

## THE HORIZON – “NOW, NEXT, LATER”

The coronavirus pandemic is driving companies to focus on near-term survival and long-term supply chain changes. **Ace Steel Supply is here to assist!**

“Now” is focused on the first 30 days; “next” is focused on the following 60 days; and “later” focusing on 90 days and beyond.

The “now” response reflects the immediate reality for businesses – SURVIVAL. Filings for unemployment claims by April end surpassed 30 million Americans, soaring to levels not seen since the Great Depression. Yet, even as companies respond to short-term disruption in operations and in the lives of family, employees and communities, business leaders are looking ahead to implement effective changes they can make to their businesses when the economy begins to recover.

### Strategies for “Now”

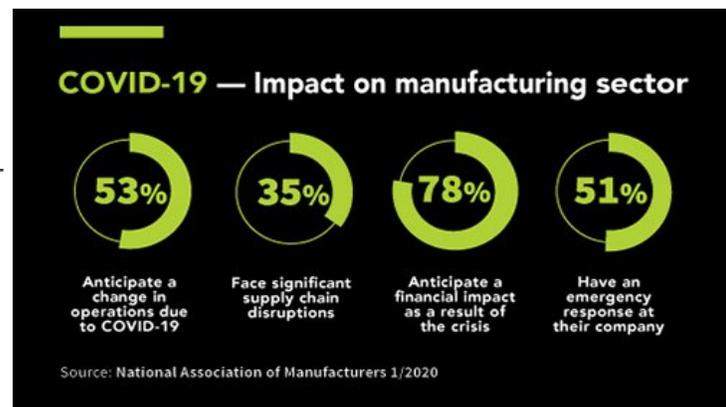
In the near-term, the survival filter applied to operational focus draws attention to three key areas: Finance, Inventory and logistics, Strategic planning and operations (including people). From the financial side, the first 30 days focuses on cash management and operational continuity: how to retain cash, how to ensure operations do not stop, and how to apply for capital assistance. However, this is not a time to be proud; companies that need access to capital, particularly under favorable government terms, should initiate the application process.

The CARES Act provided substantial support to individuals and small businesses, and Congress has already enacted further stimulus. Businesses need to stay in close contact with their legal, banking, and professional advisors since new COVID-19 response programs will be added and existing programs will evolve to meet local needs.

Even if businesses think their cash flow is adequate at present, they should look into expanding credit lines to be better prepared for any interruptions or declines in cash flow should government assistance be insufficient.

## *Most middle market companies have limited visibility into their extended supply chain.*

Shifting to inventory and logistics, companies need to examine their supply chains and identify where they might be short on key items. Companies need to be aware of the entire flow of materials, their suppliers, and countries of origin to be able to respond effectively to supply chain interruptions, whether they are pandemic-related or otherwise.



Strategy planning and operations is a focus on the current state of operations and scenario planning — including staffing scenarios. Companies need to make data-driven decisions that inform how the business is operating.

Even as companies quickly shift how they did business, making sure they support both their employees and their customers, they have had to focus on cybersecurity. Companies and individuals must be vigilant in the face of criminals and bad actors who are always looking to steal data, disrupt systems, or undermine an organization’s reputation and credibility. Bogus vendors will take advantage of the unsettled environment as companies look to fill supply and resource gaps.

## Strategies for “Next”

As companies deploy “now” solutions, their attention quickly begins transitioning onto sustaining the business in the mid-term. If key supplies are lacking inventory or consumers, companies may not be able to fulfill certain contracts. Taking care of customers is an essential consideration for businesses at a time when so much energy is being applied to survival. Communicate with customers; be proactive and let them know of any negative ramifications to supplies or commitments previously made. Perhaps utilize the opportunity to discuss how to protect them, securing different payment terms that help increase control over the company’s supply chain and secure necessary items to fulfill client obligations.

In the short- and medium-term, many businesses will need to evaluate their workforce needs. Should there be a need to decrease workforce, what are the impacts to production and does this affect the company’s eligibility for the PPP (Paycheck Protection Program) from the CARES Act?

## Strategies for “Later”

Shoring up the business and people in the short term and adjusting for the medium term will better prepare a company for the recovering economy.

As states relax their shelter-in-place orders and health officials look for a plateau and decline in the spread of COVID-19, it is impossible to predict how the economy will re-open, and equally impossible to determine how life will change, but for sure, changes are here.

Wishing everyone much success as together we navigate these challenging times.

Please remember that Ace Steel Supply, Inc. is well stocked to support your needs. Please call upon us to assist you in any way we can.



## CHANCES DOG RESCUE AND RELOCATION May 2020

Everyone at Chances Dog Rescue and Relocation has been staying home and staying safe over these past few weeks. We have been unable to conduct any transports because our partners in Massachusetts have been closed by order of the Governor. Massachusetts shelter staff have been furloughed, and all animals were adopted or placed into foster to wait out the virus in a loving home.

As the country slowly prepares to reopen, Chances is preparing to get back on the road too. We currently have a departure date of May 28 for our first transport since March 15. Our partners in Massachusetts are anxious to welcome some wonderful southern pups, and they all have a long list of approved adopters just waiting to meet their newest family member.

While we have not been transporting over the past couple of months, we have been hearing from many adopters who are enjoying getting to know their new family member during this Stay at Home time.

Please know we cannot do what we do without your support – donate, sponsor, foster, or volunteer – we can all do something!

Barbara Pennington  
*Save a Life – Adopt a Homeless Dog!*



# The Perfect Cinco de Mayo Margarita

As all of us are getting through the Covid19 pandemic the best we can, this little libation may be of some help. Picture yourself on a beach in the Caribbean enjoying your chilled concoction.... Since we can't actually fly there. Remember... its 5o'clock somewhere!

Enjoy!! And Happy Cinco de Mayo!!!

1 lime wedge

1 pinch coarse sea salt to taste

1 large ice cube

Ice

2 fluid ounces of your favorite 100% Agave white tequila

1.5 fluid ounces of triple sec

1 fluid ounce of freshly squeezed lime juice

1 slice of lime



Moisten the rim of a glass with a lime wedge. Sprinkle salt onto a plate. Lightly dip the moistened rim into the salt. Place a large ice cube in the glass and freeze the prepared glass until ready to serve.

Fill a cocktail shaker with fresh ice. Add tequila, triple sec, and lime juice. Cover and shake vigorously until outside of the shaker has frosted.



**“Making Business Easier”**

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