

A Guide to Rebuilding Your Business

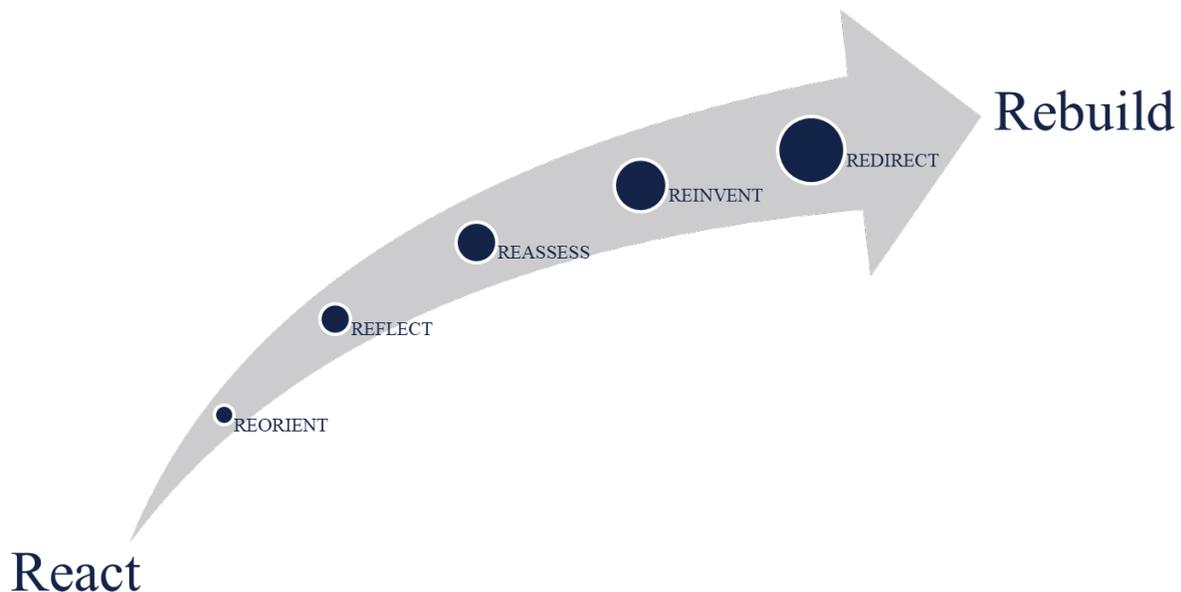
RESTORING 20/20 CLARITY IN YOUR BUSINESS

“Leadership in crisis” is different than “leadership out of crisis.” Over the past few weeks, our country has begun lifting the “shelter in place” order enabling many businesses to return to operations. This is a difficult transition to make in the midst of the current uncertainties facing companies. Just as business owners have needed wisdom for how to react to this crisis, they now need wisdom for how to rebuild their companies.

Directing a business through this crisis has required business owners and leaders to focus on work that is both urgent and important. However, much of the work that will be required to rebuild a business after this crisis is likely important but NOT urgent. Business owners must first reorient their thoughts from a reactionary mindset to a rebuilding mindset by focusing on the strategic work that will lead their organization forward. For example, it is important for business owners and leaders to invest the time to:

- Reflect on the lessons they have learned through this crisis.
- Reassess their company’s operations within a changing landscape.
- Reinvent their business’s products and services within a new competitive landscape.
- Redirect their strategic plans.

At Ronald Blue Trust, we call this the R2R Process. This process practically applies biblical wisdom, proven strategic planning methods and insights from other business owners to help rebuild companies and enhance their Kingdom impact.



Mitigating the Risks of Uncertainty

RISKS AND INSIGHTS TO CONSIDER

These uncertainties include, but are not limited to, employee and client safety, changing customer / client behaviors, supplier health and sustainability, and access to growth capital. Additionally, many of the laws and regulations regarding this pandemic are still being written, legislated or considered. The following are some ideas gleaned from God's word and from other business owners and leaders to help you mitigate the risks of uncertainty as you rebuild your business.

