

Nasdaq Entrepreneurial Center

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BPM

Managing People and Financial Anxieties Cash Flow for Small Businesses

Thursday, May 28, 2020
11:00 a.m. – 12:30 p.m. PT

Notices

The information contained herein and topics discussed in this presentation are of a general nature and are based on authorities that are subject to change. Applicability of the information to specific situations should be determined through consultation with your financial or legal professionals.

Opinions expressed in this webinar do not necessarily reflect the opinions of BPM LLP as a firm.

Panel



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From Stimulus to Emergence

Immediate: *Liquidity Crisis*

Stimulus Packages

Medium Term: *Operating Profitability*

Forgiveness Period ending
People Strategies

Longer Term: *Business Model Viability*

Business strategy – what remains relevant?
Build flexibility and agility into planning



Latest News

The Current Situation & What's Happening Next

- Both the House and Senate are evaluating bills to increase PPP loan forgiveness flexibility
- Main Street Lending Program - on May 19, Federal Reserve Chairman Powell indicated the MSLP would be up and running by the end of May or the first week of June.
- Stimulus Round 4 – What might it include and when might it pass?
- Alternative Funding Options – Asset-Based Lending, Mezzanine Funding, Senior Debt

People Strategies

People First

Supporting People

- Employees are experiencing fear, loneliness, anxiety, and stress, unlike any other time in their history

Strategies and Considerations

- Implement a site-specific return to office plan
- Redesign office space (physical, safety & well-being)
- Know what to do if an employee doesn't want to return to the office, is exposed or is showing symptoms
- Accommodation, Workers Comp & EAP

Become an Agile and Resilient Organization

- *All* management is good management
- Accountable and performance based
- Culture shift

DRIVE PERFORMANCE

ALIGNMENT



Create a direct link between strategy and employee goals with clear responsibilities.

ENGAGEMENT



Employees know how their efforts map to company initiatives, priorities and milestones.

TRANSPARENCY



Everyone can see status of projects and the resources allocated to them.

RECOGNITION



Regular guided conversations between managers and employees ensure timely feedback.

CREATING ACCOUNTABILITY

Financing and Maximizing Value

Financing Options

- What is the market telling you?
 - Additional working capital needs? Tell your story
 - Delayed next round? Extend your runway
- Stay close to your existing bank
 - Regulation is eased now, but Summer may be different
 - Understand original term sheet and possible forbearances
- Alternative forms of debt
 - Direct lenders
 - Mezzanine – private funds
 - Asset-Based or Factoring
- Viability through different equity
 - Private Equity
 - Family offices

Maximizing Value

- Positively affected? *Double down*
- Adversely affected? *Evidence resiliency/survival*
- Understand IPO vs. private capital paths
- Expanded Multiples
 - Be aggressive with your bottom line
 - Install FP&A to connect operations with your story
- Valuation – *Risk is its own conversation*

Q&A

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