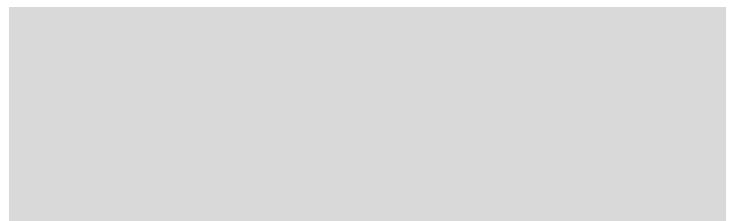


Covid Business Strategies For Small and Medium Enterprises



Certified Global SME Advisors®
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Covid Business Strategies for Small and Medium Enterprises

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Globally, small and medium enterprises (“SMEs”) drive 54% of the gross domestic product in the top 17 economies in the world, according to the World Bank. Thanks to all SME leaders for driving our economies forward.

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Introduction

By [Phil Symchych](#)

Canada

Just a few short decades ago when I was a university student, I was stressed about an upcoming tax exam. Looking back, exams seem very minor compared to the personal and financial hardships many are experiencing today due to Covid. However, when you're young, anything happening seemed very serious.

Seeking some advice about my serious tax exam situation, I called my Dad. He was a man of few, but wise, words. He was also a World War II veteran who had been chased by a tank, blinded when tank artillery hit a brick school house he was hiding in, and left for dead after being hit with machine gun fire. My brother and I grew up hearing his war stories and likely became disproportionately brave in certain situations. Dad never could sit in front of an open picture window for long; likely the long-term effects of post-traumatic stress disorder.

The tax exam conversation with my Dad went exactly like this:

“Hi Dad, I’m stressed about a tax exam.”

“A what?” he asked.

“A tax exam,” I replied. Brief silence followed.

“Are you in a foxhole,” he barked.

“Uh, no,” I stammered.

“Is anyone shooting at you?” he demanded.

“No,” I replied, wondering where this was going. More silence...

“You’ll be fine.” Click.

No one is shooting at us. We have – and want to protect – our health, our families and friends, and our businesses. We live in civilized societies that can adapt and thrive in this, or most any, situation. Stay safe. Wash your hands.

Full speed ahead!

Shifting Into Gear

By [Dan Weedin](#)

United States

Back in 1979, my dad taught me to drive in his red 1967 Volkswagen Bug. He believed correctly that if I learned how to drive a manual transmission, then I could drive any car. To this day, I love driving a manual. And so, in his memory and for my enjoyment, I have my red 2008 Volkswagen Rabbit!

If you've ever driven a manual transmission, you know that focus becomes more critical when driving. While we eventually become expert with the shifting process, there is always that necessity to be aware of the proper mechanics of when and how to shift gears. If you only know how to drive an automatic transmission, then it's easy to become complacent while driving.

Too many business owners run their businesses like they are driving an automatic; they don't know what gear they are in or how or when to accelerate!

We've all been traversing this steep hill called COVID-19. It reminds me of driving in many of the hills in downtown Seattle with a manual transmission. If you gun it, you'll slam into the car in front of you, leaving some rubber on the asphalt. If you're too cautious, you'll slide back into the car behind. Both situations require some art and science. Let's shift into the right gear for this hill.

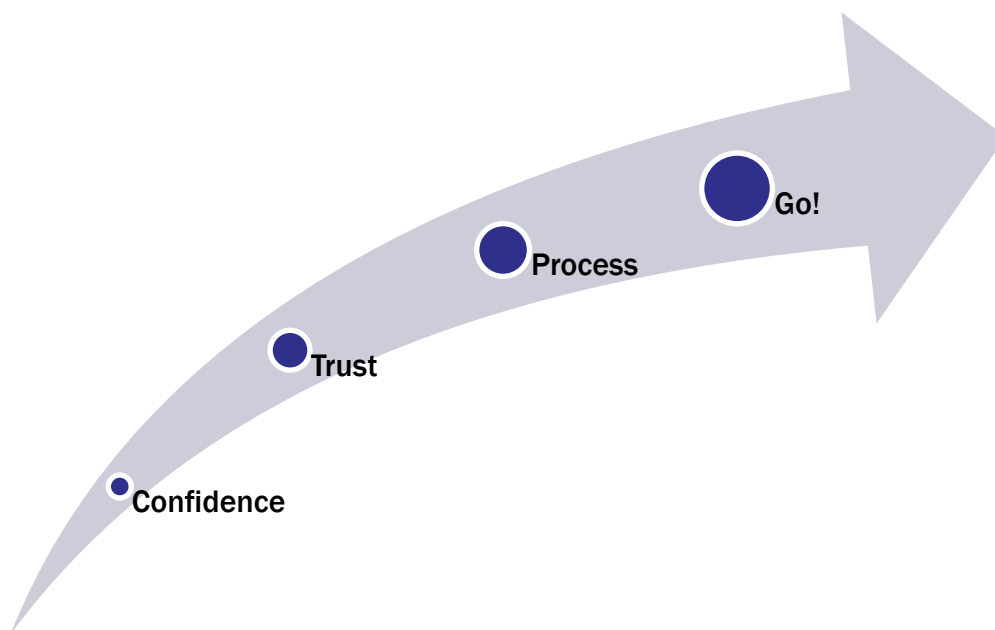


Figure 1: Shifting into the right gear. © Dan Weedin, 2020.