FROM GOD'S WORD:

- God has not given us a spirit of fear – but of power, love and a sound mind. (2 Timothy 1:7)
- God has called us to be “wise as serpents and innocent as doves.” (Matthew 10:16)
- What does this look like for a business owner or leader facing these uncertainties?
 - **We need to know the law** (e.g. employment law, safety regulations, credit agreements, government directives):
 - Whenever Jesus was questioned about the law, He always knew it better than the experts in the law. (Luke 10:25-37, Matthew 22:15-46, Matthew 5:17-48)
 - What if the same thing could be said about you that was said about Jesus in Matthew 22:46?
 - **We need to move forward in faith:**
 - We will never have enough information to make the perfect decision.
 - We need to avoid paralysis of analysis.
 - The Fruit of the Spirit in Galatians 5 gives us insight on how to move forward with confidence.
 - We see in vs. 23 that “there is no law against these things,” so consider these questions as you rebuild:
 - Love = Is this decision loving?
 - Joy = Does this decision bring joy?
 - Peace = Can I live in peace with the outcomes of this decision?
 - Patience = Do I need to slow down before I make this decision?
 - Kindness = Am I making this decision out of a kind heart?
 - Goodness = Is this decision creating a good result?
 - Faithfulness = Is this decision faithful to our core values?
 - Gentleness = Am I approaching this decision with a gentle spirit?
 - Self-control = Am I practicing self-control with this decision?

KEY RISKS BUSINESS OWNERS ARE CONSIDERING AS THEY REBUILD:

- Wrestling through the ethical dilemma associated with taking stimulus/bail out money from the government
- Developing a plan for managing workplace safety (for team members and clients)
- Team members remaining vigilant with safety and productivity
- Being knowledgeable about rapidly changing laws and regulations
- Matching customer demand with the timing of bringing back furloughed employees

- Identifying the right timing and method for restarting marketing (e.g. the changing face of relationship-based sales, selling too soon and appearing “tone deaf,” etc.)
- Communicating clearly with clients and the community regarding the safety measures being taken by your business

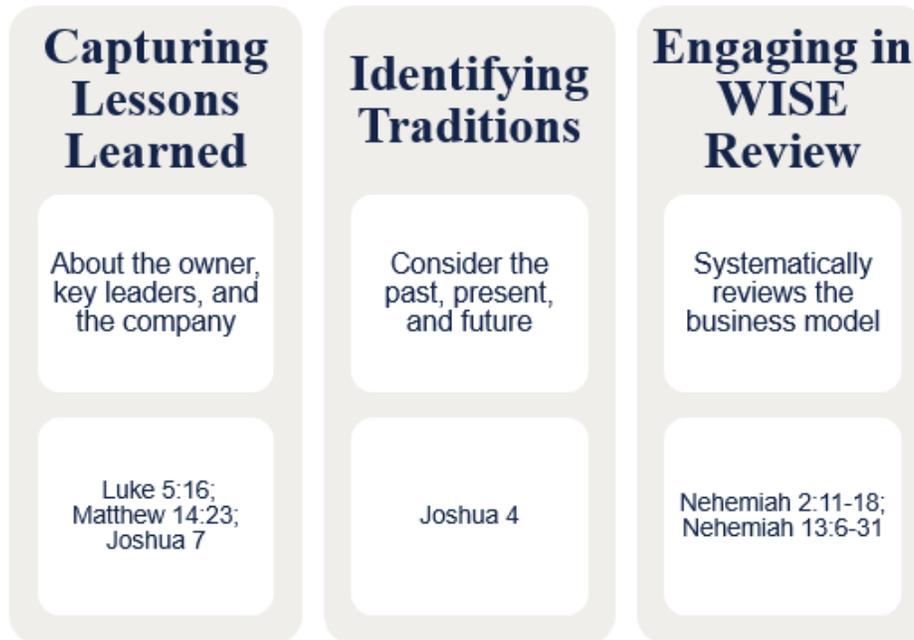
KEY INSIGHTS SHARED BY BUSINESS OWNERS:

- Be honest in communications with your leadership team and employees.
 - Be even more diligent/intentional with next generation family members during this season.
 - Be flexible with team members as they return to the work environment.
 - Consider key decisions from the point of view of different generations (e.g. Millennials, X, Boomer, etc.)
 - Treat people with dignity and honor = Practice good listening skills
 - You are not alone: we are in this together.
 - There are experts that can help keep your work environment safe & clean.
 - Competitors sharing best practices make the industry healthier.
 - God is in control.
 - There is a huge opportunity to glorify Him by how we engage with others, especially in the healthcare industry and in churches.
 - Because the legal & regulatory environment is changing so rapidly, be patient with making large decisions that take time to implement and would be costly to change.
 - In lieu of clear state or regulatory guidance review the White House’s guidelines for “Opening Up America Again” for a framework to guide your business decisions.
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Taking the Time to Reflect

