



GILMORE JASION MAHLER, LTD
INNOVATIVE IDEAS. TRUSTED ADVICE.

A large, detailed 3D model of a COVID-19 virus particle is centered on the page. It has a spherical, textured surface with numerous spike-like protrusions (glycoproteins) extending from it. The background is a light blue gradient with several other, smaller, semi-transparent virus particles scattered around.

COVID-19

Protecting your business



GILMORE JASION MAHLER, LTD
INNOVATIVE IDEAS. TRUSTED ADVICE.

We shared these ideas at a recent GJM event for manufacturers on how to protect your business from threat. We think these thoughts are applicable in the COVID-19 crisis and hope you find them helpful.

1. Improve the quality of your balance sheet

- a) Reduce discretionary spending
- b) Accelerate A/R collections effort
- c) Tightly control investments in new equipment

2. Enhance sales strategy

- a) Grab market share (but prepare for aggressive pricing)
- b) Can't rely on more sales from current customers
- c) Protect current customers and add new customers

3. Reduce RM/FG inventory levels

- a) Look at reducing excess and slow moving inventory
- b) Stock high margin/fast selling items
- c) Move closer to a “just in time” inventory system

4. Evaluate supply chain

- a) Ensure costs are appropriate and competitive
- b) Look for additional sources

5. Evaluate staffing flexibility

- a) Cross training employees
- b) Grade your employees (protect your A's)
- c) Look at revenue producers vs support staff
- d) Consider subcontractors/temporary employees

6. Reduce costs

- a) Evaluate SG&A
- b) Make cuts where appropriate on discretionary spending
- c) Count nickels – they add up when top line shrinks
- d) Re-quote with vendors
- e) Do not eliminate marketing and other costs that support long term customer development

7. Review relationships with banks and bonding companies

- a) Truth
- b) Transparency
- c) Continued dialogue

8. Develop acquisition strategy

- a) Multiples may be dropping
- b) Competitors may not be prepared and in trouble
- c) Could add complimentary product line
- d) Buy assets of failing company

9. Save cash

- a) Cash is KING
- b) Ability to navigate slow down
- c) Ability to invest in competitors or make important investments



GJMLTD.COM