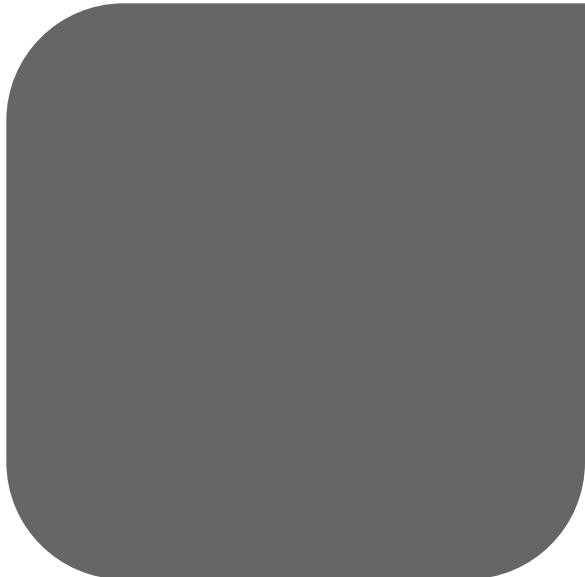
- 2-4 months of cash
- no debt
- 45% unburdened
- > \$155k/fte ee
- pay yourself as if that's all you'll have







marketing





- clear positioning w/ numeric testing
- website completely ready to go
- 20 topics, illustrated and written
- drop low level
- own mid level
- pick one upper level

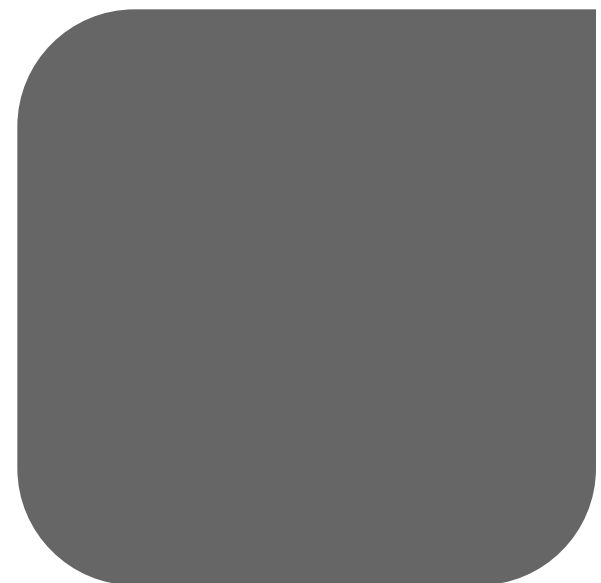




leadership



- clarify your own role w/ these 3 (4) things
- resist urge to add back fat: ea, hr, cfo, it
- be emotional if you are
- make decisions before the fog lifts over the clarity





succession,  
ownership,  
equity



- build as if a specific buyer will target you
- take time off to squeeze your daily role out of a spf
- begin a new financial story, w/ 2020 the anchor year
- break up lame partnership
- be open to merger





your leverage?



- be really different
- be really disciplined
- be really grateful





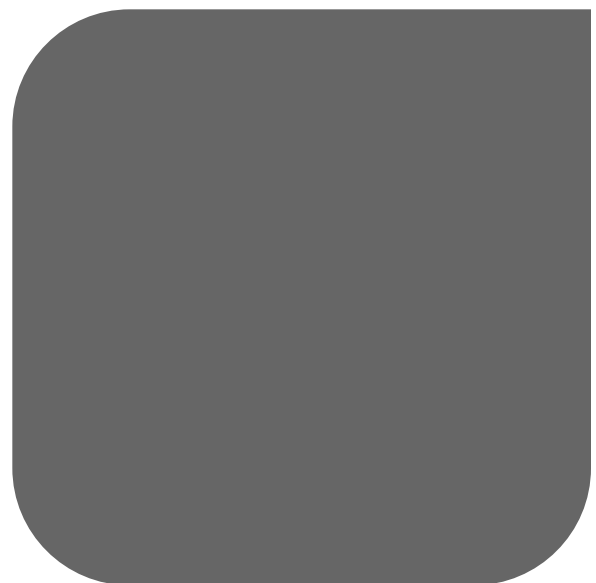


cross commercial  
message





- new business audit
- total business review
- merger / acquisition
- service offering design
- orderly dissolution





sending you deck/audio in  
a few days

questions?