



SPADER BUSINESS MANAGEMENT

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Today's Take Away

5 Lessons Learned During the
Past Year



5 Critical Success Factors
Moving Forward



5 LESSONS LEARNED DURING THE PAST YEAR



1

MARKET DRIVEN COLLAPSE



We were not
prepared.

2 - YOUR BALANCE SHEET

**Keep
Track**

- Cash
- Accounts Receivable
- Accounts Payable
- Customer Deposits

2 - YOUR BALANCE SHEET

Cash and Credit

- Keep much more cash on hand
- Maintain ample lines of credit

2 - YOUR BALANCE SHEET

Bus Loans

- Make better loans
- Improve the terms
- Pay on time, all the time

2 - YOUR BALANCE SHEET

Leverage

- Pay off some buses
- Do not be over leveraged

3 - BUDGET

**Make 3
Budgets**

- **Good plan**
- **Over the top**
- **Down Market**

3 - BUDGET

**Know
Your
Plateau**

- Have a plan to move up AND down
- Organizational Chart

3 - BUDGET

**Be
Flexible**

- Adjust to extreme market changes
- Adjust Plateau

4 - PROCESSES & ATTITUDES

Processes

- Well defined
- Employees - Multiple Roles

4 - PROCESSES & ATTITUDES

Efficiency

- Doing more with less
- Dollars and People

4 - PROCESSES & ATTITUDES

Communicate

- **Personnel**
- **Clients**
- **Vendors**

4 - PROCESSES & ATTITUDES

**Lenders
Vendors**

ARC

Appreciate

Respect

Communicate

4 - PROCESSES & ATTITUDES

Values

Leadership

5 - DIVERSIFY

**Mix it
Up**

**New revenue
streams using
existing
resources**

5 CRITICAL SUCCESS FACTORS MOVING FORWARD



1

MANAGEMENT DRIVEN RESTART



Be prepared.

2 - FORECASTING

Look 6
Months
Out

- Quotes
- Sales
- Cancellations
- Trends

2 - FORECASTING

Budget

- **3 Budgets**
- **Review**
- **Adjust**

2 - FORECASTING

Create
Dashboard

Include:

- Cash & AR
- AP & Deposits
- Debt Payments
- Big \$ Items Due

2 - FORECASTING

Cash
Flow

Use the
Dashboard
to predict

2 - FORECASTING

Fleet

**Use Forecast to
plan profitable
return of fleet
into service**

3 – PRICING/SALES

Increase
Margins

- Demand/Dynamic
- Tiered
- Sync w Forecast
- Top Mgt to create

3 – PRICING/SALES

Increase
Marketing

- Kick it up!
- Creativity
- Outsource?

3 – PRICING/SALES

Quality
Associates

Umbrella
in the
RAIN

Respect

Agree to terms

Integrity

Network

4 - PERSONNEL

Line
Before
Mgt

Why work for you?

- Pay & Benefits
- Environment
- Reputation
- Values

4 - PERSONNEL

Organizational Chart

- Create/update
- Helps plan your return expansion
- Set revenue triggers

4 - PERSONNEL

Hire Best
Sales
Personnel

- Key
- Train sales processes
- Phone, Internet, RFP
- Follow up, repeat

5 – LEAD!

You
are the
LEADER

- Lead your Company to a successful future
- It will not happen by itself.

5 – LEAD!

VALUES

The 3 C's

- Company
- Customers
- Community
- Update or create it
- Write it down
- Lead with it

Thank You

Spader Business Management
Wishes you Continued
SUCCESS.

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