1. Be confident. You've made it through tough times before. You have the brains, the plans, the people, and the products/services to start all over if necessary. It all begins with confidence to avoid being overly cautious.
2. Trust your feelings. Every manual transmission has that catch point where you shift into gear. Dad used to teach me to simply hold it on that edge with the clutch to "feel" the difference. Entrepreneurs are intuitive based on education, experience, and guile. In other words, trust your gut.
3. Fall back on training. Whenever I was feeling a little unsure, I'd remember Dad teaching me to drive. I always fell back on the process. In the same way, you can fall back on the process of recovering from past calamities to help you with this one.
4. Take a deep breath and go! We live daily in uncertainty; more now than in the past decade. At some point, we must all be bold and storm into that uncertainty with confidence, faith, and experience.

This Covid situation is a tough hill. All of us are at different places on that hill depending on where we are located. For all of us, we will begin to hit that crest where you can clearly see the next path ahead. In order to get there without any further dents or scrapes, we'd better be prepared to keep fighting that hill with all the art and science we have accumulated.

Now you're on a hill: balance that clutch with your left foot, take a deep breath, smile, and hit the gas.

Pay Attention To Your Mindset

By [Gary Furr](#)

United States

Business was humming along in one of the longest economic expansion in U.S. history until Covid-19 brought it to a screeching halt. Most businesses have been negatively impacted from the rapid shutdown of the country, even those we thought to be immune to effects of an economic crisis, such as the health-care industry.

As a business owner, what can you do to ensure that you generate a successful re-start of your business as states re-open? I believe it starts with mindset, which is critical to success now more than ever. The amount of negative news and fear that has been instilled into the world can't help but cause us some angst. We have all received an overwhelming amount of negative input, which can easily affect our beliefs. Unfortunately, our minds do not distinguish between constructive and destructive input.

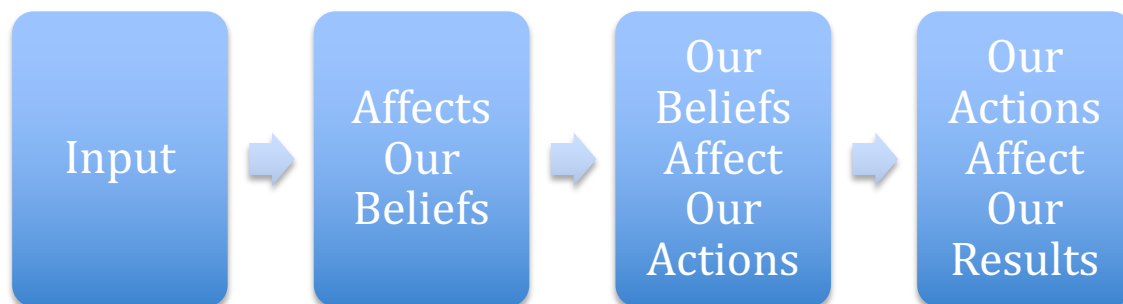


Figure 2: Inputs create outputs. © Gary Furr, 2020.

Mindset is the foundation of all success, and we must ensure that we are programming our mindset for the future we desire. Whatever we allow into our minds occupies our thoughts and can cause stress and anxiety, preventing us from successfully re-starting our businesses. Fear can easily take over and keep us from taking the steps necessary to ensure our success moving forward.

Success can come to us if we intentionally adopt a positive mindset. We have the power within us to change what we believe is possible, and that affects what actually becomes possible. In four decades of business, I have met many individuals, including business owners, who are allowing their past or the current conditions to determine their future. This is tantamount to driving your car looking in the rear-view mirror.

To help reset your mindset, I recommend the following steps:

1. Stand guard at the door of your mind.
2. Avoid negative news outlets that stoke fear.
3. Pay attention to any negative self-talk that you may have become accustomed to repeating without thinking.
4. Counter negative self-talk with a positive mantra that you repeat twice a day.
5. Write down some positive supporting statements and repeat them daily.
6. Focus on the positive, not the negative, and feed and strengthen your mind every single day.
7. Ask yourself what you are going to do on a regular basis to improve your mindset.
8. Spend time with positive people and avoid negative doomsayers.

We can allow the recent business disruptions to affect our future or we can take charge of our future success by coming up with a plan to move forward and create the future we want. Success will come to those who are determined to be successful and adopt a positive and purposeful mindset.

There Will Be No “New Normal”

By [Art Koch](#)

United States and Europe

After the last few months of navigating Covid-19 conditions, we can expect that the next 15-18 months will require patience as we wait for the virus to dissipate, for individuals to build antibodies, and for vaccines to be developed.

There has been much voiced and written about the “new normal” - expecting to work remotely, restaurants having plexiglass walls between tables, and masks being worn 24/7. I don’t subscribe to this vision of the future.

Let’s stop to think about the past and current pandemics; yes, current pandemics, plural! HIV/AIDS is still ongoing and has taken an estimated 25 to 35 million lives since its origin in 1981.