INSIGHTS TO CONSIDER

We have all heard it said, “if we don’t learn from history, then we are doomed to repeat it.” We can apply this principle in our companies in three primary ways:



There is too much at stake for us to neglect this opportunity to reflect as we rebuild the businesses God has called us to steward. Amidst the daily whirlwind, reflection will be impossible. Create the space necessary to engage in this important exercise. Our recent survey of business owners and leaders showed that they learned the most about the following areas of their business:

- 33% - themselves and their leadership
- 23% - their business operations
- 20% - their company’s culture
- 13% - their employees
- 13% - their leadership team

The following are some ideas gleaned from God’s word and from other business owners and leaders to help you reflect as you begin to rebuild your business.

FROM GOD’S WORD:

- We’ve all heard it said that if we don’t learn from history, then we are doomed to repeat it
- As we begin to rebuild our businesses, it is imperative that we take the time to learn the lessons this crisis has taught us (Romans 8:28)
- We see a great example of this in Joshua 4 -
 - God was leading His people out of the wilderness into the Promised Land.

- Before the Israelites could enter the Promised Land, God had to perform a miracle by stopping up the Jordan River so the people could walk on dry land.
- Joshua did not want to forget this miracle, so he instructed men to bring 12 stones from the riverbed in order to remember God’s provision.
- In much the same way, God is leading us out of the “shelter in place” environment into an economy that is reopening.
- Notice the following details from this story:
 - First, Joshua took the stones while the priests were still in the riverbed
 - He knew that as soon as the priests moved out of the riverbed, the current of the river would wash away the physical evidence of the miracle.
 - And he knew that eventually the memory of God’s provision would fade, and future generations would forget.
 - In verse 6, we see that Joshua wanted to answer the following question for generations to come – “What do these stones mean to you?”
 - In the future, you will have new leaders and new team members who will not know about God’s provision for your business during this season
 - What traditions / rituals do you want to take from this time, so that you and your people do not forget God’s provision?
 - Second, Joshua understood how his work fit into God’s greater story
 - In verse 24, he shares that the tradition / ritual he instituted was “so that all the people of the earth may know that the Lord’s hand is mighty, and so that you may always fear the Lord your God”
 - Your business fits into God’s greater story in a similar way.
 - Your company shines God’s light in a dark world.
 - Your company reflects God’s glory in a world that needs Him.
 - What traditions / rituals do you want to institute to celebrate God’s provision and reflect His glory?

KEY LESSONS LEARNED ABOUT YOUR PERSONAL LEADERSHIP:

- Working remotely has increased leaders’ busyness.
 - It is important to be intentional and set clear priorities.
- Leaders need to be sure to highlight the positives when communicating with team members.
 - Consider a 3:1 ratio of positive to negative messages.
- Working remotely has increased communication, but it is the leader’s job to move the discussion beyond simply sharing information. Engage people in meaningful conversation.
- Leaders need to make sure that “Certainty” is not an idol.
 - Just as these bad times will eventually pass, good times will eventually pass too.
 - Our businesses need to be built to withstand success and challenges.
- Being in “crisis mode” can take an emotional toll on a leader.
- God has been pruning the “influencers” leaders listen to.
 - Some new influencers have stepped forward providing wisdom during these challenges.
 - Some previous influencers have faded away or become irrelevant.

- Leaders cannot forget the God we serve.
 - Read Psalm 104.
- It is important to manage people individually.
 - We can love people equally, but we need to treat them uniquely.

KEY LESSONS LEARNED ABOUT YOUR BUSINESS'S OPERATIONS:

- Leaders are increasingly thinking outside of the box for business development.
 - Technology has been helpful to facilitate virtual networking.
 - Collaboration is increasing between competitors.
- Leaders should hold their expectations loosely.
 - God's timing is different than our timing, and His timing is perfect.
 - New opportunities are beginning to emerge on the horizon.

KEY LESSONS LEARNED ABOUT YOUR COMPANY'S CULTURE:

- Leaders need to be intentional about the culture they are trying to build through this crisis.
 - Are we building a culture of care and gratitude?
 - Or are we building a culture of performance / fear / job security?
- It is important to intentionally build boundaries between our work, our family and our faith.
- Leaders are responsible for engaging people to speak-up in order to avoid a culture of isolation.

