





Mark Roberts

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How To Recession- Proof Your Company

Helping companies
accelerate in economic
downturns

Mark Roberts

CEO, OTB Solutions

Question....

What % of CEO's Surveyed believe we will experience a recession?

- A. 10%
- B. 40%
- C. 68%
- D. 74%

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Question....

What % of CEO's have a plan should we see an economic slowdown?

- A. 14%
- B. 22%
- C. 47%
- D. 65%

Question....

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How would your sales react to an economic slowdown

- A. Decrease significantly, more than 10%
- B. Remain the same
- C. Increase , but under 10%
- D. Increase , over 10%



What is a
Recession?

What is a Recession?

Significant Drop in GDP 2 Quarters in a Row

- Resulting in sales slow down
 - Tighter access to cash
 - Buyer power shift, more suppliers fighting for smaller slice
-



What Signs
Should We Watch
For?



Increased Unemployment

Decrease in Housing





Reduced Disposable Income



Businesses
Reduce/ Curtail
Spending

A line of white dominoes is shown falling on a red background. The dominoes are arranged in a diagonal line from the top left towards the bottom right. The top-left domino is upright, while the others are progressively more tilted, suggesting a chain reaction. The background is a solid, textured red. The text "Businesses Reduce/ Curtail Spending" is overlaid on the left side of the image in a white, sans-serif font. Two horizontal white lines are present: one at the top and one at the bottom of the image.

How Long Do Recessions Last?

- A. 4 Months
 - B. 8 Months
 - C. 11 Months
 - D. Often more than 18 Months
-

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What Did Businesses Experience in the Last Recession?

- 75% experienced decline in Revenue
 - 14% experienced accelerated growth
 - Of the 14%, they averaged 9% growth
-

What Can You Do To Recession-Proof Your Business?

Recession-Proof: A Plan

Develop a plan based on specific scenario trigger events with actionable
Tactics

Recession-Proof: 30 Day Plan Reviews

Review your Economic Downturn Plan Every 30 days

Add new insights

Agile

Nimble

Recession-Proof: Customers

Conduct VOC Research Now!

- Customer satisfaction
 - NPS
 - Buying Criteria
 - Identify Defectors Before They Defect
 - Understand Share of Wallet
-

What Do We Need to Know About Our Customers Today?