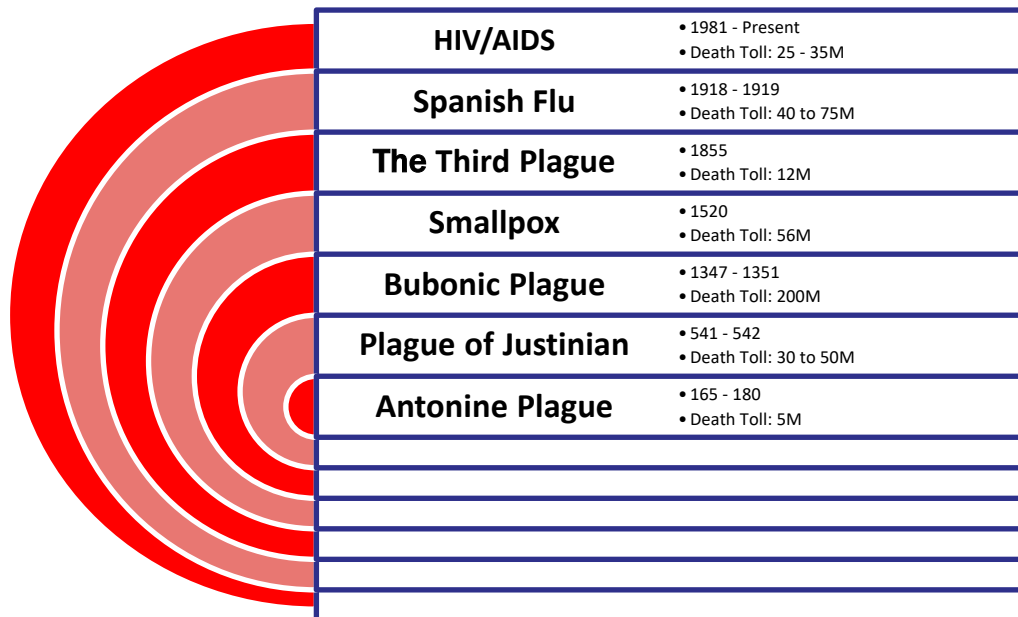


Figure 3: [Source: Visualizing the History of Pandemics](#)

The human race has fought and won the war against pandemics since the dawn of time. The COVID-19 pandemic is no exception. We will emerge from our businesses and homes as a stronger people, smarter and better prepared for the next pandemic. We will survive and thrive.

Much has been written about the positive wonders of working remotely. Those authors are ignoring, forgetting, and missing many key factors:

- Prior to COVID-19, there was a movement to pull back on remote workers. Too many employees were taking advantage of the lack of supervision, and productivity suffered as a result. Corporate culture and community were becoming lost.
- It is believed that working remotely will lead to increased productivity. However, this is only temporary and not sustainable. We cannot forget about the Hawthorne Effect. “The Hawthorne effect is a type of reactivity in which individuals modify an aspect of their behavior in response to their awareness of being observed.” – Wiki. Turn up the lights, productivity increases; turn down the lights, productivity increases...neither are sustainable.
- As people, we are highly sociable and we crave interaction. It builds our energy and creates community. Working remotely, individuals become isolated and lose critical people skills necessary for communicating effectively, generating ideas, negotiating, and problem solving.
- We learn from each other in micro-sessions such as water cooler discussions. How many times have you solved a problem during the post-meeting walk back to the offices, or executed the periscope maneuver to see if someone is in their office?
- Building good rapport with the “go to” person to eliminate red tape.
- Having informal board meetings during happy hour!

Sealing the Deal: It is difficult to read body language and engage effectively as humans over Zoom or Microsoft Teams. That is why business relationships are built face-to face. We must get to know the other person, establish trust, and solidify their commitment to the deal. Business is done with a handshake, signing an agreement/contract together, and sharing the victory. Remember the term, “Press the Flesh?” This is how business has been conducted for the better part of 5,000 years; it’s not going to change anytime soon. It’s in our DNA.

None of the above key factors are achieved by working remotely or via video conferences.

There will be no new normal. People – the plural of person – need to interact – in person. Let’s figure out how to do so safely and effectively.

Your Covid Safety Plan

By [Dan Weedin](#)

United States

As state governors around the United States work on varying phases of re-opening businesses that have been closed for weeks to months due to COVID-19, one thing is clear – things are going to look different.

If you own a business that has or will re-open offices, facilities, or job sites, you can expect that you won't be left to your own devices. Just like everything changed in airport security after 9/11, your security of people and processes are likely to be required to comply with state and federal regulations.

As construction phased back in, there was a requirement that all job sites had a written COVID-19 safety plan. OSHA may be requiring the same for all employers. In anticipation, you should begin planning now for your COVID-19 safety plan.

