

William Putsis
Professor of Marketing, Economics and Business Strategy

Advice to Business Owners:
Economically surviving the COVID-19 Crisis



Yale SCHOOL OF MANAGEMENT

Chestnut Hill ASSOCIATES

UNC

KENAN-FLAGLER
BUSINESS SCHOOL

1

William Putsis
Professor of Marketing, Economics and Business Strategy

Two Parts to this Session:

1. Lessons from the Past for Today's Economic Environment
2. Moving beyond COVID-19



Yale SCHOOL OF MANAGEMENT

Chestnut Hill ASSOCIATES

UNC

KENAN-FLAGLER
BUSINESS SCHOOL

2

Key Lessons from the Past

- Take care of your people – be in it together.
- That doesn't mean business as usual, staying the course, paying everyone as usual. Make the hard decisions. Now.
- We are in a recession. Deep / short. Very deep. Q2 is at a standstill, likely won't move to the positive until at least Q4 2020.
- Fight for share.
- Think "Right-to-Left"
 - Snuggie versus Slanket.
 - When we're up, you'll need to ramp up quickly. Be prepared.
 - Where do you want to be in October?
- Liquidity, liquidity, liquidity (lowest interest rate environment in memory).
- Transform for disruption if possible. If you have the flexibility, use this as an opportunity to invest in the future.



Yale SCHOOL OF MANAGEMENT

Chestnut Hill ASSOCIATES



KENAN-FLAGLER
BUSINESS SCHOOL

3

Moving Beyond Covid-19: Transforming your Business



Yale SCHOOL OF MANAGEMENT

Chestnut Hill ASSOCIATES



KENAN-FLAGLER
BUSINESS SCHOOL

4

Strategic Use of the Value chain - SoftSoap

A *Strategic Control Point* is a part of a market where, if controlled by one party, can be used to leverage power elsewhere – this can be throughout the supply chain, in a related business, or even in an unrelated market.



Yale SCHOOL OF MANAGEMENT

Chestnut Hill ASSOCIATES



KENAN-FLAGLER BUSINESS SCHOOL

5

“I recently gave a talk to the Latin American CEO Summit in Miami and, after my talk, the CEO of one of the largest insurance companies in Latin America came up to me and said, “I hate Google.” My response was to say that the statement was “pretty harsh” and to ask why he felt so strongly about Google.”



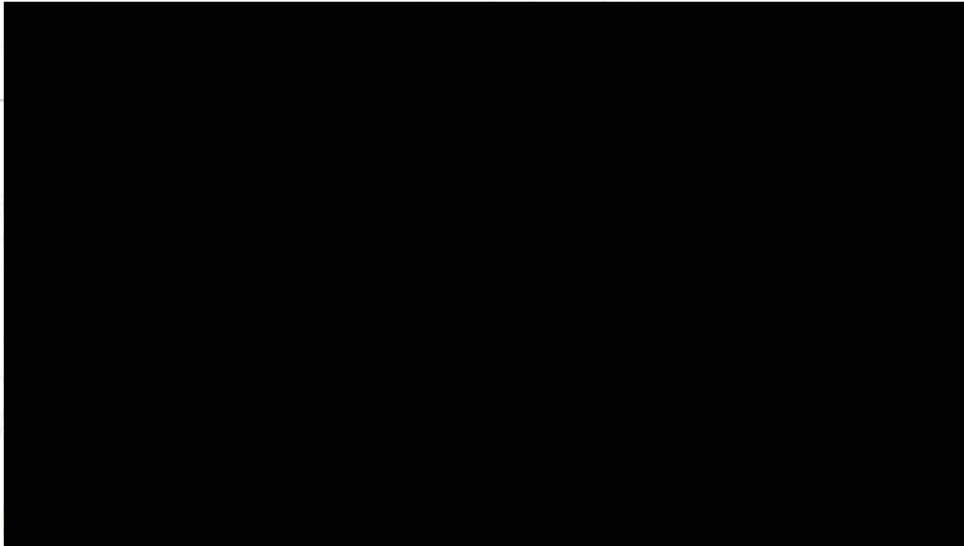
Yale SCHOOL OF MANAGEMENT

Chestnut Hill ASSOCIATES



KENAN-FLAGLER BUSINESS SCHOOL

6

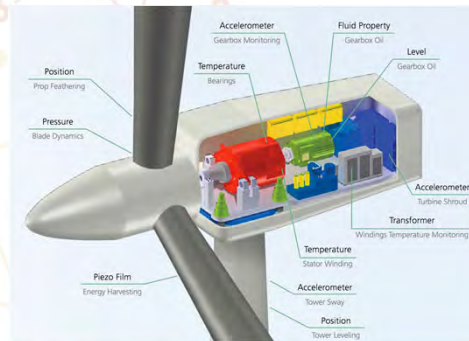
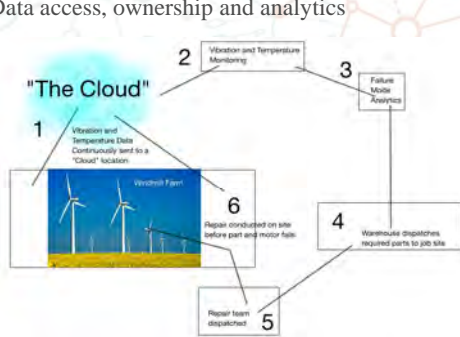


Transforming and Disrupting Distribution:

Monetize value added services, not the data itself

e.g. Information

- Hardware/software (today's version of razor/razorblades)
- Data access, ownership and analytics



The Carrot and The Stick Compete Smarter, Not Harder



William Putsis
Professor of Marketing, Economics and Business Strategy

William_Putsis@unc.edu
William.Putsis@Yale.edu
[@Putsis](https://twitter.com/Putsis) (Twitter)

www.putsis.com
www.competingsmarter.com
www.competesmarternoharder.wordpress.com
www.chestnuthillconsulting.com

Blog (shorter)
Blog (longer)
Company



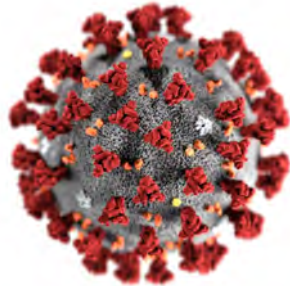
Yale SCHOOL OF MANAGEMENT

Chestnut Hill ASSOCIATES



KENAN-FLAGLER
BUSINESS SCHOOL

William Putsis
Professor of Marketing, Economics and Business Strategy



Advice to Business Owners:
Economically surviving the COVID-19 Crisis



Yale SCHOOL OF MANAGEMENT

Chestnut Hill ASSOCIATES



KENAN-FLAGLER
BUSINESS SCHOOL