**WHY DO
CUSTOMERS
BUY FROM
YOU?**

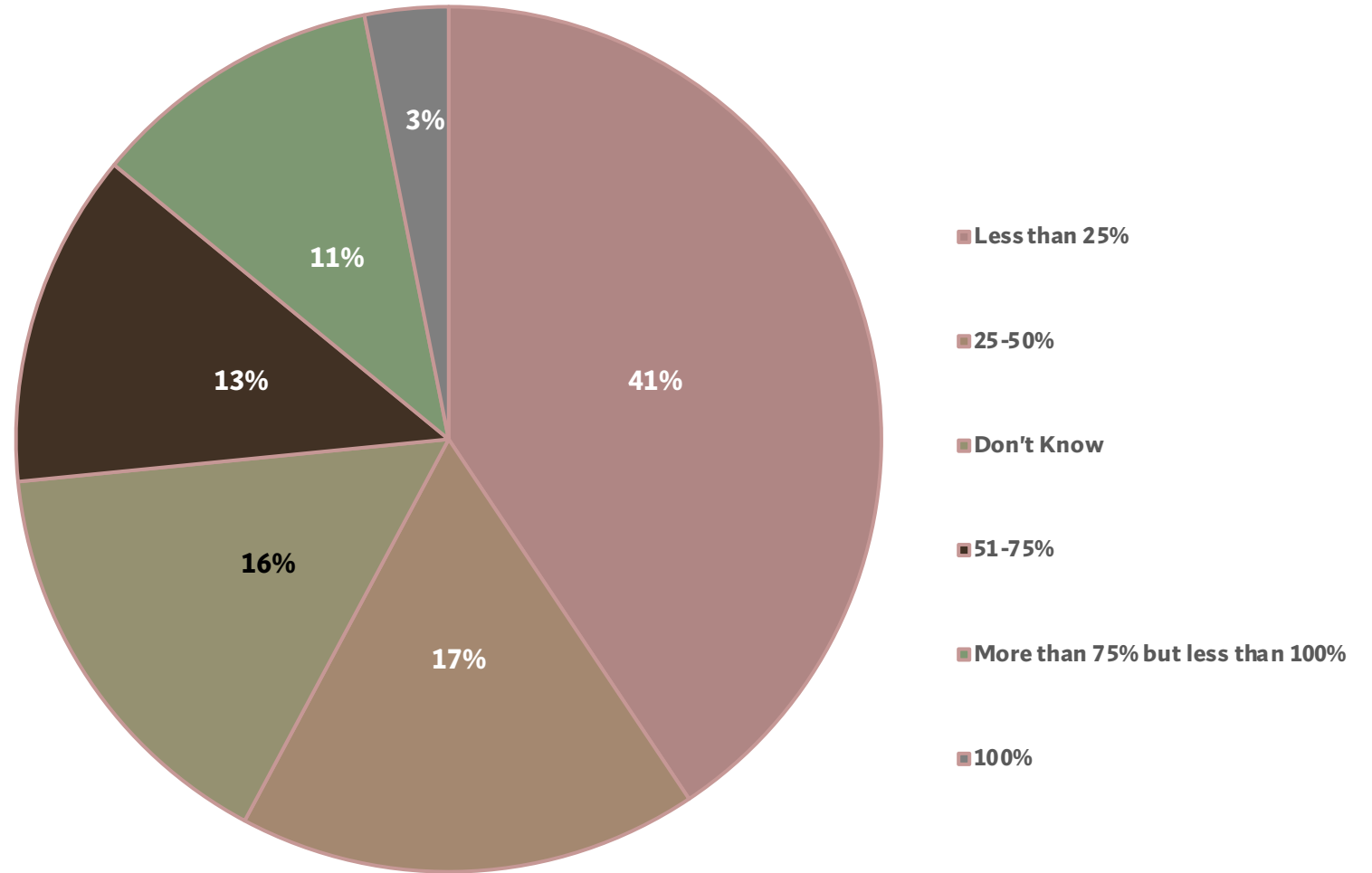
**WHY DON'T
CUSTOMERS
BUY FROM
YOU?**

**WHAT IS THEIR
BUYING
PROCESS
TODAY?**

**WHAT
CRITERIA DO
BUYERS NEED?**

What share
of wallet do
we have?

Approximately what percentage of your total annual spend for packaging is
with Packaging Company?
(n=64)