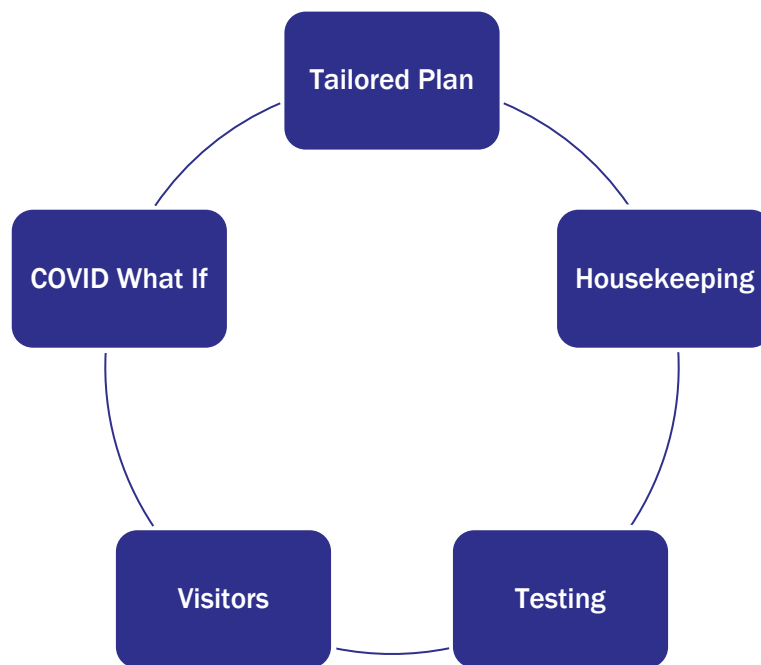


Figure 4: Covid safety planning. © Dan Weedin, 2020.

STEP 1: Don't simply download a free version of a safety plan. Just like a suit "off the rack" will never fit well, you need a tailored plan that takes into account your industry, locations, employees, and processes in order to be "styled" correctly.

STEP 2: Identify your cleaning and disinfection needs. What products will you use? How often will sanitization be required? Who will be held accountable for cleaning? Do different areas require different schedules and measures (e.g. office space versus manufacturing area)?

STEP 3: Will you test employees? This is a hard one. Will you have each employee take their temperature before returning? How will you monitor other symptoms of illnesses? Will managers and supervisors have authority to send apparently ill employees home? If so, how do you handle their pay for the day and when can they return? While you may have some verbiage in your employee manual, this is a new reality to sickness and the spread of contagious disease. You need to have a written and communicated plan for your employees before they return so they know the rules of engagement.

STEP 4: How will you handle visitors? This includes customers, vendors, delivery services, and supply chain partners. What will you require of them? You should request anyone entering your building to sign in with name, date, time of visit, and contact information. This used to be for security purposes. Now, it's also for the safety of your visitors. If an employee contracts COVID-19, you must alert all visitors so that they can take their own medical precautions.

STEP 5: What will you do if you have an employee who tests positive? How will you communicate to your employees? Will you need to go back to virtual working?

Final thought: This has been a highly disruptive - and in some cases - destructive time for business. Even when a vaccine arrives, the future peril of pandemics will not disappear.

Protecting your employees and all those with whom you come into contact, including the families and loved ones of all involved, should be paramount for every business. Creating, communicating, and practicing a COVID-19 safety plan is the first step in that process.

Launch Your Post Covid Strategy Now

By [Art Koch](#)

United States and Europe

Let's spend a few minutes talking about the anticipated launch of your post COVID-19 strategy. This Covid event will be a once in a lifetime (hopefully) opportunity to reset, regroup, and retool your enterprise.

The globalization of monetary and fiscal policy peaked around 2017 or 2018. The transition from global strategic thinking to a wave of protectionism hit center stage during the last election cycle in 2016. In the UK, Prime Minister Theresa May was charged with carrying out the execution of the Brexit vote to leave the EU. Closer to home in the US, the election of President Donald Trump ascertained a move toward "America First" policies.

COVID-19 has caused a recession and will likely push localization even faster, which will likely lead to inflation.

The COVID-19 pandemic has highlighted our dependency on China for our supply chain, which compromises our national security. As production is moved back to US soil, it will lead to cost-push inflation if nothing is done to improve the Total Cost of Operations in the enterprise.

2020 is becoming the pivotal year to focus on local and regional customers and markets. How will your enterprise win customers and earn sustainable profits post COVID-19? Essentially, this play book is nothing new; this is what we should have been doing for years. However, too many executives took the path of least resistance and chased cheap labor and lower costs to boost quarterly earnings. Too often, corporate leadership were seduced by incentives from foreign countries who manipulated their currencies, subsidized raw materials, and provided tax incentives to attract business.

It's time for BIG and BOLD!

If you're going to win customers and disrupt the competition, you will need to keep your prices low by staying ahead of inflation, delivering a superior product with a shorter lead-time, and by being flexible and responsive to customer needs.

This is not business as usual There absolutely must be a conscious effort made toward reducing the Total Cost of Ownership (TOC). For example, stop using an insignificant and inaccurate incremental inventory carrying cost of Prime +1%.

