

# Scaling Up “Re-N-Vent” SUMMIT

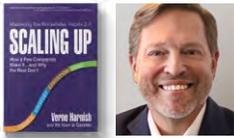
Bringing Immediate Oxygen to your ScaleUp

THURSDAY, APRIL 2, 2020

SCALING UP  
A GAZELLES COMPANY 

## SPEAKER NOTES

[Bios at [scalingup.com/2020-re-n-vent-summit/](https://scalingup.com/2020-re-n-vent-summit/)]



### VERNE HARNISH, NAVIGATOR

1. Need to take a rooftop view and understand the trends. Covid-19 crisis has already put 3D printing on the map, and distance learning has become hot.
2. Pivot like Rick Skidmore, CEO of at Timberlane (wooden shutters) in PA. With core business sales down 75%, he was looking at furloughing his 60 employees. Now about 50% are making masks, intubation cases, soon 100% plus hiring. Revenue is about \$50,000 a day. Check out his website [www.timberlane.com](http://www.timberlane.com) to see how he's pivoted to medical supplies (along top of website).
3. You need data, data, data. **Brad Stevens** data scraped the media to identify the “hot opportunities” short and long term coming out of this COVID crisis. Here's a link to the list, updated daily [https://docs.google.com/spreadsheets/d/17A9Bax1WiO3l4U\\_5J7kNwnRuoTbXMQwblymL-JLPfEAI/edit#gid=1707667134](https://docs.google.com/spreadsheets/d/17A9Bax1WiO3l4U_5J7kNwnRuoTbXMQwblymL-JLPfEAI/edit#gid=1707667134)
4. Brad also recommends using data scraping to gather information on the social media profiles of your existing customers to deepen your relationship with them. He'll data scrape a 100 of your customer records for free to see what can be found – and if useful, his virtual assistants can do the rest of your database for roughly \$.20 per record. Write to [tools@outsourcaccess.com](mailto:tools@outsourcaccess.com) with subject line “tools”.
5. You can't think your way out of this. You have to talk your way out. Team up with four or five people from your industry and brainstorm how your capabilities could be put to use in one of the growing opportunities – skate to where the puck is goin.
6. Right now you make or break your brand. Make a list of key relationships you want to maintain through this crisis—advisors, customers, suppliers, key employees—and have a conversation (video if possible) with them.



### MARGARET HEFFERNAN, “PRACTICALIST”

1. Don't lose your ambition. Situation is unparalleled. Many have the instinct to hunker down, think small. When economies shrink, there are opportunities you will never find any other time.
2. Often you'll get more attention at a time like this than any other time. Method cleaning products launched in the middle of the dot-com bust—and Target welcomed them, wanting something new to offer customers.
3. Don't be a loner sitting in a tent coming up with ideas alone. You need ideas, challenges and wacky thinking from everyone who cares about you.
4. Don't set artificial deadlines.



### RON LOVETT, DRIVING AUTONOMY AND DEEPENING RELATIONSHIPS

Build autonomy by giving employees their brains back. Employees, to be able to make good independent decisions, should ask selves three key questions:

1. Is it the right thing for the customer?
2. Is it the right thing for our business (aligned with values, purpose, brand promises)?
3. Are you willing to be accountable?

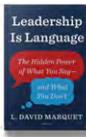
Before having a conversation with anyone, deepen the relationship by asking yourself three key questions:

1. What is your intention?
2. What is the outcome you are looking for?
3. What is your intention for how they experience you?



### HOLLY DELANEY, INSIGHTS FROM ZAPPOS

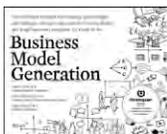
1. Video meetings are draining. Team members now make fun emojis, instead of always appearing on camera.
2. Zappos has brought elements of its in-person culture (1,450 employees working from home now) to video meetings. Meetings start with check-in. ("How are you doing with what's going on?"). Some include Jackbox Games, (murder mystery trivia game).
3. Customer service is what Zappos sells. Company now offers a "Customer Service Anything" service where you can get help with anything, including how to find toilet paper.
4. Giving back remains important. Company bistro and internal charity program teamed up to cook and deliver hot meals to seniors.



### DAVID MARQUET, EXECUTION

To stay sane during 87 days under the ocean, David recommends these steps:

1. Ritual (celebrate Thanksgiving, even if it's not the same as at home)
2. Routine (e.g., wake up at 6:30 a.m. if you always did; yoga at 7:30 a.m., go to bed at the same time)
3. Redwork (doing actual work; bluework is what makes the actual work better) – so do more redwork to see progress
4. Replenish (take care of physical self, make sure engine is working)
5. Retreat (even if it's into a tiny bunk)
6. Respect (assume respect when nerves are fraying – everyone is having a rough time)



### ALEX OSTERWALDER, STRATEGY NEXT

1. Explore new value propositions as quickly as you can
2. Don't make crazy bets without testing fast
3. Use email lists to test things like price points



