

# Preparing Your Business for The *Next* Normal

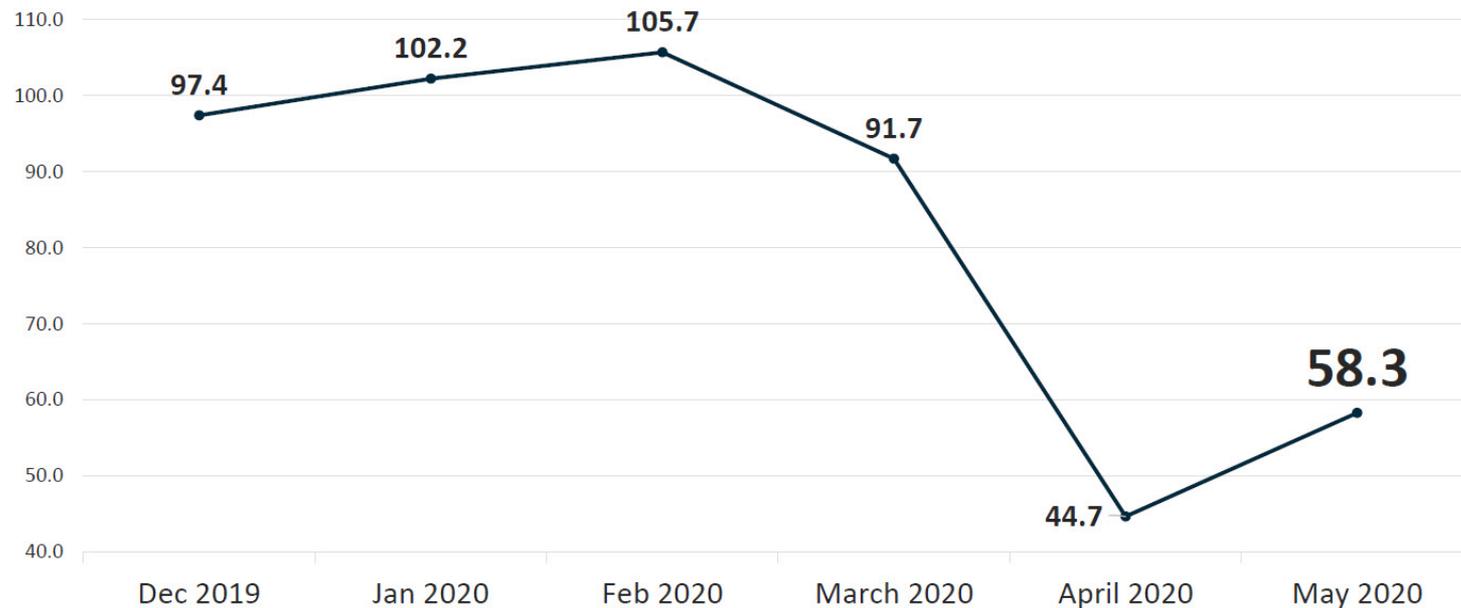
Columbia Chamber of Commerce IMPACT Webinar

9 June 2020

**PENDLETON STREET**  
BUSINESS ADVISORS

# May 2020 Small Business CEO Confidence Survey

*The WSJ/Vistage Small Business CEO Confidence Index rose just slightly in May, maintaining a near-record low.*



Source: May 2020 WSJ/Vistage Small Business CEO Confidence Index n=816

©2020 Vistage Worldwide, Inc. All rights reserved

**WSJ | VISTAGE**  
Small Business CEO Survey

During the next 12 months, do you expect economic conditions in US to be?

Better 41%

Worse 41%

About the same 14%

Don't know, no opinion 4%

Source: May 2020 WSJ/Vistage Small Business Confidence Index n=816

Do you anticipate your firm's sales revenue will \_\_\_\_\_ during the next 12 months?

Decrease 42%

Increase 33%

Remain the same 23%

Don't know/No opinion 2%

Source: May 2020 WSJ/Vistage Small Business Confidence Index n=816

Do you expect your firm's profitability to \_\_\_\_\_ during the next 12 months?

Decrease 44%

Improve 28%

Remain the same 26%

Don't know/No opinion 2%

Source: May 2020 WSJ/Vistage Small Business Confidence Index n=816

Do you expect your firm's total # of employees will \_\_\_\_\_ during the next 12 months?

Remain the same 45%

Increase 30%

Decrease 24%

Don't know/No opinion 1%

Source: May 2020 WSJ/Vistage Small Business Confidence Index n=816

# What programs have you—or do you plan to—leverage for your business? (allowed to select more than 1)

Paycheck Protection Program (PPP) 90%

Bank line of credit 42%

Economic Injury Disaster Loan (EIDL) 22%

Federal Tax Relief Measures 15%

Other CARES act provisions 11%

Other SBA funding/programs 8%

Do not plan to seek other aid 7%

Main Street Program from Federal Reserve 4%

Source: May 2020 WSJ/Vistage Small Business Confidence Index n=816

# To what degree have your revenues been impacted by COVID-19 pandemic?

Decreased 10-24%; 30%

Decreased 25-49%; 20%

Decreased less than 10%; 17%

Decreased 50-74%; 10%

No change; 8%

Increased; 7%

Decreased 75-89%; 3%

Decreased by more than 90%; 3%

Source: May 2020 WSJ/Vistage Small Business Confidence Index n=816

# When you do expect economic conditions in the U.S. to improve?

6-12 months 33%

3-5 months 30%

More than one year 20%

1-2 months 12%

Less than one month 2%

Other, please specify 2%

Source: May 2020 WSJ/Vistage Small Business Confidence Index n=816

# Which statement describes where you expect your business to be 6 months from now?

Moderately weakened, but regaining momentum 49%

Stronger than before 24%

Back to normal 15%

Significantly weakened and fighting to rebuild 12%

Source: May 2020 WSJ/Vistage Small Business Confidence Index n=816

# Preparing for the Next Normal

- Asking a better question:

Old way: “If the economy takes a serious turn, how will it affect my business?”

*Next way:* “If the economy takes a serious turn, how will it affect my ~~business~~ **customers**?”

# Preparing for the Next Normal

---

Customer  
behavior  
shifts

**Distancing**

---

**Contact Free Economy**

---

**At home for more time**

---

**Office optional**

---

# Preparing for the Next Normal

---

More  
government  
Intervention

Closures/SAH-SIP

---

Targeted financial tools

---

Law changes

---

Local/State/Fed coordination (?)

---

# Preparing for the Next Normal

## Creating value in your business

Old way: efficient  
and consistent  
positive cash flow

*Next way: All that  
+ Resiliency  
(bounce back)*

# Preparing for the Next Normal

Efficient: AP/AR coordination, working capital management, timely invoicing

Consistent: revenue generation, cash management, books & records

Resilient: how you respond to the customer's *Next Normal*

+

+

# Preparing for the Next Normal

---

Finding  
silver  
linings

New markets created

---

New products to sell (PPE?)

---

More time for \_\_\_\_\_

---

The great reset

---

**PENDLETON STREET**  
BUSINESS ADVISORS

John Barnes, CFP®  
President & CEO

[jbarnes@pstadvisors.com](mailto:jbarnes@pstadvisors.com)

803-799-1301  
[pendletonstreetadvisors.com](http://pendletonstreetadvisors.com)