Become Zealot's for the following principles:

- Become Zealot's for Operational Excellence. For more information, see great resources on The Toyota Manufacturing System, Lean Manufacturing, Honeywell's model or Danaher.
- STOP, STOP, STOP measuring your success on quarterly results. Look back six to twelve months at prevailing trends.
- Become Zealots for Improving Inventory Velocity. I say "Inventory is Evil™" because it hides and delays fixing problems. Delays cost profits. Actual inventory carrying cost is between 31 and 58% of Cost of Goods Sold (COGS). I have wise and conservative clients that use 75% inventory carrying costs for financial models when making capital expenditure decisions.
- Focus on Lead-time reduction, flexibility and responsiveness.
- Quality is a forgone conclusion. Be certain your product meets and exceeds customers' expectations.
- Sustainability. We have exited the single-use disposable model. It's now all about climate change, clean energy, and lasting value.
- Know your Customers. As Baby Boomers age, their consumerism will decrease. The 2020's will see a dramatic shift in spending demographics, and therefore, changing purchasing patterns. Gen X, Millennials and Gen Z/iGen are becoming the next big consumers.
- Human Capital. Invest in the human brain-power of your team. This strategy will win over the Robots, Automation, and the AI race.
- Moral Capitalism. Going forward, you will hear much said and written about moral capitalism and the shift from profit maximization to moral capital. Don't believe a word of it. Mankind is still mankind; we are competitive and driven by Wall Street investors and our pursuit of a better lifestyle.

Amateurs will not fix or reduce their total cost of ownership and will be forced to increase their prices. To win and to have it all, drive to constantly improve the Total Cost of Ownership.

If you continue to play the globalization game, refuse to change, and believe it is still business as usual, you might not be in business at the end of the decade.

Business As Usual

By [Oriol Lopez](#)

United States

“Everything has just been tipped upside down. It was unpredictable,” a business owner recently told me.

I disagree.

Every day, I work with small and medium-sized companies that are struggling with this unprecedented situation. But are we sure it was unpredictable?

There was AIDS, Ebola, SARS, and also the Spanish Flu of 1918, so I'm not sure we can take for granted that this situation was unpredictable. Indeed, there are plenty of recent movies that talk about viruses and global pandemics, so we should have been able to foresee this situation arising. The only unpredictable aspect in all of this is when it might happen.

As [Andy Grove](#) explained in his book *Only the Paranoid Survive*, we should at least be aware enough to expect a strategic inflexion point, defined as a “time in the life of a business when its fundamentals are about to change” (for good or for bad).

For example, a new competitor could enter your area, new technology could be discovered, a new regulation could be approved, a massive failure could stop your production, or intelligent alien life – or a highly contagious virus – could suddenly appear.

Are you prepared for that?

That's why, in all my conversations with clients, I'm asking them to observe, think, and act with the post-COVID situation in mind. This perspective helps them deal with the current situation more effectively.

A few weeks ago, I spoke to the last client with whom we did strategy work just before the lockdown. Although the shut down did cause some decline in revenues, he was happy to use the process we created in the past during these new times because the process is flexible. It allowed them to focus on their critical priorities without changing their vision.

Some would tell me that there is no longer a "usual" in business. Still, I don't agree, as uncertainty is certain in life and business. Companies should always define their strategy taking uncertainty into account.

Yet lots of companies overlook strategy. Also, many that have worked on their strategy have done so expecting "certainty" as one of their fundamental assumptions. That is a static approach to strategy. And it's why I ask entrepreneurs all around the world to think about uncertainty-based strategy as "business as usual."

How do we make uncertainty-based strategy business as usual?

- First of all, run away from five-year strategic plans. It doesn't make sense to plan this far in advance in a turbulent world.
- Embrace a living strategy based on short-term priorities, mid-term goals, and long-term visions. Things change and strategy should be reviewed and revisited frequently to fit the changes into your business life and growth.
- Make it flexible: in money (more savings and less debt), in operations by outsourcing and automation (technology), and sales (by awareness and proactivity).

With all this in mind, assume uncertainty as part of the game, and follow the same approach for your life. Be flexible. Be proactive.

The Clarity of Family Business Strategy

By [Dean Robinson](#)

Australia

Let's be frank! Most small and family business owners are lousy at developing a strategy for their family business. They think it is all too hard and feel they don't have the time to invest in the process. Or, maybe, they don't know how to go about it. Whatever the excuse, they simply stick to what they've done and hope that this year, they'll make a little bit more than last year.

I'm here to tell you that with all we have been through to date, and will continue to go through over the coming months, you can no longer unlock the front gate, throw up the roller door, switch on the machines, and keep doing what it was that you did yesterday. Everything has changed in the business space – which means the thinking, planning, and implementation must also change.

Right now, the strategy for your family business should be at the very heart of what you are doing.

Here are the 12 key questions you should be asking yourself right now about your family business.

1. What do we do?
2. Why do we do it?
3. How do we do it?
4. Can we still do what we do?
5. Should we still do what we do?
6. What aren't we doing that we should be doing?
7. How do we make money out of what we do?
8. Who do we market to and how do we market to them?
9. Do we have the right people and right skills to do what we do?
10. Do we have the right technology to do what we do?
11. Are our internal processes robust enough to bring us out the other side?
12. Do we have the right financing in place to ensure we manage debt, build profits and recapitalise our businesses impacted by the wrecking ball?

If you don't get your strategy right, you can't possibly get anything else right in your family business. You're simply meandering on the journey of business life!

If, on the other hand, you spend a day of thinking and planning, you will create the foundation for family business success because, first and foremost, you will know what you are trying to achieve by being in business.