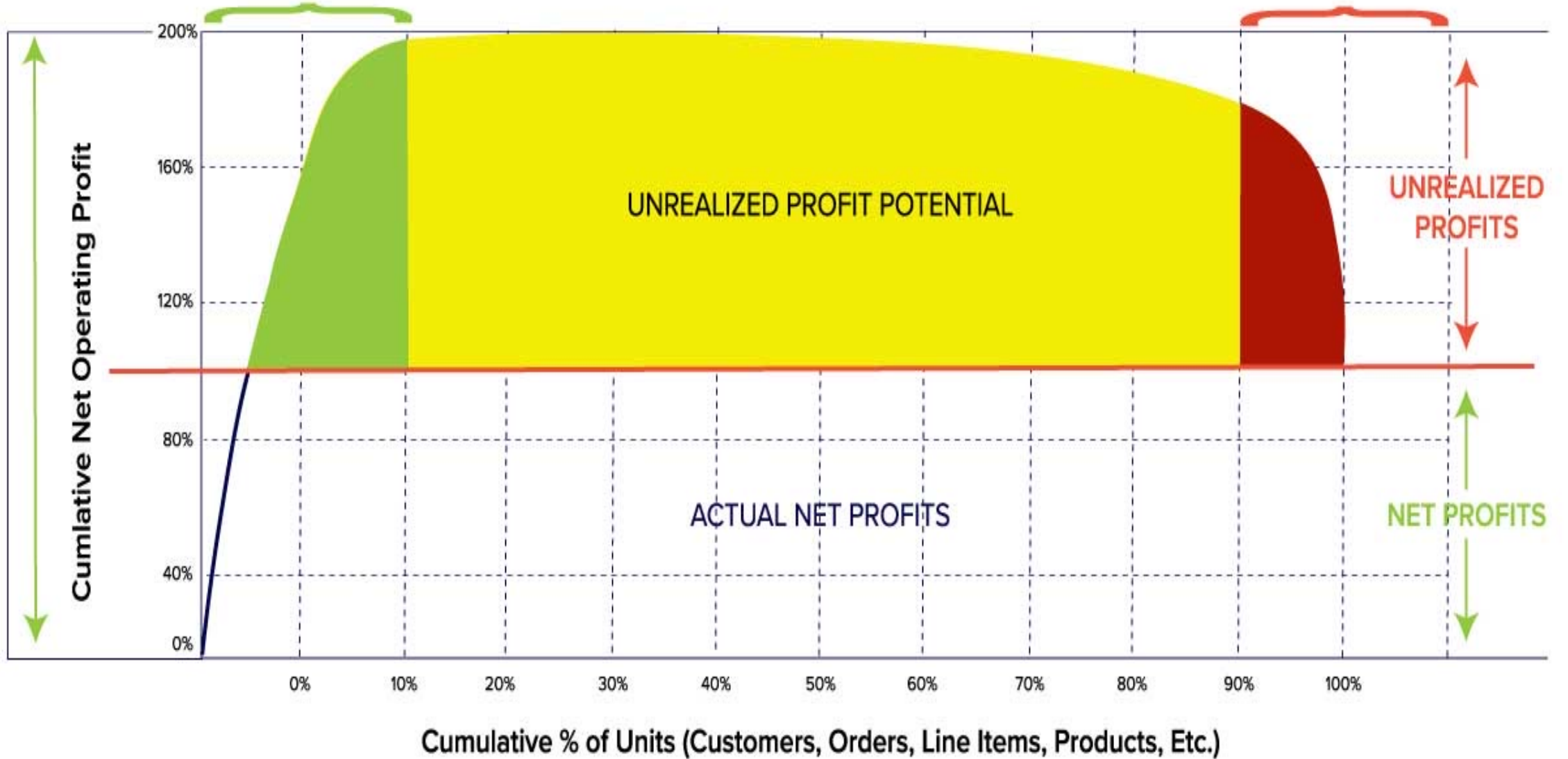
Recession-Proof: Customers

Conduct Net Profit By Customer Analysis

- 20% Customers generating 200% of Profits
 - 60% of Customers Breaking Even
 - 20% Profit Leaking Customers
 - Fix Profit Leaking Accounts in 30 Days
-

20% of your business generates 200% of the profits

20% of your business loses 50% of the profits



Recession-Proof: Customers

Know you're A, B, C, D accounts

- Strategically align terms of trade
- Determine service frequency
- Allocation
- Relationship growth
- Key account plans



Recession-Proof: Buy Down Expensive Debt

Review your current Debt

Buy down expensive Debt

EVA model for future spending

The formula for calculating EVA?

$$\text{EVA} = \text{NOPAT} - (\text{Invested Capital} * \text{WACC})$$

Where:

NOPAT = Net operating profit after taxes

Invested capital = Debt + capital leases + shareholders' equity

WACC = Weighted average cost of capital

Recession-Proof: Don't Panic!

If you want to scream scream, but no knee-jerk emotional responses



Recession- Proof: Assess Skills

Assess team and
individual skills

Identify and close skills
gaps

Identify structure
weakness and adjust

20% Rule

Question for you...

What percentage of your sales team today has the right skills, motivations and beliefs to achieve your sales growth plan?

- A. 100%
 - B. 60%
 - C. 45%
 - D. 30%
 - E. I don't know but I probably should
-

Question for you...

What percentage of your sales team today has the right skills, motivations and beliefs to achieve your sales growth plan?