KEY LESSONS LEARNED ABOUT YOUR EMPLOYEES:

- Our team members are learning that they can lead innovation in their work environments.
 - Many employees are learning new ways to get their work completed.
- Leaders are learning about their teams' true commitment to the company.
 - Some are stepping up and shining brightly.
 - Others are stepping back.
 - These insights will be helpful if "pruning" is required for the new growth our companies' experiences as we rebuild.

KEY LESSONS LEARNED ABOUT YOUR LEADERSHIP TEAM:

- Leadership teams have learned to depend on each other more and to communicate more effectively (e.g. within the team and throughout the company).
- Leadership teams have proven themselves faithful through this time of uncertainty.
- Leadership teams have begun praying together.
 - Example: The 10:02 Rule (Luke 10:2) = Sharing prayer requests and committing to pray for each other at 10:02 AM.

QUESTIONS FOR FURTHER REFLECTION:

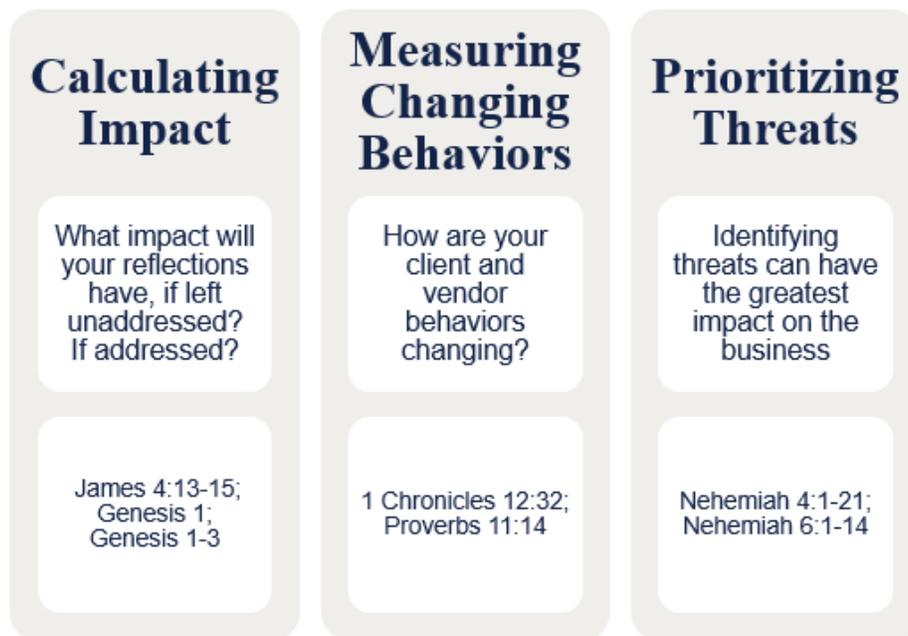
- What wisdom can you practically apply from God's word to rebuild a healthy, valuable business?
- What changes do you need to make to enhance the impact of your leadership team and / or advisory board?
- What new obstacles have you identified that will impact your team's productivity as they return to work?

- Are there any systems or processes in your business that impaired your company's performance through this crisis?
 - Did your company have sufficient financial margin (e.g. cash flow, access to capital, etc.) to sustain the business over the past few months with needing a government bailout?
 - Did your business uncover any client or vendor concentrations that weakened the business through these recent challenges?
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Reassessing the Changing Landscape

INSIGHTS TO CONSIDER

For many owners and leaders, their business's operating landscape has been impacted by this crisis. Some of these changes are temporary, while some of these changes will be long lasting. It is important to invest the time to analyze what has changed for each business and to understand how these changes will impact the company's operations. We can apply this discipline in our companies in three primary ways:



There is too much at stake for us to neglect this opportunity to “reassess” as we rebuild the businesses God has called us to steward. Our recent survey of business owners and leaders showed that they have observed the greatest change in behaviors and perspectives from:

- 49% - Employees
- 46% - Customers / Clients
- 5% - Vendors / Suppliers

The following are some ideas gleaned from God's word and from other business owners and leaders to help you “reassess” as you begin to rebuild your business.