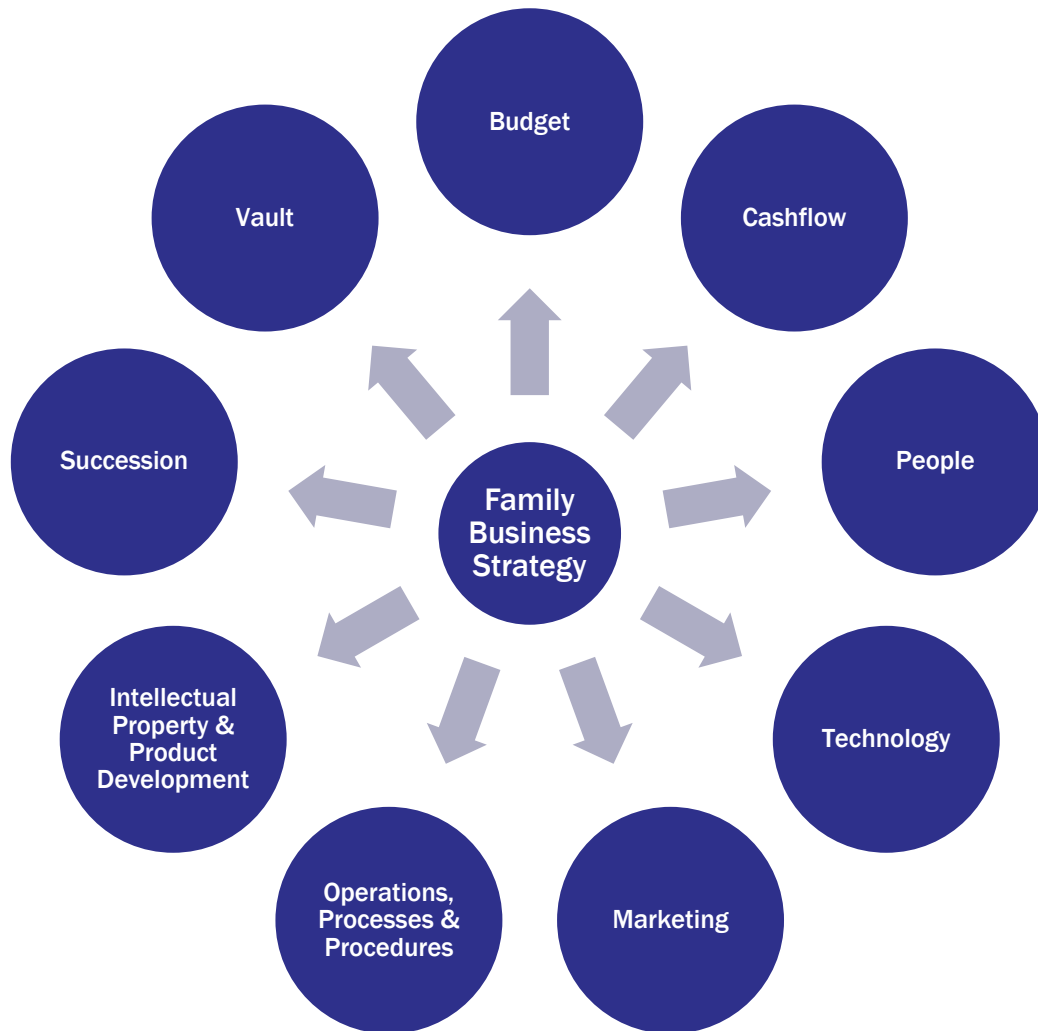


Figure 5 - The Clarity of Family Business Strategy - © Dean Robinson - The Family Business Transformer - 2020

Once you know where you are headed, you will have greater clarity on a wide range of other elements of your family business.

1. You can plan your budget and cashflow with certainty.
2. You will know what people you need and how you need to develop them.
3. You will understand the technology that you will need for your business to function.
4. You will know your target market and will be able to develop your marketing plan around attracting that target market.
5. Your template for operations will be defined and you will have a clear understanding of the processes and procedures that need to be developed and documented.
6. You will know what intellectual property needs to be developed to ensure your products and services align with the strategy of your business.
7. You can develop a plan for management and ownership succession.
8. You will have created your vault – essentially your “break-glass” solution to what makes the business work, how it is protected, and what you need to do in the event of any future emergency to ensure business and personal survival.

Sure, developing all of the other plans will take more than a day, and will most likely involve others in your family business.

However, if you and everyone in your family business are clear around where you are going and how you are going to get there, it makes the time spent developing plans laser focussed.

This strategy process creates a direct link between plan and action and between action and results.

What Is Your Strategy As You Relaunch Your Business?

By [Gary Furr](#)

United States

Is your strategy for moving forward from the Covid-19 crisis the same strategy you had before the crisis? If so, you may want to reconsider your business strategy going forward with what many are calling the new normal.

The pandemic has caused a major disruption to business as usual. Many businesses were running smoothly and making money, and the current crisis is not unlike driving a car at 60 mph and suddenly crashing into a brick wall. It's time for some damage control and assessment. While I don't believe that the car you were driving is totaled, I do believe that business as usual will not get you the results you are looking for. Rather than limping along, trying to get by, we all need to re-evaluate how we deliver value to customers.