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-

Recession-Proof: Understand and Reduce Costs

- What Fixed Expenses Do you Have?
 - What Variable Expenses Do you Have?
 - ROI mentality
 - Focus on Efficiency and Service
-

Recession-Proof: Sales Structure

Focus on Retention

Improve Buying Experience

A, B, C Account Segmentation and Terms of Trade Plan

Key Account Development Plans

Recession-Proof: Add Access to Credit Now

When economies tighten, so too will access to credit

Gain Access to credit now

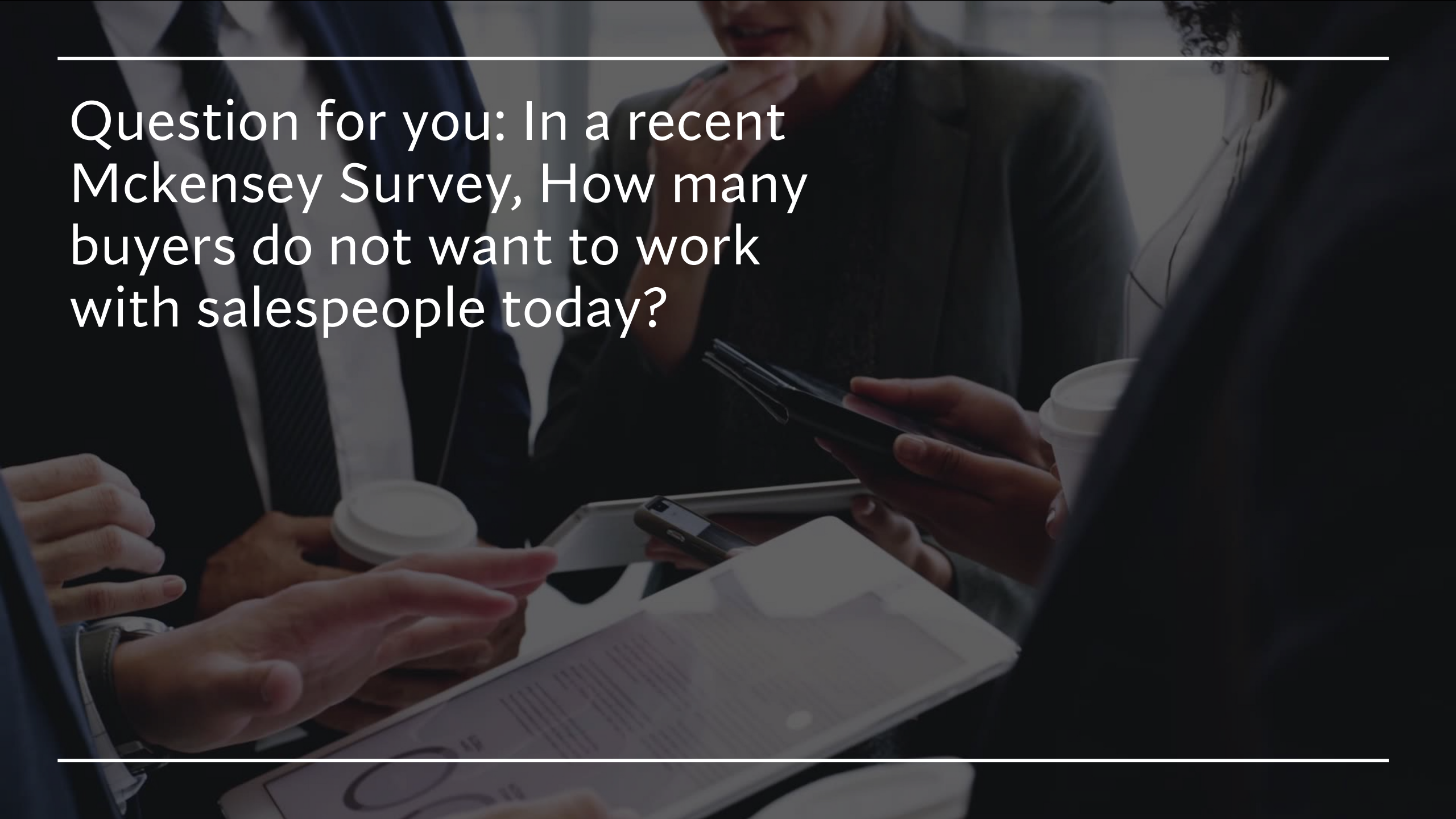
Recession-Proof: Strategic Marketing

Eliminate 50/50 Marketing with VOC research

- Buyer Journey
- Buying Criteria
- Key Words and Phases

Invest in Digital Footprint

Question for you: In a recent Mckensey Survey, How many buyers do not want to work with salespeople today?



33

0%

A large, 3D rendered percentage sign (%) in a light gray color. The sign is positioned on a white reflective surface, creating a clear reflection below it. The background is a solid, deep red color.