FROM GOD'S WORD:

- The Book of Nehemiah is a wonderful resource for leadership lessons.
- In Chapters 4 & 6 of this book, we see a wonderful example of a leader that analyzes the landscape, prioritizes the threats, and then acts.
- As we begin to rebuild our businesses, it is important for us to follow Nehemiah's example
 - Chapter 4:
 - Threat – Attempts to discourage the builders

- Observing the work
 - Insulting the quality
 - Scheming to attack
 - Response
 - Prayer (vs. 4)
 - Redirecting focus (vs. 14)
 - Adjusting workforce (vs. 16)
 - Increasing communication (vs. 20)
 - Providing protection (vs. 22)
- Chapter 6:
 - Threat – Attempts to intimidate
 - Deceptive invitations
 - Spreading rumors
 - Response
 - Stayed focused on the work (vs. 3)
 - Focused on truth (vs. 8-9)
 - Stayed focused on God’s glory (vs. 12-13)
 - Depended on God’s provision (vs. 14)
- Let’s look at how Nehemiah analyzed these two threats.
 - First, he calculated the impact.
 - Ch. 4 – Employee morale = If he left the threats unaddressed, the building of the wall *would* be adversely impacted
 - Ch. 6 – His reputation = If he left the threats unaddressed, his reputation *could* be adversely impacted
 - Second, he measured the changing behaviors.
 - Ch. 4 – The escalating behaviors were putting the peoples’ lives at risk
 - Ch. 6 – The behaviors were different variation of the same personal attack
 - Third, he prioritized the threat.
 - Ch. 4 – He took action
 - Ch. 6 – He did not respond
- Throughout both accounts, Nehemiah was completely dependent on God to provide
 - We see this in Nehemiah 4:4, 4:14 and 6:14
- How can we apply this lesson to our businesses and respond like Nehemiah did?
 1. Reassess the changing landscape
 2. Seek the Lord through prayer
 3. Trust God to provide
 4. Get to work!

INSIGHTS ABOUT CHANGING EMPLOYEE BEHAVIORS:

- Different age groups are perceiving the risk associated with returning to work differently.
 - Older employees are more confident.
 - Younger employees are more uncertain.
- Employees and employers are struggling with the quality of the information they are receiving.

- It is hard to identify facts in the midst of the agendas swirling in the media.
- Wisdom for how to make decisions in the midst of uncertainty is at a premium.
- Government stimulus measures may have unintended consequences.
 - Many service and retail employees have the potential to receive approximately the same income from unemployment benefits.
- Employees may desire more space between people, preferring closed versus open office spaces.
 - This may be a near-term issue versus a long-term trend.
- The work-from-home movement may be a temporary trend resulting in only an extra day or two here or there.
- Telehealth as an employee benefit may increase.

INSIGHTS ABOUT CHANGING CUSTOMER / CLIENT BEHAVIORS:

- Customers are more open to utilizing technology to develop/advance relationships.
- Customers are currently desiring interactions more than usual and are open to longer conversations.
- Clients are currently hesitant to make decisions due to the current uncertainty.
 - This will likely impact “big ticket” purchases.
- Businesses may begin reallocating their budgets - prioritizing their IT infrastructure, IT security, and disaster preparedness processes and equipment.
- Individuals may begin investing in family environments (e.g. home improvements, pool installation, etc.) as they avoid public environments.
- There may be an increase in the number of babies being born in the next 7-9 months.
- Consumers and businesses may seek to strengthen their balance sheets by increasing savings and decreasing spending on discretionary items.
- Consumers may prefer environments with more space in-between people.
- Baby Boomers may be less likely to frequent restaurants in the near-term than Millennials/Gen Z.
- Consumers may continue the trend toward online and curbside pickup for retail purchases.
- Economic data indicates that the recent job losses have disproportionately impacted lower income workers.
- Consumers may begin discriminating against products sourced from China.

INSIGHTS ABOUT CHANGING SUPPLIER / VENDOR BEHAVIORS:

- Businesses may work to build greater flexibility into their supply chains.
 - Prioritizing “just in time” relationships that can be increased or decreased on a moment’s notice
- Businesses may seek to diversify their vendor base, especially those with suppliers in China.
- Essential businesses may begin facing increasing regulations to strengthen the nation against future threats.
- Businesses may begin requesting vendor financing options to address future business disruptions.
- Anti-China trade regulations may be broader in nature impacting all goods compared to historical tariffs that targeted specific industries.