Here is my simple definition of strategy:

- finding the need that the customer has
- organizing your business to meet that need in the most efficient and effective manner possible, and then
- collecting a cheque.



Figure 6: Strategy Simplified. © Gary Furr, 2020.

Your customers' needs may have changed slightly or dramatically since the crisis. The only way to understand what your customers' current needs are is to communicate with them regularly on how you can help them be successful moving forward.

Focus more on how you can help your customers rather than trying to sell them something. Knowing what problem or pain they are experiencing and then organizing your business to address those pains is good strategy. Remember, this may be slightly or dramatically different than it was before Covid-19.

I run into far too many businesses owners who never call their customers and are running on autopilot. The result of this Covid-19 crisis and the subsequent shutdowns is that business has changed and we need to understand how that has impacted our customers. There is no reason to make this more complicated than that.

Once you have a complete understanding of those needs, you need to make sure you are organized to effectively and efficiently meet those needs. After you have done that, collecting the check is the easy part.

Keep Your Foot On The Gas

By [Phil Symchych](#)

Canada

Whether you are navigating a sandy beach riding a mountain bike or a winter snowstorm in the family car, the key is to maintain momentum. In uncertain times, if you slow down too much, you'll get stuck and stall. Keep your foot on the gas.

For the past two months, I've spent the majority of my time helping a long-time consulting client by acting as their Chief Financial Officer, leading a department of 14, in a company of 160 employees, with just under 20 locations. It's great to sit on the client's side of the desk for a change, and see how things really operate and get done.

From this leadership role and vantage point, I'm helping a company navigate through the Covid crisis, protect their employees and customers, while continuing to run – and grow – their business. We have two priorities: protect our people and customers, and run and grow the business.

Other than working from home, cleaning protocols, and physical distancing, it's business as usual. The key is to remember exactly that: you have a business to run. Keep focused on managing the business while implementing extra measures to protect staff and customers.

It's undeniable that Covid is crushing certain industries and businesses such as travel, hospitality, and bricks and mortar retail. It's also a fact that certain business that are adapting are able to survive and some are definitely thriving. A few are benefiting from the situation. The advice below applies to everyone.

The critical factor to grow your business now is whether you choose to proactively optimize your business strategy for the new economic conditions instead of just reacting to them. If you're reacting, you're playing defense. Strategy is about playing offense.

Halfway through my third decade of consulting to small/medium enterprises, the philosophy of business hasn't changed much, although technology, speed, globalization, and opportunities to scale up certainly have. By proactively analyzing and optimizing your value to your customers, you can grow your business in this, or any, economy.

Here is the foundation for growing your business and keeping your foot on the gas:

1. Strategy – the measurable value and results you help your customers achieve. What is your strategy?
2. Structure – the way you organize your people and policies to deliver value to your customers. What is your optimal structure?
3. Systems – the processes and procedures you use to efficiently and effectively deliver value to customers while engaging your employees and building long-term sustainable relationships with your clients, customers, and strategic partners. What systems are critical in your business?

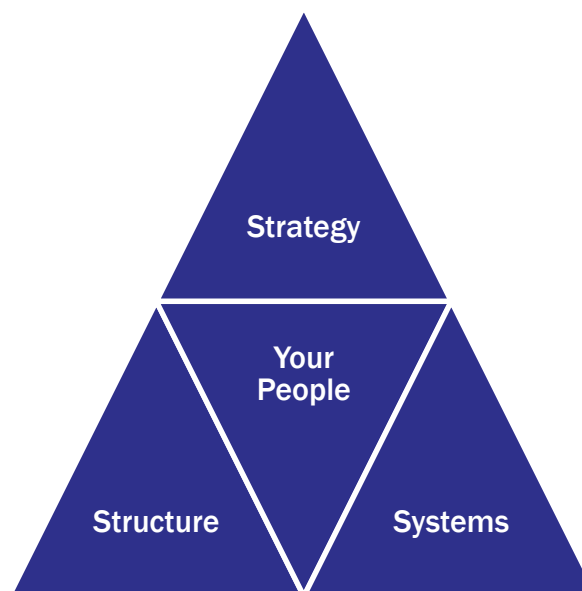


Figure 6: The business model for long-term sustainable growth and success.
© Phil Symchych, 2020.

As mentioned throughout this e-book, the best way to develop and enhance your strategy is to:

- ◇ talk to your customers
- ◇ understand how they use your products and services to enhance their business or personal results
- ◇ build relationships so your customers understand you're trying to help and not just sell them something, and then
- ◇ figure out new and better ways to deliver more value faster and at lower cost.

To optimize your structure, focus on making your people more efficient and effective, by:

- ◇ asking them what they want to learn and in what positions they see themselves in the future
- ◇ cross-training people to give them more experience and learning opportunities
- ◇ promoting people to give them more responsibility and opportunity for growth
- ◇ ensuring people are developing their successors. (The best way to get promoted is to develop your own successor.)
- ◇ organizing your people so they can continually learn and grow from a variety of work experiences and learning opportunities.