Recession-Proof: Cross Functional Team

Accounting and Finance

Sales

Marketing

Operations

Human Resources

Purchasing

Engineering

Quality

Recession- Proof: Close Gaps

Assess teams and individuals

Identify Gaps

Close Gaps

- Training
- Coaching
- Systems
- Processes
- Structure

What is worst
Than a
Recession?

Stagflation!

A photograph of two deer with large, multi-tined antlers facing each other in a grassy field. The deer are positioned on either side of the frame, with their heads and antlers meeting in the center. The background is a blurred natural setting. The text 'Stagflation!' is overlaid in white on the left side of the image. Two horizontal white lines are present: one at the top and one at the bottom of the image.

What Is Stagflation!

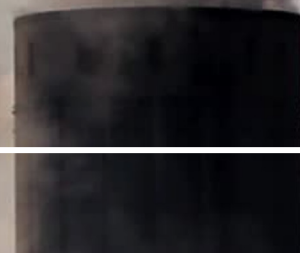
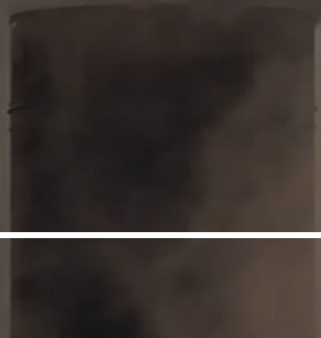
A photograph of two deer with large, multi-tined antlers facing each other in a grassy field. The deer are positioned on either side of the frame, with their heads and antlers meeting in the center. The background is a blurred natural setting. The text "What Is Stagflation!" is overlaid in white on the left side of the image. Two horizontal white lines are present: one at the top and one at the bottom of the image area.

Why?

The background of the image is a dense, overlapping collage of colorful sticky notes. The colors include shades of blue, green, yellow, pink, and purple. Each sticky note has a large, bold, black question mark printed on it. The notes are scattered across the entire frame, creating a textured and busy visual effect. Three horizontal white lines are overlaid on the image: one at the top, one below the word 'Why?', and one at the bottom.

What if the Economy does Not Slow Down?

*This could be a tremendous waste of time,
energy and people?*



If I Take The Steps...

Increased Profits

Engaged Focused Team

Increased Market Share

Reduced Cost of sale/ Ideal terms of trade by customer segment

Improved Sales Effectiveness

Improved Customer Satisfaction and Experience



Reminder

Teams that act quickly and decisively early outperformed others who waited then reacted.

Recession-Proof Checklist

- Your plan based on trigger events
- Customer voice and experience expectations
- Debt Position
- Costs reduction plan
- Access to Credit
- Skills Assessment
- Marketing Message tune up
- Sales skills assessment
- Cross functional team identified
- Cross functional team empowered
- Buyer centric sales structure
- Digital footprint assessment
- A, B, C customer segmentation
- Net Profit By Customer Report
- Profit leaking account plans in place

IMEC White Paper

https://cdn2.hubspot.net/hubfs/403737/Recession%20Proofing%20your%20Business.pdf?_hsfp=1338603430&_hssc=117073625.1.1661690577833&_hstc=117073625.5cea9112ac83a6210f3f32fbe6ad3b4f.1661453227433.1661462879430.1661690577833.3

Articles

Harvard: Companies Need to Prepare Economic Downturn

<https://hbr.org/2019/04/companies-need-to-prepare-for-the-next-economic-downturn>

How do we recession-proof our sales? <https://otbsalessolutions.com/how-do-we-recession-proof-our-sales/>

10 Steps to Recession-Proof your Business? <https://otbsalessolutions.com/10-steps-to-recession-proof-your-business/>

10 Recession Proof Business Ideas <https://www.forbes.com/advisor/business/recession-proof-business-ideas/>

Videos

Recession Proof Sales <https://eliteexpertsvideonetwork.com/mark-allen-roberts-how-do-we-recession-proof-our-sales/>

Is your Business Prepared for an Economic Downturn?
<https://eliteexpertsvideonetwork.com/mark-allen-roberts-is-your-business-prepared-for-a-slow-down-or-recession/>

Questions

?





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