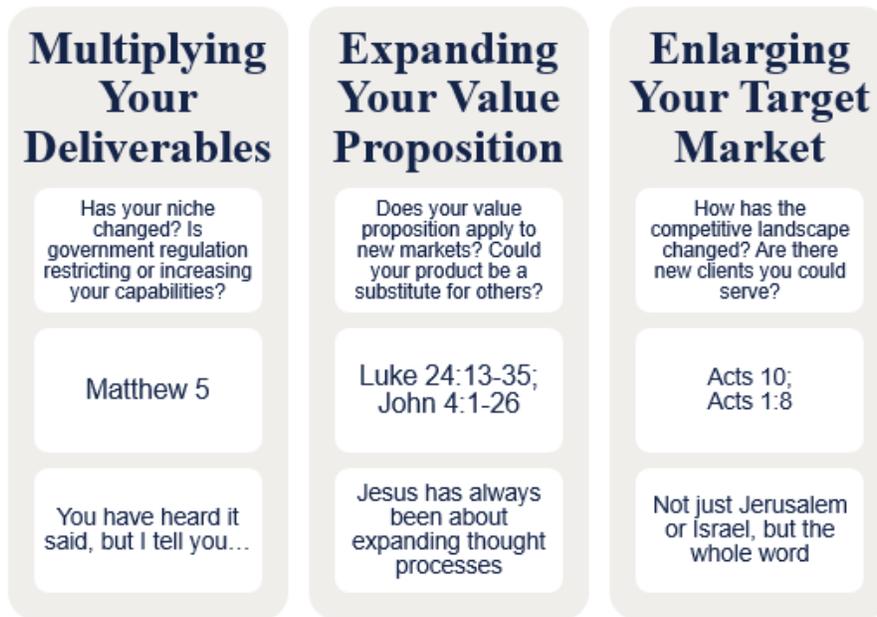
QUESTIONS FOR FURTHER REFLECTION:

- As you calculate the impact of the lessons you have learned about your leadership, your leadership team, and your company, consider utilizing the following thought process:
 - If this lesson learned is left unaddressed, then it will impact the business in what way(s)?
 - If this lesson learned is addressed, then it will impact the business in what way(s)?
 - What wise counsel have you sought to better understand the changing forces that will impact your clients' and suppliers' behaviors?
 - Have you spoken directly with your top clients and top suppliers? If not, then make that a priority and ask questions like:
 - B2B clientele - How has this crisis impacted the operations of your business (e.g. employee actions, end-user behaviors, efficiency of operations, etc.)?
 - Is there anything that we can be doing to better serve you during this time?
 - B2C customers – How has this crisis impacted your daily activities (i.e. how you spend your time and money)?
 - Is there anything that we can be doing to better serve you during this time?
 - Suppliers / Vendors - How has this crisis impacted the operations of your business (e.g. access to resources, employee actions, efficiency of operations, etc.)?
 - Have you prioritized the weaknesses and threats to your business that this crisis has revealed?
 - What wise counsel will you seek to confirm these priorities?
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Opportunities to Reinvent

A FRAMEWORK TO UTILIZE

For many owners and leaders, their business’s competitive landscape has been changed by this crisis. These changes may impact the products / services we offer to our customers, how our products / services are utilized by our customers or how we define the customers we can serve. It is important to invest the time to understand this changing landscape, so that we don’t miss any opportunity to “reinvent” within the business. We can apply this discipline within our companies in three primary ways:



“Reinventing” is an integral part of rebuilding the businesses God has called us to steward. The following are some ideas gleaned from God’s word and from other business owners and leaders to help us consider how to “reinvent” our business’s products and services.

FROM GOD’S WORD:

- In Isaiah 43:19a we read, “Behold, I will do something new, now it will spring forth, will you not be aware of it?”
 - Since Genesis 1, our God has been creating.
 - He is always doing something new, the question is “will we perceive it?”
- Let me share how this applies to the opportunity to “reinvent” your business as you rebuild from this crisis.
 - There is a narrative woven throughout Scripture about how God is continually revealing Himself to us in greater and greater ways.
 - For Him, it is a continual process.
 - For us, it can often feel like “reinventing.”
 - Consider these Scriptures:
 - Our Matthew 5 = “You have heard it said ..., but I tell you ...”