Systems should be the easiest part of the business because they help your people deliver your strategy to your customers. Yet, almost every business I've ever worked with, except those with ISO status, say they are too busy to keep their "Standard Operating Procedures" (SOPs) up to date.

When you're too busy to document your SOPs, you're demonstrating small business thinking that will hold your business growth back forever. Your training will be inconsistent, performance will be variable and sub-par, and efficiency will be much lower than possible. Documenting your SOPs will improve performance...with your existing people and without any additional capital expenditures. The payback to documenting your SOPs is definitely faster and higher than most people think.

Do you tell your doctor that "I'm too busy to eat healthy and exercise, so just book me now for my heart attack?" Probably not. Documenting your SOPs is like eating your vegetables and going for a walk...it's good for your business.

By applying the business framework of strategy, structure, and systems, you'll make your business as strong and healthy as possible.

In conclusion, we hope you are able to learn from – and use – the wise advice and perspectives in this book to help you and your business to thrive in any economic conditions.

If you feel that you, as a business leader, or your business, are stalling or stuck, please feel free to contact any of the Certified Global SME Advisor® experts appearing in this book and ask for help. We are all committed to help small and medium enterprises around the world to succeed.

About The Authors

Gary Furr, USA

Gary Furr is an organizational development consultant with over 40+ years of C-level business experience and an MBA in organizational development. Gary helps his clients to achieve greater success and take their businesses to a new level by increasing top-line revenue and bottom-line profit while enhancing valuation, liquidity, and equity. He helps his clients make the complex simple, provides direction, creates systems, and manages the numbers.

Gary's experience includes: COO of a \$40 million company with seven locations doing business across the U.S., Canada, the EU, China, Japan, and Russia. He has owned his own business and also served as COO of a \$5 million company. He has consulted in the U.S., Canada, China, the EU, Russia, Thailand and Taiwan.

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Art Koch, USA

Arthur Koch has over 20 years of results-oriented business transformation leadership experience gained throughout the United States, Canada, Mexico, South America, and Europe. He has worked with Fortune 500 companies for consumer products, top-tier automotive suppliers, aerospace and defense, electronics, electrical and mechanical, as well as wholesale and distribution.

Prior to entering consulting, he filled the role of Vice President of Supply Chain Management for companies that are global leaders in their industries. His expertise is in implementation and application of supply chain solutions for ERPs, forecasting and inventory planning, sales and operations planning, organizational re-engineering, and LEAN/synchronous practices.

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Oriol Lopez Villena, Spain

Oriol López is known as The Proactivist. He is the trusted adviser to business owners and helps them to grow and thrive in their businesses. His process is simple and powerful: a clear definition of the strategy and a total orientation to action and continuous improvement.

Oriol is the author of the books "Grow and Thrive" and "The Proactive Entrepreneur" (among others). Oriol is recognized as "One of the most inspiring advisors in the world," according to the book "The World's Most Inspiring Accountant."

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Oriol López Villena

Accelera els teus resultats, afegeix més valor i deixa llegat
Accelera tus resultados, añade más valor y deja legado

Dean Robinson, Australia

Throughout his career, Dean has embraced passionately the concept of Family Business. He has worked with many of them and has contributed significantly to their success – be it from good to great in profitable businesses – or from loss to profit in a turnaround situation. His expertise in Financial Management, Strategic Planning, and Business Growth Solutions has enabled many Family Businesses to realise futures for their families.

Dean believes passionately in Family Businesses setting defined and achievable goals for the business and the family – and then working with the owners to help them realise those goals, be held accountable for their own success, and realise their fullest potential.

Dean is the author of the recently published, “Crisis of Boredom.” His interests include travel, motor sport, domestic and international politics, and listening to a range of music.

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Phil Symchych, Canada

Phil Symchych is the president and founder of SME Business Wealth Builder Corporation and is based in Canada. For 26 years, he has advised more than 120 privately-held small and medium businesses across 62 industry segments on growth strategies, financing, and succession planning that creates and protects business wealth for shareholders.

Phil consults and coaches business leaders, founders/owners, consultants, and advisors globally. As a CPA and MBA, he possesses the rare combination of detailed financial insight and big picture strategic perspectives. Phil is the author of The Business Wealth Builders.

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Dan Weedin, USA

Dan Weedin is an experienced entrepreneur, leader, and award-winning speaker who has a passion for consulting, coaching and mentoring other entrepreneurs and business professionals. He has the rare ability to translate his success in the insurance industry, public speaking, non-profit world, and athletic coaching into applicable and transferable principles that dramatically improve the effectiveness of those business owners and executives he works with.

Dan’s consulting and coaching has helped drive performance and resilience improvement with countless small and mid-sized companies across the country. Dan focuses his consulting skills to improve protection of property, people, and profits for his clients. His goal is to safeguard the valuation and legacy for his clients.

Dan has authored three courses on Business Continuity, Emerging Risks, and Entrepreneurship on LinkedIn Learning. All the courses are available through <https://www.linkedin.com/learning> or <https://www.Lynda.com>.

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2. Maintain membership in good standing.
3. Abide by a Code of Ethics.
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To become a Certified Global SME Advisor, contact:

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