### DAVID MEERMAN SCOTT, MARKETING- MAKE FANS NOW

1. Go all-in on video. Neuroscience makes our brains think we are in close physical proximity if we meet on video or see a close-up video of someone. This helps with human connection.
2. Video should be all over your website, including places like the contact box. Put a video on every landing page – and replace all those stock photos!
3. Consider starting a YouTube channel. Matt Risinger, a custom home builder from Austin, got to \$20M in revenue because of his YouTube channel. It now brings in \$350,000 a year in advertising and \$150,000 in sponsorships. (<https://www.youtube.com/user/MattRisinger>)
4. Use video on your LinkedIn. Verne saw his views go up 38% and engagement 268%



### JACK DALY- SALES IMPERATIVES

1. Stop selling. Be a resource – help customers with their problems and needs even if that means the solution is not you.
2. Operate with a daily plan as to where you will get the most momentum and results.
3. Focus on high payoff activities—more calls to important people; eliminate calls to people who don't warrant it.

The key test – would customers be willing to pay for the sales call because it's so valuable – solve problems, provide market intel, make connections.

FYI, Jack has made a list of 1200 key people he's calling over the next 3 months – what is your list?



### PAUL AKERS- LEAN PROCESS IMPROVEMENT

1. Now is the time to do spring cleaning. Literally clean your work environment in the morning to bring greater clarity of thought (it's a "small victory"). Also clean up processes that are running sloppily.
2. Spend time on developing your people.
3. 30-minute meeting every day to talk about problems in a robust, university-like setting.

Again, Paul's team does 30 minutes of training every day. A key weakness of mid-market firms is their lack of a system/mindset for process improvement. Please take this time to get your team to learn lean. Here are the best free resources:

- 1) Free e-copy of Paul's book Banish Sloppiness <https://paulakers.net/books/banish-sloppiness>
- 2) 13-minute video – see what a Lean Company looks and feels like – total flexibility – <https://paulakers.net/lean-videos>
- 3) "Lean is Simple" – Paul's video viewed a quarter million times – the best 97-minute training on Lean



### SANTIAGO JARAMILLO, EMPLOYEE EXPERIENCE (EX)

1. 2/3 of employees are worried about effect of the economy on their organization. Remedy: Frequent, transparent communication. Give them a safe, anonymous place to give feedback.
2. Teams will remember how you treat humans
3. Connect with teams personally in a humane way. Bring in a financial planner to help them budget for lean times, for instance.

And key, people are more willing to tell a computer the truth, than a human.

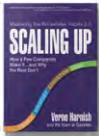
Here's a link to the free employee health survey tool Santi demonstrated – get immediate feedback from your remote team: [https://emplify.com/wellbeing?utm\\_source=partner\\_scalingup&utm\\_medium=referral&utm\\_campaign=wellbeing](https://emplify.com/wellbeing?utm_source=partner_scalingup&utm_medium=referral&utm_campaign=wellbeing)

align

**DOUG WALNER, EXECUTION**

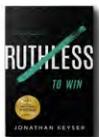
1. Track tasks for day on visual Scaling Up scoreboard
2. Use software (not Excel spreadsheets) to track priorities, data and meetings
3. Get visuals of top priorities for each employee

Align open access tools: <https://aligntoday.com/product/huddle-tools/>

**ALAN MILTZ, CASH FLOW**

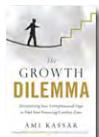
1. Create a War Room and meet weekly
2. Everyone in the meeting must understand: revenue, margins, profits, receivables, inventory and payables. Use the Power of One calculator to understand the impact of a one-day change in getting a receivable, etc.
3. Your bank has never been more important. Show them their money will be in a safe set of hands.

Here's a link to Alan's slides and the log-n for his complimentary software to Stress Test your Cash <https://mycashflowstory.com/register/stresstest>

**JONATHAN KEYSER, NON-RUTHLESS NEGOTIATING**

1. Real estate is typically the second or third largest expense after payroll.
2. Come to your landlord with solutions if you need rent relief (deferred rent, renegotiate, communicate if you can't pay on time). They may be in pain, too.
3. Make the most of the coming re-set in real estate costs.

Here's a link to Jonathan's Infographic "10 answers every tenant needs to know in today's uncertain environment." <https://keyserco.com/10-answers/>

**AMI KASSER, SBA LOANS AND RELIEF OPTIONS**

1. Act quickly on Paycheck Protection Program—will be a "mad gold rush." Get the info for your application together ASAP. Applications open tomorrow (4.3). Entitles employers to 2.5x payroll for 8 weeks. No interest for six months, then 1%.
2. Expect bumps with PPP. Banks have not gotten proper guidance from Treasury on how to implement.
3. Watch out for fraud. It's already starting.

Ami is hosting daily [public webinars for free](#). If you would prefer more private access with one of his advisors, please [click here](#).