- Luke 24:13-35; John 4:1-26 = Jesus has always been about expanding thought processes
- Acts 10; Acts 1:8 = Not just Jerusalem and the Jews, but the whole world and all mankind

We are made in God’s image (Genesis 1:26) with the ability to create, innovate and reinvent within our business. Consider the following parallels:

	Our Faith	Our Businesses
Multiplied (What)	Our understanding of the law	The products / services offered
Expanding (How)	Our understanding of our relationship with God	How products / services impact customers
Enlarging (Where)	Our understanding of God’s mission	The definition of ideal customers

- God’s ultimate plan for your business has not changed:
 - but your understanding of God’s plan for your business may need to change
 - just like the disciples’ understanding of God’s Kingdom needed to change
- We hope this framework helps you perceive the “new” opportunity God is preparing for you and your business.

CASE STUDY #1:

Business / Ministry Description: The company specializes in helping large manufacturers (primarily medical device manufacturers – like Johnson & Johnson, Abbott Laboratories) automate their assembly line processes. Specifically, they focus on the ‘hyper precision’ delivery of fluids (adhesives, reagents, lubricants) to parts.

Circumstances: The company expects clients to want to stay at ‘arms-length’ for the next several months. Its unique business proposition is face-to-face, technical selling across Southern California and Northern Mexico. How will they sell in this new environment?

Decision: The company pulled its sales team together to come up with a joint solution. The team came up with the idea of converting one of the company’s conference rooms into a mini-technology lab. After investing in improved technology (e.g. cameras, servers, bandwidth, etc.), the sales team will use the lab to conduct technical “demos” for their customers that they cannot meet with face-to-face.

CASE STUDY #2:

Business / Ministry Description: The ministry helps community members with financial, food, and clothing, support during difficult times (e.g. rent assistance, utility support, etc.). In addition to receiving donations, the ministry receives funding from the profits of a thrift store it operates.

Circumstances: Due to COVID-19, the thrift store was not able to take in donated items or sell their inventory, since the retail location was closed. How will the ministry provide the financial support that community members need during this difficult season?

Decision: The thrift store had a five-year plan to launch an e-commerce site to enable online sales. This five-year plan was accelerated to become a three-month reality. The thrift store is currently setting up an online store and launching a digital media strategy. The online store will be utilized to schedule drop-offs or pick-ups and to facilitate online purchases. The digital media strategy will utilize Facebook live and Instagram live to begin reaching customers outside of the Atlanta market.

CASE STUDY #3:

Business / Ministry Description: The company distributes fuel to customers across 21 states.

Circumstances: After Hurricane Katrina in 2005, the company perceived the opportunity associated with becoming a certified FEMA supplier. This process helped the company to become healthier and more sustainable. It included investing in IT systems, setting up a remote-operating site, and even developing a pandemic plan. Recently the business considered the threat associated with continuing to outsource the maintenance of their trucking fleet. How could they keep operating through a crisis if they could not properly service their fleet?

Decision: The company decided to purchase a maintenance company, so it could service the trucks the distribution business uses to get fuel to its customers. Reinventing the business model in this way has paid off through the COVID-19 crisis. The business has actually grown, as they have picked up new clients from their struggling competitors.

QUESTIONS FOR FURTHER REFLECTION:

We trust these case studies have helped you think creatively about the opportunities to reinvent your business. If you need additional help, please consider the following questions:

- Has this crisis created opportunities for the business to expand its products or services to meet the needs of its existing customers?
 - Are there cross-sell opportunities that you could be taken advantage of?
 - Has this crisis created opportunities for the business by adversely impacting products or services that customers typically substitute for yours?
 - How could you begin marketing your products and services to these customers looking for a new provider?
 - Has this crisis created opportunities for the business by adversely impacting the competition?
 - How could you begin to market your business to these customers that are looking for a new provider?
 - What wise counsel have you sought to better understand the changing forces that will impact your competitive landscape?
 - Have you prioritized the opportunities for your business that this crisis has revealed?
 - What wise counsel will you seek to confirm these priorities?
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The Steps to Redirect

A STRATEGY TO EXECUTE

For many owners and leaders, their business’s strategic plans have been changed by this crisis. The dramatic changes that took them by surprise have likely impacted their opportunities and options, required an adjustment in their near-term priorities and necessitated new action steps. These steps are vital as leaders redirect aspects of their businesses.

“Redirecting” is an integral part of rebuilding the businesses God has called us to steward. We can apply wisdom to the process of redirecting our companies in three primary ways:



The following are some ideas gleaned from God’s word and from other business owners and leaders to help you consider how to “redirect” your business’s strategic plan.

FROM GOD’S WORD:

Strategic planning and preparation is our responsibility.

- Proverbs 6:7-8 says, “Go to the ant, O sluggard; consider her ways and be wise. Without having any chief, officer, or ruler, she prepares her bread in summer and gathers her food in harvest.”
- Proverbs 24:27 says, “Prepare your work outside; get everything ready for yourself in the field, and after that build your house.”

Our responsibility to plan and act is not negated by the fact that God is sovereign and can adjust our steps.

- Proverbs 16:9 says, “The heart of a man plans his way, but the Lord establishes his steps.”

- Proverbs 19:21 says, “Many are the plans in the mind of a man, but it is the purpose of the Lord that will stand.”
- Proverbs 3:5-6 says, “Trust in the Lord with all your heart, and do not lean on your own understanding. In all your ways acknowledge him, and he will make straight your paths.”

There are examples of characters throughout scripture who model the process of redirecting.

- **Nehemiah**
 - “The good hand of my God was upon me.” (2:8)
 - Nehemiah inspected the walls at night considering his strategic options. (2:13)
 - He facilitated the rebuilding of the wall around Jerusalem to protect the Temple Mount and the city of David from enemies.
 - The wall was rebuilt in 52 days.
- **Joshua**
 - Joshua 6:1 – 12:24 - Joshua leads the people of God to take the Promised Land. God was fighting on their behalf, but Joshua had to create the strategy and take the first steps.
 - This plan was broken into four main stages. 1. Protecting his rear guard. 2. Dividing the territory in half. 3. Conquering the southern kingdoms. 4. Conquering the northern kingdoms.
 - This strategy to take the land is thought to have been executed over seven years.
- **Joseph**
 - Genesis 41:33 states that Pharaoh needed to “select a discerning and wise man and set him over the land of Egypt.”
 - A strategy was put in place to gather 1/5 of the produce of the land during the seven plentiful years as a reserve for the land against the seven years of famine.
 - This plan required a team to execute it.
 - This plan required planning to store the food.
 - This plan required coordination to mitigate the risks associated with this strategy.

CASE STUDY:

Business Description: A fifth generation family farm has over 100 years of farming heritage. They are a pig, cow and grain farm. Their team of talented individuals and growing partners strive to raise animals with care and utilize modern and advanced farming practices to be efficient and sustainable. Every day 2,500 pigs are born at this farm!

Strategic Plan: The organization’s 2020 strategic plan was immediately impacted by a decrease in processing capacity, experienced nationwide. This drop-in capacity was due to concerns related to COVID-19 and the proximity of employees within a plant. The return to full capacity will depend on states re-opening and social distancing recommendations. This drop-in processing capacity has created an excess of 2.5 million pigs nationally. Additionally, they paused all diversification initiatives that would have required investment of capital, as well as planned capital expenditures.

Redirected Plan: While some plans have changed, they are moving ahead with others.

- The leadership team initially planned for not selling a single pig for two weeks and immediately implemented a cash management strategy to preserve working capital.
- The organization will push diversification investments to the future.
- Vendors for capital expenditure projects lowered their bids by 7% and they may move forward with some of their original plans.

KEY LESSONS LEARNED:

- This crisis has removed any false sense of certainty in their business.
- The owners and leaders leaned on past experience and wise planning to navigate the challenges they faced.
- With capacity constraints expected to last for a few years, the business will need to continue utilizing wise scenario planning to adjust their production accordingly.

QUESTIONS FOR FURTHER REFLECTION:

- How has this recent crisis impacted your strategic plan for 2020? Beyond 2020?
- As you have reflected, reassessed and reinvented these past few weeks, what are the strategic options that you have identified?
- As God has redirected your strategic plan, what is a new picture of where your business could be in three years as you seek to accomplish God's vision for the business?
 - Revenue?
 - Profitability?
- Which of the strategic options you have identified have the greatest potential of achieving this three-year picture?
 - Who are the people within your organization that can help you accomplish these strategic objectives?
 - What are the major risks associated with each objective?

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